

**CHAPTER-6**

**THE IMPACT OF DESIGNATION,  
EXPERIENCE AND AGE ON  
EXISTING AND EXPECTED QWL**

This chapter presents the analysis of responses of 150 employees of five selected sugar mills in Bangladesh with a view to examine the impact of designation, experience and age of the sugar mill employees on existing and expected QWL. Data were obtained from the subjects through a questionnaire and responses from the subjects are analyzed. For comparison of responses, subject were divided into groups according to designation (officer, supervisor, staff and worker), experience (up to 10 years, 11-20 years and more than 20 years) and age (up to 40 years, 41-50 years and above 50 years).

### **6.1 Designation, Experience and Age of the Respondents and Their Perception on QWL**

**Designation, experience and age of employees do not alter their rating of existing and expected QWL (Hypothesis-2).**

In this chapter, attempt is made to find out whether QWL has any significant relations with demographic variable, (i.e. designation, experience and age) of the sugar mill employees. Several researches have been conducted in this area. Haque (1992) found that no significant relationship exists between perceived QWL and worker's age, education and job experience. Ghosh and Kalra (1982) in their study found that age, income, qualification, experience, etc influenced QWL. Rahman (1984) in his study on the industrial worker of India found that workers having low educational background and lower income had better perception on QWL than those having higher education and higher income. Wadud (1996) in a study found that younger group and higher experienced group had significantly higher perception on QWL than the older group and the lower experienced groups.

**Table 40: Mean and Standard Deviation Scores of Existing QWL Determinants Across Designation.**

Determinants of QWL	Designation							
	Officer		Supervisor		Staff		Worker	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	3.04	.88	2.28	.79	1.61	.80	2.13	.98
Career Advancement	2.89	.88	2.88	.73	2.76	.99	2.65	.85
Job Safety and Security	3.25	.52	3.08	.86	3.18	.71	3.11	.77
Achievement	3.21	.69	3.00	.58	2.92	.82	2.85	.79
Compensation	2.32	.72	1.96	.73	2.08	.56	1.87	.58
Interpersonal Relations	3.79	.57	3.96	.20	4.08	.44	4.15	.42
Recognition and Praise	3.32	.67	3.04	.54	3.43	.64	3.50	.59
Job Stress	4.46	.51	4.12	.53	4.10	.83	4.00	.70
Pay and Allowance	2.75	.93	2.40	.76	2.00	.75	1.93	.77
Working Conditions	3.57	.63	3.52	.51	3.61	.53	3.11	.77
n	28		25		51		46	

Table-40 presents the mean and standard deviation scores of the subjects across designation (officer, supervision, staff and worker) for all the determinants of existing QWL. From this table it is observed that in officer category for existing QWL 'job stress' has the highest score (mean score 4.46) and 'compensation' has the lowest score (mean score 2.32). In supervisor category it is observed that 'job stress' has the highest score and 'compensation' has the lowest score. It is also observed that in staff category 'job stress' has the highest score and 'participation in decision making' has the lowest score. In worker category it is observed that

'interpersonal relations' has the highest score and 'compensation' has the lowest score.

**Table 41 : Mean and Standard Deviation Scores of Expected QWL Determinants Across Designation.**

Determinants of QWL	Designation							
	Officer		Supervisor		Staff		Worker	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	4.93	.26	4.88	.33	4.82	.39	4.93	.25
Career Advancement	4.82	.48	4.92	.28	4.88	.33	4.95	.21
Job Safety and Security	4.75	.44	4.72	.46	4.76	.43	4.70	.47
Achievement	4.43	.50	4.16	.55	4.41	.50	4.43	.50
Compensation	4.61	.49	4.40	.50	4.57	.50	4.65	.48
Interpersonal Relations	4.57	.50	4.48	.51	4.63	.49	4.48	.51
Recognition and Praise	4.50	.58	4.76	.44	4.65	.48	4.70	.47
Job Stress	4.50	.69	4.64	.49	4.67	.48	4.70	.47
Pay and Allowance	4.96	.19	4.96	.20	4.88	.33	4.89	.31
Working Conditions	4.54	.79	4.48	.82	4.49	.76	4.50	.75
n	28		25		51		46	

The above table shows the mean and standard deviation scores of the subjects across designation (officer, supervisor, staff and worker) for all the determinants of expected QWL. It is observed from this table that 'pay and allowance' has the highest score and 'achievement' has the lowest score in officer category. In supervisor category 'pay and allowance' has the highest score and 'achievement'

has the lowest score also. In staff category 'pay and allowance' and 'career advancement' have the highest score and 'achievement' has the lowest score for expected QWL. In worker category 'career advancement' has the highest score and 'achievement' has the lowest score.

