

DIVERSITY AND THE CHANGING ROLE OF HUMAN RESOURCE IN MALAYSIAN ORGANIZATION

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ABSTRACT

Diversity and the human resource role is getting wider attention with an increase in of the job market and the impact of globalization. Many organizations have implemented various types of initiatives to deal with diversity, and one of the initiatives is the changing role of human resource development. This paper offers a framework to increase the strength of the worker's diversities and improved diversity in organizations by an applied Lewin-Schein change model. The purpose of this paper is to link previous research on diversity and human resource roles in Malaysia organization. This paper also examined the usage of change models for diversity in organizations. This paper recommends two strategies for accomplishing better diversity in organizations: change models and organization policy.

KEYWORDS: Diversity, Human resource development, Organization performance

INTRODUCTION

Human resource practices and diversity have become an important issue in organizations due to rapid economic growth and advancement. Human resource development has become one of the most important tools to emerge to further equalize diversity, equity and reform in the workplace. McLagan (1989) defined human resource development as an integrated use of training and development, organization development, and career development to improve individual, group, and organizational effectiveness. In contrast, Cummings and Worley (2005) agree that workplace performance is the defining paradigm for human resource development and they encourage learning as a defining paradigm for the field. Indirectly, human resource and diversity in workforce patterns change drastically based on the demand of worldwide trade markets.

The patterns require organizations to become more diversified, especially in multiracial and multiethnic countries. Thus, organizations are facing a challenge to recruit and train workers to become more aware and competent in a diversified workforce. Human resource practitioners will face the challenges of bringing competent workers into organizations and meeting the workers' needs and expectations (Lo, Mohamad, & La, 2009). To be more competitive, human resource practitioners need to play an active and guiding role to improve organization performance. Organizations need to choose its workers well, invest the employees with the proper responsibilities, support growth and respect needs in order to achieve the organization's strategic plan (Long & Wan Ismail, 2008).

In recent years, human resource practice in recruiting workers has change due to globalization in the workforce. McGuire and Bagher (2010) describe that globalization and workforce mobility's increasing effects of diversity are becoming a more pressing priority for human resource development professionals. The new trend is to employ workers who have the knowledge, expertise, and skills for better suited employment and who can make greater contributions to the workforce market. A diversified workforce, especially in management should emphasize building specific skills, creating

policies and drafting practices to get the best from every employee (D'Netto&Sohal, 1999). The situation is forcing organizations to shift from their current practices in human resource to becoming more aware of workforce diversity trends and their positive social and economic impacts. Diversity was selected as a best practice area since changing demographics make it more important to select, retain and manage a diverse workforce (Reichenberg, 2001). To become global players, organizations also need to provide workers with new and broader skills in order to meet the workplace demands and challenges.

BACKGROUND

Workforce diversity has recently become an important issue in organizations due to rapid changes in economics and advancement. Diversity in workforce includes all differences that define individuals such as culture, ethnicity, race, gender, nationality, age, religion, disability, sexual orientation, education, experiences, opinions, and beliefs that individuals bring to organizations (Kersten, 2000). Workforce diversity has become one of the most important tools to emerge to further equal opportunity in the workplace. Thus, organizations need to become more diversified.

Furthermore, organizations are facing a challenge to recruit and train employees to become more competent in a diversified workforce. In other words, the human resource practitioners will face the challenges of bringing better fitted workers into organizations and meeting the workers' needs and expectations (Lo, Mohamad, & La, 2009).

To be sure that organizations benefit from workforce diversity, the human resource practitioners needs to come out with some guidelines and incorporate these into their policies and practices. One of the more difficult problems that must be addressed in effecting these policies of diversification is the availability of human resources managers that understand diversity. Thus, structural changes in the organization can only be successful if there is effective manpower participation (Wan Abdullah, 2004). Human resource practitioners need to play a dynamic and guiding role in enabling an organization to choose its workers well, invest the employees with the proper responsibilities, support growth and respect needs in order to achieve organization's strategic business objective (Long & Wan Ismail, 2008).

In order to achieve the objectives, the organization needs to come out with a policy and strategic plan to enhance and promote workforce diversity. In recent years, human resources have been known for recruitment, training and development. Swanson(2001) describes human resource development as a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance. However, the trend is changing and human resources now are more focused on diverse areas such as transferring knowledge, expertise, and skills of workers to better suited employment with greater contributions to the job market.

A diversified workforce, especially in management should emphasize building specific skills, creating policies and drafting practices to get the best from every employee (D'Netto&Sohal, 1999). The situation is forcing organizations to shift from their current practices in human resources to becoming more aware of workforce diversity trends and their positive social and economic impacts. Diversity was selected as a best practice area since changing demographics make it more important to select, retain and manage a diverse workforce (Reichenberg, 2001).

Figure 1 illustrated an overview of diversity management strategies that organizations can apply from the Human Resource Management Diversity stream by Konrad, Prasad, and Pringle (2006). The process involved (a) Human resource practices, (b) Workforce diversity, and (c) Individual, group and organization outcomes.

Human resources is the first step in influencing workforce diversity where it involves organization settings. In the second process, workforce diversity will examine the effects of diversity in organizations. The last process is linking the individual, group and organization practices to the outcomes.

