

CHAPTER 5

EXISTING AND EXPECTED QWL

— AN ANALYSIS

Analysis of responses of 150 employees of five sugars mills (Syampur Sugar Mills Ltd., Rajshahi Sugar Mills Ltd., Natore Sugar Mills Ltd., Rangpur Sugar Mills Ltd. and Joypurhat Sugar Mills Ltd.) selected for the study are presented in this chapter. Data about the employees were obtained from the subjects through a questionnaire and the responses from the subjects are analyzed.

5.1. Existing and Expected QWL of Sugar Mill Employees

There is a significant gap between the existing and expected QWL of sugar mill employees (Hypothesis-1).

Today the main issue of any organization is productivity. Runcie (1980) remarked that positive perception of employees on QWL in the company will strive to improve the working conditions, production and the quality of products. The basic purpose of QWL is to develop work environments that are excellent for employees as well as for production. QWL is important for job performance, job satisfaction, labour turnover, labour management relations and such other factors which play a major role in determining the over all well-being of any industrial organization.

Productivity in an enterprise and in the economy as a whole is based upon a combination of human, organizational, technological and capital investment factors (Beach, 1991). QWL programmes make an attempt to increase employee satisfaction and performance through motivation. Human beings in an enterprise perform a major task to achieve desired productivity and financial viability. So QWL programmes have direct and indirect influences on productivity. The core of QWL concepts is the value of treating the employee as a human being and emphasizing his or her development.

Table 34: Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work Life Determinants of SSML. N=22

Determinants of QWL	Existing		Expected		Z Values
	Mean	SD	Mean	SD	
Participation in Decision-Making	2.18	0.96	4.50	0.51	-10.0103**
Career Advancement	2.82	0.66	4.68	0.57	-10.0040**
Job Safety and Security	3.23	0.69	4.82	0.39	-9.4093**
Achievement	3.27	0.63	4.36	0.66	-5.6033**
Compensation	2.32	0.72	4.91	0.29	-15.6507**
Interpersonal Relations	3.77	0.53	4.55	0.51	-4.9740**
Recognition and Praise	2.91	0.61	4.64	0.58	-9.6402**
Job Stress	4.09	0.53	4.41	0.73	-1.1638
Pay and Allowance	1.45	0.86	5.00	0.0	-19.3616**
Working Conditions.	3.27	0.83	4.32	0.78	-4.3239**

**Significant at 1% level of significance.

Table-34 shows the mean scores, standard deviation scores and Z values of each of the determinants of QWL as perceived and expected by the Syampur Sugar Mill's employees. From this table it is observed that for existing QWL 'pay and allowance' has the lowest score (mean score 1.45) and 'job stress' has the highest score (mean score 4.09). It is also observed that for expected QWL 'pay and allowance' has the highest score (mean score 5.00) and 'working conditions' has the lowest score (mean score 4.32). Z values for nine determinants out of ten determinants of QWL are significant at 1% level of significance. This shows that except in the case of QWL determinant—'job stress' a significant gap exists among all other QWL determinants regarding existing and expected quality of

work life in Syampur Sugar Mills' employees. Thus it can be said that there is a significant gap between the existing and expected quality of work life among the Syampur Sugar Mill's employees.

Table 35: Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work Life Determinants of RASML. N=40

Determinants of QWL	Existing		Expected		Z Values
	Mean	SD	Mean	SD	
Participation in Decision-Making	2.22	0.97	4.92	0.27	-16.9597**
Career Advancement	2.75	0.81	4.90	0.30	-15.7424**
Job Safety and Security	3.10	0.81	4.70	0.46	-10.8634**
Achievement	3.00	0.55	4.27	0.45	-11.3029**
Compensation	1.75	0.63	4.47	0.51	-21.2235**
Interpersonal Relations	3.95	0.50	4.55	0.50	-5.3666**
Recognition and Praise	3.27	0.51	4.72	0.45	-13.4833**
Job Stress	3.90	0.78	4.52	0.51	-4.2076**
Pay and Allowance	2.10	1.03	4.90	0.30	-16.5070**
Working Conditions.	3.22	0.66	4.30	0.79	-6.6353**

**Significant at 1% level of significance.

The above table shows the mean scores, standard deviation scores and Z values of each of the determinants of QWL as perceived and expected by the Rajshahi Sugar Mill's employees. From this table it is observed that for existing QWL 'compensation' has the lowest score (mean score 1.75) and 'interpersonal relations' has the highest score (mean score 3.95). It is also observed that for expected QWL 'participation in decision making' has the highest score (mean score 4.92) and 'working conditions' has the lowest score (mean score 4.30).