**Table 42 : Z - Values Across Designation of Existing and Expected QWL Determinants Gap.**

Determinants of QWL	Designation			
	Officer	Supervisor	Staff	Worker
Participation in Decision Making	-10.8990**	-15.1842**	-25.8834**	-18.7768**
Career Advancement	-10.1882**	-13.0459**	-14.5080**	-17.8165**
Job Safety and Security	-11.6523**	-8.4077**	-13.5935**	-11.9542**
Achievement	-7.5760**	-7.2562**	-11.0793**	-11.4619**
Compensation	-13.9135**	-13.7882**	-23.6864**	-25.0443**
Interpersonal Relations	-5.4435**	-4.7461**	-5.9642**	-3.3877**
Recognition and Praise	-7.0460**	-12.3463**	-10.8907**	-10.7896**
Job Stress	-.2467	-3.6021**	-4.2455**	-5.6308**
Pay and Allowance	-12.3199**	-16.2876**	-25.1008**	-24.1858**
Working Conditions	-5.0797**	-4.9978**	-6.7826**	-8.7706**
n	28	25	51	46

\*\* Significant at 1 % level of Significance.

Table-42 presents Z values across the designation (officer, supervisor, staff and worker) of existing and expected QWL determinants gap. From this table it is observed that except 'job stress' at officer category all other QWL determinants are significant at 1% level of significance.

**Table 43 : Mean and Standard Deviation scores of Existing QWL Determinants Across Experience.**

Determinants of QWL	Experience in Years					
	Up to 10 years		11 – 20 years		More than 20 years	
	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	1.73	.88	2.04	1.00	2.45	.97
Career Advancement	2.91	.87	2.75	.95	2.71	.85
Job Safety And Security	3.36	.58	3.08	.73	3.16	.76
Achievement	3.14	.83	2.99	.74	2.82	.77
Compensation	2.09	.61	2.07	.64	1.96	.69
Interpersonal Relations	4.00	.44	4.03	.44	4.02	.49
Recognition and Praise	3.41	.59	3.39	.59	3.38	.65
Job Stress	4.23	.69	4.24	.57	4.02	.80
Pay and Allowance	2.00	.82	2.32	.87	2.14	.86
Working Conditions	3.55	.67	3.44	.60	3.34	.72
n	22		72		56	

The above table presents the mean and standard deviation scores of the subjects across experience for all determinants of existing QWL. From this table it is observed that within employees upto 10 years experience category 'job stress' has the highest score and 'participation in decision making' has the lowest score. In 11-20 years experience category it is observed that 'job stress' has the highest score and 'participation in decision making' has the lowest score. In more than 20 years experience category it is observed that 'interpersonal relations' and 'job stress' have the highest score and 'pay and allowance' has the lowest score.

**Table 44 : Mean and Standard Deviation Scores of Expected QWL Determinants Across Experience**

Determinants of QWL	Up to 10 years		11 – 20 years		More than 20 years	
	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	4.82	.39	4.93	.26	4.86	.35
Career Advancement	4.82	.39	4.94	.23	4.88	.38
Job Safety and Security	4.64	.49	4.75	.44	4.80	.40
Achievement	4.32	.48	4.39	.49	4.39	.56
Compensation	4.50	.51	4.53	.50	4.63	.49
Interpersonal Relations	4.59	.50	4.60	.49	4.46	.50
Recognition and Praise	4.68	.48	4.64	.51	4.66	.48
Job Stress	4.68	.48	4.64	.56	4.63	.49
Pay and Allowance	4.95	.21	4.92	.28	4.89	.31
Working Conditions	4.32	.78	4.67	.67	4.36	.84
n	22		72		56	

Table-44 shows the mean and standard deviation scores of the subjects across experience for all determinants of expected QWL. It is observed from this table that employees of upto 10 years experience category has scored highest on QWL determinant 'pay and allowance' and has scored lowest on QWL determinants 'achievement' and 'working conditions'. Employees of 11-20 years experience category has scored highest on QWL determinant 'career advancement' and has scored lowest on QWL determinant 'achievement'. It is also observed that employees of more than 20 years experience category has scored highest on QWL determinant 'pay and allowance' and has scored lowest on QWL determinant 'working conditions'.