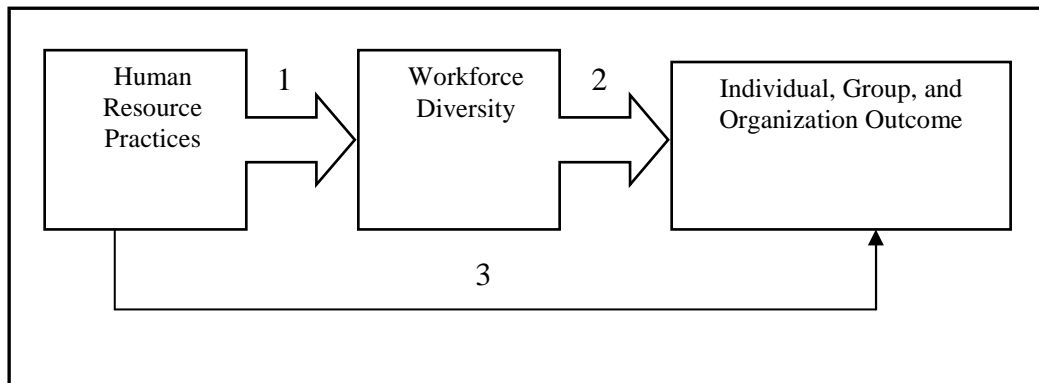


Figure 1: Human Resource Management Diversity Stream (Konrad, Prasad, & Pringle, 2006)

The challenges facing diversity trends in organizations can only be properly addressed on the basis of a thorough understanding of the reforms needed. One way to see how these diversities are put into action is by looking through the lens of change in organizations and the policies that effect that change. Using the framework of the Lewin-Schein change model, this paper is viewed from a theoretical perspective in organization settings. This paper will conclude by suggesting the areas in the Lewin-Schein change model that need to be focused on in organization policy in order to prepare workers for diversity in organizations.

LEWIN-SCHEIN CHANGE MODEL

Organizations need to look forward to ways to improve the strength of the worker's diversities. As McGuire and Bagher (2010) point out, increasingly participation of diverse groups in the workplace requires human resource development to commit and promote the cause of diversity. One of the approaches is by applying the change model to organizations. While change is not an easy process, organization should plan to make it happen. Brisson-Banks (2009) point out organization has to be resolved and committed to make the change and do what is necessary regardless of any inconveniences involved in the process. One of the change models that have been used to study diversity impacts is the Lewin-Schein change model concept (Friday & Friday, 2003).

The model, also known as the unfreezing-change-refreeze model as it theorized a three stage model of change. There are many models that can be applied to the organization. The challenges are in choosing the right change model to be applied to organizations. For this paper, the Lewin-Schein change model has been chosen as a model because this model is one that has been used and tested to see the diversity impact and change in organizations (Allen & Montgomery, 2001; Friday & Friday, 2003). Hence, the Lewin-Schein change model concept is one of the ways to ensure that the change qualities occur in organization are enhanced and improved especially in diversity's scope. Many organizations are adopting the Lewin-Schein change model to meet the organizational change and needs of diversity.

The model also needs to work in conjunction with the organization policies and vision provided by the organization's top management. Although there are many change models that can be applied to organizations, the model itself needs to be adjusted to meet the purpose. The model can be utilized as a platform for an organization to deduce the

best plan for the development of the diversity policy. In the context of learning and performance the model tries to balance the strategic, financial, and business goals of organizations with the interests of the employees who are doing the work (Weinstein, 2005). Armstrong (2006) in his book explained details about the three steps of change models as follows:

Unfreezing “altering the present stable equilibrium which supports existing behaviors and attitudes. This process must take account of the inherent threats that change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change” (Armstrong, 2006, p. 347).

Moving

“developing new responses based on new information” (Armstrong, 2006, p. 347).

Refreezing

“stabilizing the change by introducing the new responses into the personalities of those concerned” (Armstrong, 2006, p. 347).

It is important for workers in organizations to experience the change in three difference stages successfully in order to influence top management on diversity policy. Researchers have used change models as a framework for diversity studies. Allen and Montgomery (2001) use change models as a framework for creating diversity, while Friday and Friday (2003) used the change model as a framework for managing diversity. The change model can also be used to influence policies on diversity.

POLICIES ON DIVERSITY

Organizations need to promote a new policy in order to recognize diversity. Implementation of a policy will give benefits for organizations in term of applying a diversity organizational development approach. Organizations should create human resource policies that are supportive of their diversity vision and goals (Allen & Montgomery, 2001). Policy on diversity should be flexible so that workers can make adjustments based on organizational priorities. According to Cox and Blake (1991) managing diversity may enhance organizational flexibility that as policies and procedures are broadened and operating methods become less standardized, the organization becomes more acceptable and adaptable. In addition, diversity policy also needs to be clearly stated so that workers will always know the objective in doing it. Cox (1991) points out that diversity policy in organizations help foster the workers’ mindset that diversity is an opportunity and not a problem.

Cox and Blake (1991) suggested five key components to transform traditional organization to diversity ones: (1) Leadership, (2) Training, (3) Research, (4) Analysis and change of culture and human resource management systems, and (5) Follow up. However, this paper only covers two aspects i.e. Leadership and Training because this is the first and second major factors that influence diversity policy in organizations.

LEADERSHIP

In order for an organization to be diversified and apply diversity policy, it needs new styles of leadership. One indicator of successful diversity programs is diverse company leadership (Allen & Montgomery, 2001). Organizations have invested significant resources in training and development of its leaders to enhance the quality, efficiency, effectiveness, and productivity of organizations (Ladyshevsky, 2007). Leadership now becomes more challenging because of the diversity in the workforce. With increasing globalization, greater knowledge of the interactions between these

factors can be beneficial for assessing the effectiveness of current theories, as well as benefiting practicing leaders and decision makers. The diversity of workforces in organizations makes the leadership task more challenging because leaders have to use different strategies to accomplish the given jobs or task. Researchers in organizational behavior suggest that different workers, although sharing similar needs, come to expect different things from the job because they have fundamentally different needs (Lee, 1998).