Z values for all ten QWL determinants are significant at 1% level of significance. This shows that a significant gap exists between the existing and expected quality of work life in Rajshahi Sugar Mills Ltd. Thus it can be said that there is a significant clear and wide gap between the existing and expected quality of work life among the Rajshahi Sugar Mill's employees.

Table 36: Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work Life Determinants of NSML. N=29

Determinants of QWL	Existing		Expected		Z Values
	Mean	SD	Mean	SD	
Participation in Decision-Making	1.83	1.04	4.97	0.19	-15.9943**
Career Advancement	2.83	0.89	4.93	0.37	-11.7330**
Job Safety and Security	2.79	0.68	4.72	0.53	-12.0552**
Achievement	2.55	0.83	4.45	0.51	-10.5031**
Compensation	2.07	0.46	4.69	0.47	-21.4539**
Interpersonal Relations	4.07	0.37	4.83	0.38	-7.7166**
Recognition and Praise	3.14	0.69	4.79	0.41	-11.0706**
Job Stress	4.28	0.70	4.59	0.50	-1.9406
Pay and Allowance	2.14	0.35	4.86	0.35	-29.5927**
Working Conditions.	3.41	0.68	4.93	0.26	-11.2436**

**Significant at 1% level of significance.

Table-36 shows the mean scores, standard deviation scores and Z values of each of the determinants of QWL as perceived and expected by the Natore Sugar Mill's employees. From this table it is observed that for existing QWL 'participation in decision making' has the lowest score (mean score 1.83) and 'job stress' has the highest score (mean score 4.28). It is also observed that for expected QWL

'participation in decision making' has the highest score (mean score 4.97) and 'achievement' has the lowest score (mean score 4.45). Z values for nine QWL determinants out of ten determinants are significant at 1% level of significance. This shows that except in the case of QWL determinant—'job stress' a clear and wide gap exists among all other QWL determinants regarding existing and expected quality of work life in Natore Sugar Mills' employees. Thus it can be said that there is a significant gap between the existing and expected quality of work life among the Natore Sugar Mill's employees.

Table 37: Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work Life Determinants of RSML. N=25

Determinants of QWL	Existing		Expected		Z Values
	Mean	SD	Mean	SD	
Participation in Decision-Making	2.20	1.08	4.92	0.28	-12.1896**
Career Advancement	2.76	1.01	4.84	0.37	-9.6687**
Job Safety and Security	3.24	0.66	4.52	0.51	-7.6731**
Achievement	2.92	0.70	4.20	0.41	-7.8892**
Compensation	2.00	0.82	4.16	0.37	-12.0052**
Interpersonal Relations	4.12	0.33	4.44	0.51	-2.6339**
Recognition and Praise	3.52	0.65	4.72	0.46	-7.5348**
Job Stress	4.40	0.71	4.88	0.33	-3.0654**
Pay and Allowance	2.44	0.65	4.88	0.33	-16.7359**
Working Conditions.	3.60	0.58	4.36	0.91	-3.5214**

**Significant at 1% level of significance.

Table-37 shows the mean scores, standard deviation scores and Z values of each of the determinants of QWL as perceived and expected by the Rangpur Sugar Mill's employees. From this table it is observed that for existing QWL 'job stress'

has the highest score (mean score 4.40) and ‘compensation’ has the lowest score (mean score 2.00). It is also observed that for expected QWL ‘participation in decision making’ has the highest score (mean score 4.92) and ‘achievement’ has the lowest score (mean score 4.42). Z values for all ten QWL determinants are significant at 1% level of significance. This shows that a significant clear and wide gap exists between the existing and expected quality of work life in Rangpur Sugar Mills Ltd. Thus it can be said that there is a significant gap between the existing and expected quality of work life among the Rangpur Sugar Mill’s employees is true for all ten determinants.

Table 38: Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work Life Determinants of JSML. N=34

Determinants of QWL	Existing		Expected		Z Values
	Mean	SD	Mean	SD	
Participation in Decision-Making	2.26	0.96	4.97	0.17	-16.2081**
Career Advancement	2.62	1.04	4.91	0.38	-12.0595**
Job Safety and Security	3.41	0.61	4.91	0.29	-12.9495**
Achievement	2.97	0.94	4.65	0.49	-9.2411**
Compensation	2.18	0.46	4.62	0.49	-21.1692**
Interpersonal Relations	4.15	0.44	4.38	0.49	-2.0364*
Recognition and Praise	3.68	0.73	4.35	0.54	-4.3025**
Job Stress	4.15	0.66	4.79	0.41	-4.8029**
Pay and Allowance	2.62	0.80	4.94	0.24	-16.1966**
Working Conditions.	3.59	0.50	4.50	0.86	-5.3339**

**Significant at 1% level of significance.

*Significant at 5% level of significance.