**Table 45 : Z-Values Across Experience of Existing and Expected QWL Determinants Gap.**

Determinants of QWL	Experience in Years		
	Up to 10 years	11 – 20 years	More than 20 years
Participation in Decision Making	-15.0573**	-23.7334**	-17.4889**
Career Advancement	-9.3964**	-19.0116**	-17.4409**
Job Safety and Security	-7.9072**	-16.6251**	-14.2898**
Achievement	-5.7725**	-13.3849**	-12.3398**
Compensation	-14.2168**	-25.7017**	-23.6096**
Interpersonal Relations	-4.1550**	-7.3442**	-4.7033**
Recognition and Praise	-7.8318**	-13.6004**	-11.8544**
Job Stress	-2.5111*	-4.2476**	-4.8658**
Pay and Allowance	-16.3465**	-24.1389**	-22.5113**
Working Conditions	-3.5124**	-11.6044**	-6.8993**
n	22	72	56

\*\* Significant at 1 % level of Significance.

\* Significant at 5 % level of Significance.

Table-45 presents Z values across the experience of existing and expected QWL determinants gap. From this table it is observed that 'job stress' at up to 10 years category is significant at 5% level of significance and all other QWL determinants are significant at 1% level of significance.

**Table 46 : Mean and Standard Deviation Scores of Existing QWL Determinants Across Age**

Determinants of QWL	Age in Years					
	Upto 40 years		41 – 50 years		Above 50 years	
	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	1.64	.79	2.50	.94	2.90	.97
Career Advancement	2.79	.98	2.69	.80	2.85	.88
Job Safety and Security	3.11	.78	3.24	.63	2.90	.85
Achievement	2.92	.80	3.00	.73	3.05	.76
Compensation	2.07	.64	1.93	.56	2.15	.81
Interpersonal Relations	4.04	.46	4.02	.48	3.90	.55
Recognition and Praise	3.40	.66	3.36	.58	3.30	.57
Job Stress	4.06	.75	4.24	.68	4.20	.83
Pay and Allowance	2.11	.85	2.22	.84	2.45	1.00
Working Conditions	3.40	.69	3.47	.63	2.15	.81
n	72		58		20	

Table-46 shows the mean and standard deviation scores of the subjects across age for all the determinants of existing QWL. It is observed from this table that employees of upto 40 years age category has scored highest on QWL determinant 'job stress' and has scored lowest on QWL determinants 'participation in decision making'. Employees of 41-50 years age category has scored highest on QWL determinant 'job stress' also and has scored lowest on QWL determinant 'compensation'. This table depicts that employees of 50 years age category has scored highest on QWL determinant 'job stress' and has scored lowest on QWL determinants 'compensation' and 'working conditions'.

**Table 47 : Mean and Standard Deviation Scores of Expected QWL Determinants Across Age.**

Determinants of QWL	Age in Years					
	Upto 40 years		41 – 50 years		Above 50 years	
	Mean	SD	Mean	SD	Mean	SD
Participation in Decision Making	4.86	.35	4.91	.28	4.95	.22
Career Advancement	4.89	.32	4.93	.26	4.85	.49
Job Safety and Security	4.72	.45	4.78	.42	4.85	.37
Achievement	4.33	.47	4.38	.52	4.50	.60
Compensation	4.58	.50	4.55	.50	4.55	.51
Interpersonal Relations	4.56	.50	4.57	.50	4.45	.51
Recognition and Praise	4.68	.50	4.62	.49	4.65	.49
Job Stress	4.61	.57	4.74	.44	4.45	.51
Pay and Allowance	4.89	.32	4.93	.26	4.95	.22
Working Conditions	4.56	.75	4.48	.75	4.30	.92
n	72		58		20	

Table-47 shows the mean and standard deviation scores of the subjects across age for all the determinants of expected QWL. This table depicts that employees of upto 40 years age category has scored highest on QWL determinants 'career advancement' and 'pay and allowance' and has scored lowest on QWL determinants 'achievement'. It is also observed that employees of 41-50 years age category has scored highest on QWL determinants 'career advancement' and 'pay and allowance' and has scored lowest on QWL determinant 'achievement' also. Employees of above 50 years age category have scored highest on QWL

determinants 'participation in decision making' and 'pay and allowance' and has scored lowest on QWL determinant 'working conditions'.

**Table 48 : Z - Values Across Age of Existing and Expected QWL Determinants Gap**

Determinants of QWL	Age in Years		
	Up to 40 years	41 – 50 years	Above 50 years
Participation in Decision Making	-31.6212**	-18.7130**	-9.2173**
Career Advancement	-17.2846**	-20.2800**	-8.8801**
Job Safety and Security	-15.1708**	-15.4897**	-9.4070**
Achievement	-12.8946**	-11.7261**	-6.6969**
Compensation	-26.2240**	-26.5785**	-11.2132**
Interpersonal Relations	-6.4944**	-6.0433**	-3.2793**
Recognition and Praise	-13.1172**	-12.6382**	-8.0320**
Job Stress	-4.9542**	-4.7015**	-1.1477
Pay and Allowance	-25.9723**	-23.4713**	-10.9192**
Working Conditions	-9.6583**	-7.8530**	-7.8442**
n	72	58	20

\*\* Significant at 1 % level of significance.