Diversity in the workforce has changed the focus of leadership behavior; from focusing on one group of workers, it has now expanded the focus to multiple and diverse contexts. Therefore, leadership should take advantage of workers' diversity and apply new styles of leadership and change leadership behavior. Research does not directly link worker satisfaction to a specific leadership style. Instead, many suggest that leadership style needs to adapt to the culture or situation as it attempts to reduce worker dissatisfaction (Applebaum et al., 2004).

Leadership behavior in workforce diversity can also strengthen the work climate and culture of organizations. It can develop the harmonious combination of appropriate leadership behaviors with certain types of organizational cultures that lead to improved employee performance. According to Allen and Montgomery (2001), diversified leadership in the organization increases productivity and innovation through the generation of new ideas, and the development of more motivated minority employees. The organizations which fail to embrace cultural diversity effectively and do not adopt a holistic approach to eliminate discrimination and injustice will adversely affect both employees and customers (Kundu, 2003). It is important to embrace the leadership behavior in a diverse workforce to create good attributes that can lead to a better organization culture and work climate. Culture is a system of shared meaning held by members that distinguishes one organization from other organizations (Applebaum et al., 2004). The current situation is forcing organizations to shift from its current practices in leadership to becoming more aware of leadership behavior with respect to workforce diversity and their positive social and economic impacts.

PROFESSIONAL DEVELOPMENT

The basic knowledge in human resources is training and development. To better understand the needs of the workers in diversity, human resource practitioners should develop training and development that can be used across the organization. In the long run, training and professional development will enhance workers' diversity and increase organization performance. An effective understanding of the concept of diversity requires a multidimensional approach, which needs to be integrated into relevant training and development initiatives (Moore, 1999). As mentioned earlier in this paper, there are three major areas in the Lewin-Schein change model that need to be focused in aligning with the organization diversity policies. A better understanding of this concept will give an advantage to organization top management in terms of implementation. Therefore, how the Lewin-Schein change model can impact the organization's diversity policies needs to be understood by all levels of workers, including management. Professional development in diversity covers areas such as managing organization diversity, diversity training, and diversity evaluation.

Managing Organization Diversity

In the earlier stage of the Lewin-Schein change model it covers the Unfreezing stage where organizations need to recognize different backgrounds of workers' diversity. This means that organizations need to motivate the workers to recognize different backgrounds of workers. Once the workers are motivated, they are ready to move onto the next stage. The next stage in unfreezing is managing the diversity. In order to be one of the best providers in diversity

training, organizations need to inculcate the knowledge paradigm. In the organizational context, knowledge must involve the act of knowing discovered in the solution of problems (Lustri, Miura, & Takahashi, 2007). It has to become a culture that is implemented across all the organizations. In managing the diversity, the organizations have to improve knowledge access, especially in diversity areas, by providing initiative. Organizations typically attempt to achieve diversity through a special program or a series of initiatives (Allen & Montgomery, 2001). One of the initiatives to managing diversity is by creating diversity mission statements, visions, and goals for an organization. According to Friday and Friday (2003), corporate diversity mission statements, visions, and goals must be formulated to articulate the purpose of diversity initiatives that serve within the organization and the desired outcome can be achieved from the initiative.

Even though, organizations have a diversity mission statement, vision, and goal to achieve, it is only written on paper. The implementations of a mission statement, vision, and goal are crucial parts because it needs commitment from all levels of management, including workers. Organizations have an advantage in implementing the mission statement, vision, and goal because they have resources. The advantages included cost, resources, acquisition, marketing, creativity, problem-solving, and organization flexibility (Cox, 1991). The combination of these resources will lead the organization in becoming more competitive. According to Allen and Montgomery (2001), management must devote adequate organizational resources to diversity. Once the organization knows how to properly manage the diversity, it will become easier to increase organization performance.

Diversity Training

The most widely used tool among organizations in managing diversity is training (Cox, 1991). The purpose of diversity training is to give awareness to workers and facilitate the integration of diversity in organizations. In addition, organizations also value diversity training as a platform to make better decisions on diversity policy. There are two types of diversity training for organizations as suggested by Cox and Blake (1991) including awareness training and skill-building training. The goal for this training is as a starting point for managing diversity. Awareness training focuses on creating an understanding of need for, and meaning of managing and valuing diversity (Cox & Blake, 1991). The awareness training will provide workers with self-awareness issues on diversity in the organization. Skill-building training educates workers on specific cultural differences and how to respond to differences in the workplace (Cox & Blake, 1991). These two types of training have to be in line with the change model used in organizations to have an impact on workers.

In contrast, several critiques have been pointed out about the concept of diversity training. Allen and Montgomery (2001) argue that diversity training may address discrimination and oppression that is deep-seated, and often makes members of dominant groups' uncomfortable. If the training creates resistance among organizational workers, it is an indicator that workers are still in the unfreezing stage. In addition, training also has a limitation if organizations use it in isolation. Cox and Blake (1991) remark that it is important to treat training as an on-going education process rather than a one-shot seminar. Therefore, organizations need to develop training programs that cover all levels of workers in the organization. The training should be a continual process, which includes new workers and existing workers. For this reason, Allen and Montgomery argue that while the organization is recruiting its future diverse staff, and nurturing current minority employees, it also needs to provide existing staff with diversity training.