Table-38 shows the mean scores, standard deviation scores and Z values of each of the determinants of QWL as perceived and expected by the Joypurhat Sugar Mill's employees. From this table it is observed that for existing QWL 'job stress' and 'interpersonal relations' have the highest score (mean score 4.15) and 'compensation' has the lowest score (mean score 2.18). It is also observed that for expected QWL 'participation in decision making' has the highest score (mean score 4.97) and 'recognition and praise' has the lowest score (mean score 4.35). Z values for all ten QWL determinants are significant at 1% & 5% level of significance. This shows that a significant gap exists between the existing and expected quality of work life in Joypurhat Sugar Mills Ltd. Thus it can be said that there is a significant gap between the existing and expected quality of work life among the Joypurhat Sugar Mill's employees.

Table 39 : Overall Mean, Standard Deviation and Z Scores of the Existing and Expected Quality of Work life Determinants. N = 150

Determinants of QWL	Existing		Expected		Z Values
	Mean	S. D.	Mean	S. D.	
Participation in Decision-Making.	2.15	1.00	4.89	.31	-32.0532**
Career Advancement	2.76	.87	4.91	.31	-28.5108**
Job Safety and Security	3.15	.72	4.76	.43	-23.5126**
Achievement	2.95	.76	4.39	.52	-19.1518**
Compensation	2.03	.65	4.57	.50	-37.9344**
Interpersonal Relations	4.03	.44	4.55	.50	-9.5621**
Recognition and Praise	3.36	.63	4.65	.49	-12.9271**
Job Stress	4.13	.70	4.64	.52	-7.1630**
Pay and Allowance	2.18	.86	4.91	.28	-36.9685**
Working Conditions	3.41	.66	4.49	.77	-10.1751**

** Significant at 1 % level of significance.

Table-39 shows the mean and standard deviation scores of each of the determinants of QWL as perceived and expected by the sugar mills employees. It is observed that 'compensation' has the lowest score (mean score 2.13) and 'job stress' has the highest score (mean score 4.13) for existing QWL.

5.2 Discussion of Results

Results presented in Table-34, 35, 36, 37 and 38 show that there is a clear and wide gaps between the existing and expected mean scores of the QWL determinants. It means that the employees of the selected Sugar Mills have expected better opportunities, facilities and avenues for their present jobs. Z values are significant for nine QWL determinants out of ten determinants. It means that a significant gap exists between the existing and expected quality of work life in the selected Sugar Mills.

Table-39 shows the mean and standard deviation scores for each of the determinants of QWL as perceived and expected by the sugar mill employees. It is observed from this table that 'compensation' has the lowest (mean score 2.03) and 'job stress' has obtained the highest (mean score 4.13). For five out of the ten determinants of QWL taken for this study. viz. 'participation in decision making', 'career advancement', 'achievement', 'compensation'. and 'pay and allowance', the mean score were less than 3 on a five point rating scale. This signifies that the employees of sugar mills feel that the QWL in sugar mills is not very conducive for their professional growth and career development. These factors do have an adverse impact on job satisfaction and productivity in the sugar industry.

In the expected determinants of QWL, the sugar mill employees rated 'career advancement' and 'pay and allowance' as the highest (mean score 4.91), followed by 'participation in decision making' (mean score 4.89) and 'job safety and

'security' (mean score 4.76). The lowest rated determinant was 'achievement' (mean score 4.39).

A comparison of the existing and expected mean scores of the QWL determinants shows that except for QWL determinant 'job stress'; there is clear and wide gaps between what is actually perceived to be present and what is expected.

To sum up, it can be said that though there is less 'job stress' in the sugar industry, the employees want an environment which ensures their professional growth, career development, financial solvency and job satisfaction.

It can be seen from Table-39 that Z-values for all the ten determinants are significant at 1% level of significance. This shows that a significant gap exists between the existing and expected quality of work life in the sugar industry. Thus the first hypothesis that there is significant gap between the existing and expected quality of work life among the sugar mill employees is true for all the ten determinants.

In India, Kumar and Shanubhogue (1996) studied 100 teachers of two universities on 10 QWL factors viz., amenities at work, participation in decision making, achievement, career advancement, job safety and security, compensation, recognition and praise, interpersonal relations, job stress and job enrichment. They concluded that there was a significant gap between the existing and expected QWL of university teachers. Singh and Maggu (1980) examined the perceived quality of work life in the Indian industries. They found that overall perceived quality of work life in Indian industries was poor. They collected data from 251 managerial level employees from 42 organizations spread all over India. They concluded that the QWL in Indian public sector is poor and there exists significant gap between what the managers expect and what they have. Chander and Singh (1993) found that there was a significant gap between the actual and expected QWL in the University.