Table-48 presents Z-values across the age of existing and expected QWL determinants gap. From this table it is observed that all QWL determinants are significant at 1% level of significance.

## 6.2 Discussion of Results

The mean and the standard deviation scores of the sample across designation for all the determinants of QWL are presented in Table-40 and Table-41. The Table-40 shows that irrespective of the designation of the respondents, they feel that QWL is not satisfactory in the sugar industry. Among the officers 'compensation', 'pay and allowance' and 'career advancement' are perceived to be the poorest in that order. In case of the supervisor's 'compensation', 'participation in decision making', 'pay and allowance' and 'career advancement' are perceived to be the poorest. Among staffs 'participation in decision making' 'pay and allowance', 'compensation' and 'career advancement' are perceived to be the poorest. In case of workers 'compensation', 'pay and allowance', 'participation in decision making', 'career advancement' and 'achievement' are perceived to the poorest.

However, it is very clear from the Table-40 that except job stress (for the all designation), 'interpersonal relations' (for the two designation viz., staff and worker), all other determinants have been rated as poor.

From Table-41, the expected mean score is more than 4 for all variables in the case of sugar industry employees of all designations.

This proves that the designation (officer, supervisor, staff and worker) of the sugar industry employees does not significantly alter their perception of QWL.

The results of the Z-test, as presented in Table-42, reveal that the Z-values are significant at 1% level of significance for all the variables, except 'job stress' in the case of officer.

These results show that except for job stress in the officer level the designation of the sugar industry employees does not have much effect on their perceptions of QWL.

Table-43 shows the mean and the standard deviation scores of the sample across experience for all determinants of existing QWL. An analysis of this table reveals that for all the three experience groups, i.e., up to 10 years, 11–20 years and more than 20 years, the QWL has been perceived more or less identically. 'Participation in decision making' 'pay and allowance' 'compensation' and 'career advancement' have been rated as the lowest by the respondents.

Table-44 shows the mean and the standard deviation scores of the expected QWL across experience for all determinants. The expected mean scores are more than 4 for all variables of QWL.

The Z-values (as shown in Table-45) are significant at 1% and 5% levels of significance for all the determinants in all experience groups. These results prove the finding that there are significant differences in the existing and expected QWL in the sugar industry as perceived by the employees, irrespective of their experience level.

Table-46 shows the mean and the standard deviation scores of the sample across age for all determinants of existing QWL. The table shows that for the three age groups, i.e., up to 40 years, 41–50 years and above 50 years, the QWL has been perceived more or less identically. 'Participation in decision making' (upto 40 years age group mean score - 1.64) and 'compensation' in all age groups have been rated as the lowest by the respondents.

Table-47 shows the mean and the standard deviation scores of the expected QWL across age for all determinants. The expected mean scores are more than 4 for all determinants for all age groups of QWL.

The results of the Z-test, as presented in Table-48, reveal that the Z-values are significant at 1% level of significance for all the determinants except 'job stress' in the case of 'above 50 years' age group. These results show that expect for 'job

stress' the age groups (upto 40 years, 41-50 years and above 50 years) of the sugar industry employees do not have much effect on their perceptions of QWL.

This analysis accepts the second hypothesis that the designation, experience and age of employees do not alter their rating of the existing and expected quality of work life in sugar industry. Thus it can be concluded that except for 'job stress' which is relatively acceptable in the selected sugar industry, the other nine determinants do need immediate attention from the government and the concerned authorities to improve the quality of work life.

The present findings are in agreement with the conclusion of Hoque and Rahman (1999), who reported: QWL does not differ significantly according to demographic variables (i.e. age, education, experience and income) of the workers. Chander and Shing (1993) also found that the designation, experience and age did not have any significant impact on ratings of the actual and expected QWL. The present findings support the earlier findings by Haque (1992) and Rahman (1984) that the workers do not differ significantly in perceived QWL according to their age.

The present finding however do not find support in the studies of Ghosh and Kalra (1982) who found that QWL was influenced by age, income, qualification, experience, etc. Kumar and Shanubhogue (1996) found that the perceptions of QWL were affected by designation.