Diversity Evaluation

Organizations through human resource departments have their own assessment to evaluate diversity at the end of the program or every year. The purpose of diversity evaluation is to see what improvements can be done. Lai and Kleiner (2001) remark that the organizations that are committed to diversity training are constantly looking for ways to measure the effectiveness of training to determine how effective diversity training is. Upon completing the evaluation, the human resource office will write a report that summarizes performance and ways to enhance diversity and policy. In addition, these findings will be merged with an organization performance report that shows key indicators based on a strategic plan. The strategic plan is a holistic and shared understanding of how the organization achieves the desired future position (Kettunen, 2006). In an organization's context, evaluation is considered a tool that can be used similar to others tool such as Total Quality Management, Key Performance Indicators, Strategic Planning, Critical Success Factor or Balance Score approaches, all of which are currently being used without the success rate that is required. According to Friday and Friday (2003), conducting assessments are essential steps in devising a planned change diversity strategy.

CHALLENGED AND RESISTANCE TO DIVERSITY

In order to successfully adopt any change model for diversity into organizations, it is important to consider the two most influential factors. The future development of a Lewin-Schein change model needs to consider the diversity in organizations. It is important to consider the perspective of the Lewin-Schein change model from organization culture. Once the management knows how to deal with this factor, it is easier to apply change models in areas of diversity into organization policy.

ORGANIZATION CULTURE

As mentioned earlier, in organizations, the most influential factor that should be considered while dealing with adopting a change model is the organization's culture. To be competitive organizations must change and follow a path driven by human skill and diversity. The organization's culture that inculcates diversity aspects should also educate the workers at the foundational level of organizations. By doing this from the foundation level, it is easier for the workers to apply any changes in policies. It also ensures that the workers will be prepared in terms of attitude and knowledge in order to expose better organization diversity.

CONCLUSIONS

To apply change models from others organizations and implement it, especially in a diversity context, is a very difficult task. A lot of factors should be considered, such as the external environment and the culture differences as a barrier. In addition, the change model should be aligned with the organization's current policies. If that is not applicable, the model should be modified to suit the policies because most of the policies are already in place. Rather than change the policies, it is more practical to modify the change model. By examining how the change model can benefit the workers, top management should apply this to the next phase of the organization's strategic plan. The top management should see diversity as one of the important elements of 21st century skills that will change the organization. By understanding the concept, top management should inculcate the diversity attributes into the implementation of the next policy process.

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A STUDY ON QUALITY OF WORK LIFE OF WORKERS OF SPINNING MILLS WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT

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ABSTRACT

Coimbatore, the hub of textile spinning and weaving mills is known as **Manchester of South India**. The Quality of Work Life intends to develop, enhance and utilize human resource effectively, to improve quality of products, services and reduce cost of production and to satisfy the workers' psychological needs for self-esteem, participation, recognition, etc., and with a view to motivate them. The Coimbatore District Textile Units have problems relating to labor, production and marketing and as a result, the performance gets affected. In addition to technological and competitive problems, the labor problem poses a threat to the textile industry and hence it became necessary for this industry to concentrate on Human Resource related problems. The extended working hours, compulsory overtime, committed deliveries by the units, shorter manufacturing cycles, etc., increased the stress level of the employees at their job and lead to job dissatisfaction which ultimately end up with higher attrition rates and low morale. Majority of the employees of these industries feel that their units are not providing adequate measures to balance their work and personal life and thereby struggling to provide a comfortable climate for the employees to attain the Quality of Work Life.

KEYWORDS: Quality of Worklife, Psychological Needs, Work Environment, Job Satisfaction, Motivation, Workload, , Overtime, Rest Hours, Discrimination, Lay off Performance Appraisal, Scheme workers

INTRODUCTION

Textile Industry in Coimbatore District

Coimbatore, the hub of textile spinning and weaving mills is known as **Manchester of South India**. The growing knitwear exports from nearby town Tirupur and home textiles exports from Karur and handlooms from Erode has contributed to tremendous growth and demand for spinning and weaving mills in and around Coimbatore. Yarns are supplied to local market as well as exported to other countries. Coimbatore yarns are famous for yarn quality and pricing. Many textile mills have upgraded their textile machinery and increased the capacity to the growing needs of the textile market.

Review of Literature

The researcher has reviewed nearly 109 articles from various sources relevant to the chosen research topic.

Statement of the Problem

The Quality of Work Life intends to develop, enhance and utilize human resource effectively, to improve quality of products, services and reduce cost of production and to satisfy the workers' psychological needs for self-esteem, participation, recognition, etc., and with a view to motivate them. The Coimbatore District Textile Units have problems relating to labor, production and marketing and as a result, the performance gets affected. In addition to technological and competitive problems, the labor problem poses a threat to the textile industry and hence it became necessary for this industry to concentrate on Human Resource related problems.

The extended working hours, compulsory overtime, committed deliveries by the units, shorter manufacturing cycles, etc., increased the stress level of the employees at their job and lead to job dissatisfaction which ultimately end up with higher attrition rates and low morale. Majority of the employees of these industries feel that their units are not providing adequate measures to balance their work and personal life and thereby struggling to provide a comfortable climate for the employees to attain the Quality of Work Life.

Scope of the Study

The study aims to analyze the HR problems related with Quality of Work Life of workers employed in Textile Units in Coimbatore District and is expected to provide an insight into the issues of Quality of Work Life of the employees. The Textile Units will be able to identify the problems related to the QWL of its employees, their job satisfaction and work life balance. The study is expected to identify the bottlenecks in implementing the QWL programmes and the perception level of the employees about the implementation of QWL programmes. The Textile Units in Coimbatore District would be in a position to take adequate steps forward to improve the QWL of their employees and to frame appropriate guidelines and policies to amend QWL programmes successfully and to make periodic surveys to assess the QWL.

Objectives of the Study

The following are the broader objectives of the study:

1. To study the Quality of Work Life attained by the employees of Textile Units in Coimbatore District.
2. To study the effectiveness of the employees in achieving their Work Life Balance.
3. To study the personal profile of the employees of Textile Units in Coimbatore District and its influence on the various dimensions of Quality of Work Life.
4. To identify the critical dimensions related to Quality of Work Life and to develop a Research Model.
5. To identify the critical factors that influences the Quality of Work Life to a greater extent.
6. To analyze the support rendered by the employers to improve the Quality of Work Life of their employees.

Hypotheses

1. The following hypotheses have been framed in light of the above objectives:
2. Employees do not attain their Quality of Work Life significantly.
3. Employees do not achieve their Work Life Balance significantly.

4. The personal profile of the employees and the grouping according to age, gender, income, educational qualification, size of the organization and nature of the organization does not influence the Quality of Work Life.
5. The factors Job factor, Job culture & climate and Participation in Union do not significantly influence the Perceived Work Quality.
6. The factors Health Outcome and Benefits & Work Load do not significantly influence the Perceived Life Quality.
7. There is significant difference between the theorized model and the model arrived at from the research data.

Period of the Study

Both primary and secondary data were employed in the study. Primary data was collected from the respondents using a questionnaire. Data collection was done during the period of November 2008 to April 2011.

For tracing the achievements and developments of the Textile Units in Coimbatore District, secondary data for a period of 10 years was considered.

METHODOLOGY

Research Design

Descriptive method of research has been used for analyzing the quality of work life which exists in the industry.

Construction of Questionnaire

In this study, the researcher used a psychometric model to assess the perceived Life Quality and perceived Work Quality. Dimensions (factors) that seem to be highly related to each other were clubbed together to form a new broader dimension provided such clubbing on the face of it was theoretically justifiable. As a result of this, the number of dimensions got reduced to six from the initial twenty two.

The researcher decided to have three dimensions viz., Job factors, Job culture & climate and Participation in union to measure the perception regarding the Work Quality. The next three dimensions Health outcomes, Work load and Benefits were used to measure the perception regarding the Life Quality.

Sample Design

For the purpose of the study, Coimbatore District was considered as the area of the study. The main survey was conducted using a self-explanatory questionnaire prepared on a five point Likert scale (Ranging from strongly agree to strongly disagree). Using this questionnaire, data was collected from 640 employees from 32 textile units of Coimbatore District. The units were selected by Stratified Random Sampling Method on the basis of Proportional Allocation. The inclusion of employees of different departments like Blow Room, Carding, Drawing, Simplex, Spinning, Cone Winding and Packing provided representation to the sample.

Sources of Data

The study has used both primary and secondary data. Primary data was collected from 32 units by using questionnaire. Secondary data was collected from the unit heads of the units surveyed, SIMA, SITRA, SISSPA, SICA.

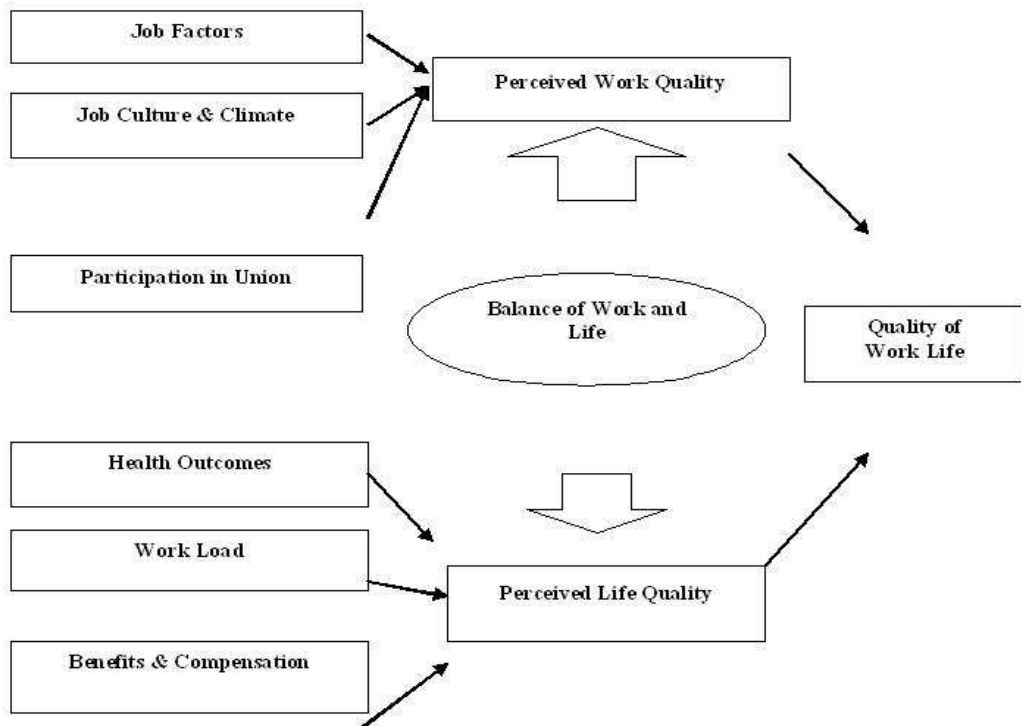
Tools of Analysis

The collected data is tested for its appropriateness using KMO and Bartlett’s tests and reliability is tested using the Cronbach’s Alpha Test(the high value of Cronbach’s alpha Coefficient: 0.925 indicates good consistency of items in the scale). The data collected were organized, classified and analyzed using a wide range of appropriate statistical tools like Factor Analysis, Mean, Range, Standard Deviation, Chi-Square, ANOVA, Inter-Correlation Matrix, Regression Analysis, Path Coefficient Analysis and other relevant ones to attain the objectives of the study.

QWL Model

Based on the literature review and the dimensions for the study, a suitable theorized model was arrived and it is furnished in the following page. The researcher identified the appropriate indicators for each dimension to be measured. The dimensions which overlap and having close relationship with one another are clubbed together into a single dimension to avoid practical difficulties in the processing of data. The employee’s perception regarding the factors like Job factor, Job culture and climate and Participation in union activities are grouped as Perceived Work Quality. The employee’s perception regarding the factors like Health outcomes, Work load and Benefits of employment are grouped as Perceived Life Quality. The Quality of Work Life is assessed based on these Perceived Work Quality and Life Quality.

Chart: Model of Quality of Work Life



A) Work Quality

The inter-correlation matrix of explanatory variables namely X1: Job Factors, X2: Job Culture & Climate, X3: Union with dependant variable Y: Work Quality is furnished in the table given below.

INTER-CORRELATION MATRIX

Table 1: Inter-Correlation Matrix

| | Job factor | Job Culture & Climate | Union | Work Quality |
|-----------------------|------------|-----------------------|---------|--------------|
| Job factor | 1.000 | | | |
| Job Culture & Climate | 0.381** | 1.000 | | |
| Union | 0.428** | 0.105** | 1.000 | |
| Work Quality | 0.725** | 0.251** | 0.377** | 1.000 |

Inference

The correlation is significant at 1% level of significance.

It is seen from the above table the correlation between all the explanatory variables are highly significant and positive in two cases. Further it is also seen that all these explanatory variables are highly, significantly and positively correlated with the dependent variable Work Quality.

PATH COEFFICIENT ANALYSIS

The direct effect of each of the explanatory variables on the dependent variable and the indirect effect of each explanatory variable on the dependent variable through other explanatory variables are furnished in the table given below.

Table 2: Direct & Indirect Effect of Explanatory Variables on Y: Work Quality

| Explanatory variables | Job factor:X1 | Job Culture & Climate:X2 | Union:X3 | Work Quality: Y |
|--------------------------|---------------|--------------------------|--------------|-----------------|
| Job factor:X1 | 0.714 | -0.021 | 0.032 | 0.725** |
| Job Culture & Climate:X2 | 0.272 | -0.029 | 0.008 | 0.251** |
| Union:X3 | 0.306 | -0.003 | 0.074 | 0.377** |

Inference

The test is significant at 1% level of significance.

It is seen from the above table that among the explanatory variables, two explanatory variables namely X1: Job factor and X3: Union had higher positive direct effect on the dependent variable Y. The variable X1 also had higher positive indirect effect on Y through X3. Similarly the variable X3 also had positive indirect effect on the dependent variable through X2. Hence the two explanatory variables X1: Job factor and Union: X3 are substantially important contributing variables to Y: Work quality.

REGRESSION ANALYSIS

Step wise multiple regression analysis of Y: Work Quality score was performed with overall score of the variables X1: Job Factors, X2: Job Culture & Climate, X3: Union and the following regression model is fitted for performance :

$$Y = b_0 + b_1X_1 + b_2 X_2 + b_3 X_3 + \dots\dots\dots$$

Where b1, b2, b3, b4 and b5 are partial regression coefficients, bo: constant. The results are presented in the following table:

Table 3: Regression Model for Y: Work Quality

| Variables | Regression Coefficient | Standard Error | t- value (d.f = 636) | R ² |
|---------------------------|------------------------|----------------|----------------------|----------------|
| Constant | 27.442 | 2.209 | 12.420 | .532 |
| Job factor: X1 | 0.210 | 0.010 | 21.644** | |
| Job Culture & Climate: X2 | -0.053 | 0.065 | -0.824 | |
| Union: X3 | 0.323 | 0.122 | 2.649* | |

Regression Fitted: $Y = 27.442 + 0.210 X1 - .053 X2 + 0.323 X3$

Inference

* :Significant at 5 % level ** : significant at 1% level to the extent as evidenced by the following ANOVA table.

ANOVA

Table 4: Analysis of variance for regression

| Source | S S | D F | M S | F |
|------------|----------|-----|----------|----------|
| Regression | 16029.36 | 3 | 5343.12 | 241.04** |
| Residual | 14097.63 | 636 | 22.16608 | |

Inference

The F test is significant at 1% level of significance.

The multiple regression model indicated that out of the explanatory variables, two Variables namely, X1 and X3 are significantly contributing to Y. The analysis of variance of multiple regression model for Y indicates the overall significance of the model fitted. The coefficient of determination R² value showed that these variables put together explained the variations of to the extent of 53.2 %.

B) Life Quality

The inter-correlation matrix of explanatory variables namely X1: Health Outcomes, X2: Work load, X3: Benefits with dependent variable Y: Life Quality is furnished in the table given below.

INTER-CORRELATION MATRIX

Table 5: Inter-Correlation Matrix

| | Health : X1 | Workload : X2 | Benefits : X3 | Life quality : Y |
|-----------------|-------------|---------------|---------------|------------------|
| Health: X1 | 1.000 | | | |
| Workload: X2 | 0.016 | 1.000 | | |
| Benefits: X3 | 0.141** | 0.336** | 1.000 | |
| Life quality: Y | 0.322** | 0.434** | 0.692** | 1.000 |

Inference

The correlation is significant at 1% level of significance.

It is seen from the above table the correlation between all the explanatory variables are highly significant and positive in two cases. Further it is also seen that all these explanatory variables are highly, significantly and positively correlated with the dependent variable life quality.

PATH COEFFICIENT ANALYSIS

The direct effect of each of the explanatory variables on the dependent variable and the indirect effect of each explanatory variable on the dependent variable through other explanatory variables are furnished in the table given below.

Table 6: Direct & Indirect Effect of Explanatory Variables on Y: Life Quality

| Explanatory variables | Health:X1 | Workload:X2 | Benefits:X3 | Life quality: Y |
|-----------------------|-----------|--------------|--------------|-----------------|
| Health: X1 | 0.236 | 0.004 | 0.082 | 0.322** |
| Workload: X2 | 0.004 | 0.235 | 0.195 | 0.434** |
| Benefits: X3 | 0.033 | 0.079 | 0.580 | 0.692** |

Inference

The test is significant at 1% level of significance.

It is seen from the above table that among the three explanatory variables, two explanatory variables namely X2: work load and X3: benefits had higher positive direct effect on the dependent variable Y. The variable X2 also had higher positive indirect effect on Y through X3. Similarly the variable X3 also had positive indirect effect on the dependent variable through X2. Hence the two explanatory variables X2: work load and X3: benefits are substantially important contributing variable to Y: Life quality.

REGRESSION ANALYSIS

Step wise multiple regression analysis of Y: Life Quality score was performed with overall score of the variables X1: Health Outcomes, X2: Work Load, X3: Benefits and the following regression model is fitted for performance :

$$Y = b_0 + b_1X_1 + b_2 X_2 + b_3 X_3 + \dots\dots\dots$$

Where b1, b2, b3, b4 and b5 are partial regression coefficients; b0: constant. The results are presented in the following table:

Table 7: Regression Model for Y: Life Quality

| Variables | Regression Coefficient | Standard Error | t- value (d.f = 636) | R ² |
|--------------|------------------------|----------------|----------------------|----------------|
| Constant | 58.419 | 6.588 | 8.868 | .580 |
| Health: X1 | 1.453 | 0.160 | 9.093** | |
| Workload: X2 | 2.409 | 0.280 | 8.602** | |
| Benefits: X3 | 3.898 | 0.185 | 21.029** | |

Regression Fitted: $Y = 58.419 + 1.453 X_1 + 2.409 X_2 + 3.898 X_3$

Inference

The test is significant at 1% level of significance to the extent as evidenced by the following ANOVA table.

ANOVA

Table 8: Analysis of variance for regression

| Source | SS | DF | MS | F |
|------------|----------|-----|----------|----------|
| Regression | 232261.9 | 3 | 77420.63 | 292.27** |
| Residual | 168467.7 | 636 | 264.8864 | |

Inference

The F test is significant at 1% level of significance.

The multiple regression model indicated that all the 3 explanatory variables are significantly contributing to Y. The analysis of variance of multiple regression model for Y indicates the overall significance of the model fitted. The coefficient of determination R^2 value showed that these variables put together explained the variations of Y to the extent of 58.0 %.

CORRELATIONS FOR PWQ & PLQ

Table 9: Correlations for PWQ and PLQ

| Dimension | Description | Perceived Work Quality | Perceived Life Quality |
|------------------------|-------------------------|------------------------|------------------------|
| Perceived Work Quality | Pearson Correlation | 1 | 0.721** |
| | Significance (2-tailed) | | 0.000 |
| | N | 640 | 640 |
| Perceived Life Quality | Pearson Correlation | 0.721** | 1 |
| | Significance (2-tailed) | 0.000 | |
| | N | 640 | 640 |

Inference

The correlation is significant at 1% level of significance.

The correlation between perceived work quality and perceived life quality is 0.721.

CORRELATIONS FOR PWQ, PLQ WITH QWL

Table 10: Correlations for PWQ, PLQ with QWL

| Dimension | Description | Perceived Work Quality | Perceived Life Quality | QWL |
|------------------------|-------------------------|------------------------|------------------------|---------|
| Perceived Work Quality | Pearson Correlation | 1 | 0.721** | 0.937** |
| | Significance (2-tailed) | | 0.000 | 0.000 |
| | N | 640 | 640 | 640 |
| Perceived Life Quality | Pearson Correlation | 0.721** | 1 | 1 |
| | Significance (2-tailed) | 0.000 | | 0.000 |
| | N | 640 | 640 | 640 |
| Quality of | Pearson Correlation | 0.937** | 0.833** | 1 |

| | | | | |
|------------------|-------------------------|-------|-------|-----|
| Work Life | Significance (2-tailed) | 0.000 | 0.000 | |
| | N | 640 | 640 | 640 |

Inference

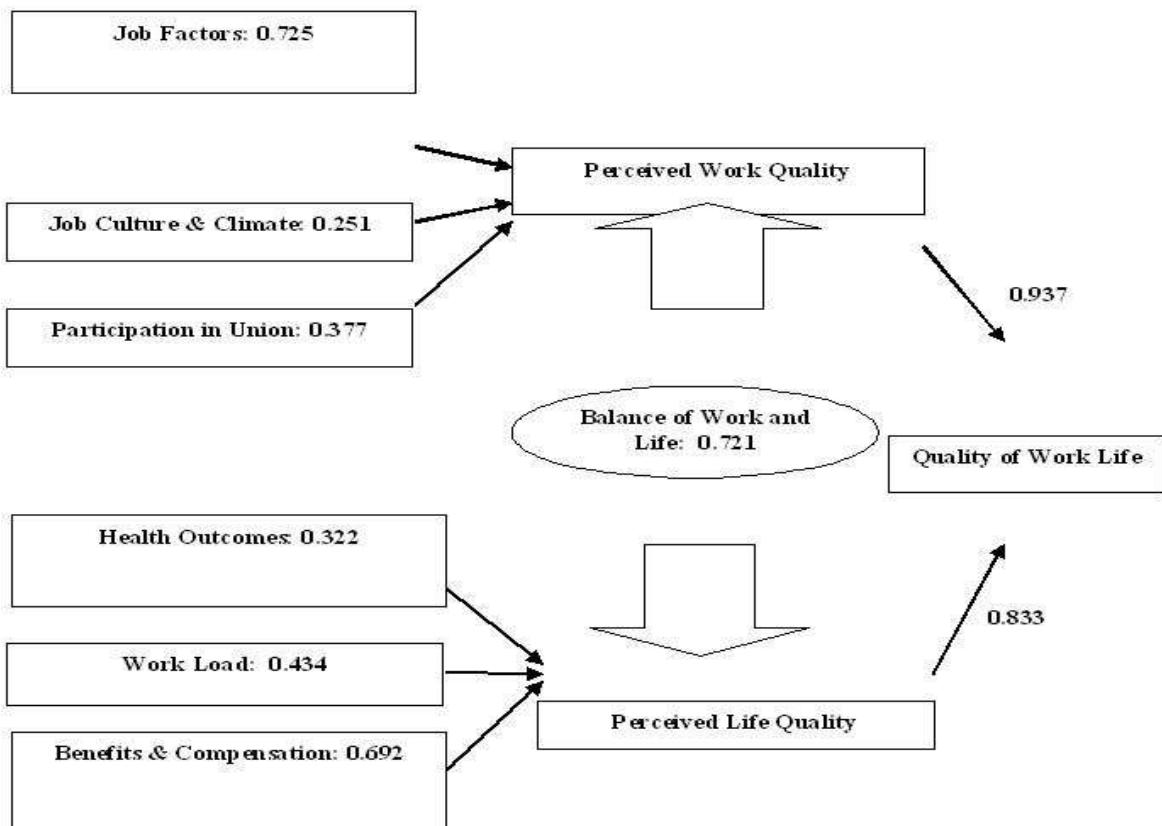
The correlation is significant at 1% level of significance.

The correlation between perceived work quality and quality of work life is found to be 0.937 and the correlation between perceived life quality and quality of work life is found to be 0.833.

QWL – PATH DIAGRAM

All the corresponding Pearson correlation values are fitted on the input path diagram furnished below. As there is no change in the direction of the relationship of the input path diagram, the output path diagram is the same as the input path diagram.

Chart 5: Quality of Work Life – Path Diagram



Outcome of Path Diagram

1. The dimension Job factor is highly correlated with Perceived Work Quality and the dimension Participation in Union activities is moderately correlated whereas Job Culture & Climate is not much correlated.
2. The dimension Benefits & Compensation is highly correlated with Perceived Life Quality whereas the dimensions Workload and Health Outcomes are only moderately correlated.
3. The positive correlation value of 0.721 between the PWQ and PLQ clearly indicates that there exists a good balance between these two factors. Hence we can conclude that there is good Work Life Balance prevailing in this population.
4. The correlation values of PWQ (0.937) and PLQ (0.833) with the QWL highlights that both these factors contribute greatly to the Quality of Work Life and the population perceives a better Quality of Work Life.

CONCLUSIONS

The summary of the salient findings and the empirical verification of all the hypotheses, enable the drawing of conclusion from the study.

Even though many labour related problems affect the Spinning Mills of Coimbatore District, the study highlights that the workers' perception regarding the Quality of Work Life is quite good. It is evident that the demographic characters such as the gender, marital status and spouse employment influence the Quality of Work Life. This indicates that the employees when they get married and get exposed to higher family commitments, their perception regarding the QWL varies. The union activities also considerably influence the QWL. It is clearly indicated that the Job culture & climate only moderately influence the QWL; this may be due to the fact that almost all the organizations focus on providing a good work environment for the workers. Health outcomes and workload influence the Quality of Work Life to a moderate extent and benefits influence the QWL of employees to a great extent. These findings of this study conclusively show that there are valid grounds to be optimistic about the nurture of Quality of Work Life of the Spinning Mills of Coimbatore District. In future, the environment may be quite dynamic and the industries have to pay more attention to design HR policies to enhance and support the Quality of Work Life of the employees. The above conclusion has some implications for policy. These are briefly discussed below.

IMPLICATIONS

The business world today is changing fast and facing increasingly volatile market conditions. Organizations are required to deploy strategies to improve the employees' Quality of Work Life so as to satisfy both the organizational objectives and employee needs.

Globalization has led to the worldwide competition and the consequent restructuring, downsizing and reorganizing of industries have negatively impacted employee morale. In this context, government support will be needed for ensuring the adoption of measures for the implementation of Quality of Work Life through the implementation of an individualized and selective piece of legislation to suit the wide variety of situations and environment. It is well known that "one size may not fit for all" and industry-wise policies and guidelines are to be framed to ensure the effectiveness of QWL programs. To satisfy new generation workforce, organizations need to concentrate on job design and organization of work. Various programs like flexi time, alternative work schedules, compressed work weeks, telecommuting, etc., can be adopted by organizations. The organizations should bestow in-depth attention to the following to achieve QWL:

1. Provide fair compensation and job security.
2. Maintain the physical and psychological health of employees.
3. Provide personal and career growth opportunities.
4. Engage employees in decision-making.
5. Provide work life balance.
6. Have fun at workplace.
7. Encourage employees' participation in healthy unions.

In the developed countries, employers and unions play a leading role in developing policies and programs to improve the Quality of Work Life. Employers are increasingly adopting innovative arrangements and practices to assist their employees in reducing work-life conflict. Through collective bargaining, the unions promote provisions that support QWL. But in India, such initiatives are far fewer when compared to the western countries.

The employers, union leaders and the government bodies can take the joint initiative towards the evolution of policies and programs to improve the Quality of Work Life. The government's role is very important in such initiatives.

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