

PREFACE

Originally Quality of Work Life (QWL) activity occurred during the period 1969 to 1974. Quality of work life covers almost all aspects of employee's organizational life and significantly affects the performance levels of employees. Quality of work life represents a real concern for human values with an awareness that all individuals devote valuable part of their lives to work. A programme was launched to improve QWL in General Motors at Tarrytown (New York) in the year 1977 and this Tarrytown event has revealed that QWL is closely connected with the concept of industrial democracy. QWL consciousness among all parties of industry, i.e., workers, unions and management will strive towards improvement, which results in employee's satisfaction. Knowledge of quality of work life is vital towards understanding employees' problems with their work place and also towards adopting policies for making them happier with their work situation.

The study undertakes detail investigation on the different approaches of quality of work life of sugar mill employees in Bangladesh. People are the common element in every organization, because without the support of people, machine remains idle and money tied up. Sugar industries of Bangladesh are suffering from many problems. Poor quality of work life may be a major cause for inefficient functioning of the sugar industry in Bangladesh.

A sample of 1000 employees from five sugar mills out of 7009 employees is used as *subjects* for the present study. The study is an attempt to assess the views of employees on quality of work life, to investigate the reaction of the employees about the existing and expected QWL, to see the impact of designation, experience and age on QWL, to identify hierarchical effect in perceiving QWL and also to find the effect of QWL on group cohesiveness of the employees of five sugar mills viz., Syampur Sugar Mills Ltd., Rajshahi Sugar Mills Ltd., Natore Sugar Mills Ltd., Rangpur Sugar Mills Ltd. and Joypurhat Sugar Mills Ltd. situated in Rajshahi Division in Bangladesh.

No substantial work has so far been carried out on QWL of sugar industries in Bangladesh. This study attempt to analyze the quality of work life across five

leading sugar mills and it is expected that the results of this study may be a major contribution to existing literature.

The present study is organized in the following ways :

Chapter – I deals with the introductory discussions like statement of the problem, significance of the study, objectives and area of QWL, difficulties of QWL, hypotheses of the present study and limitation of the study;

Chapter – II presents the concept of QWL, specific issues of QWL, socio-technical approach of QWL, linkage between QWL and QL, QWL and QC, QWL and productivity, trade union attitudes towards QWL, social and economical aspect of QWL;

Chapter – III reviews the relevant previous studies on QWL in different countries;

Chapter – IV undertakes the methodology which include economic profile of Bangladesh, QWL in Bangladesh context, description of sampled sugar mills, samples and variables, sampling techniques, measuring instruments, data collection procedure, processing of data and statistical tools used;

Chapter – V represents employees existing and expected QWL in sugar industries in Bangladesh;

Chapter – VI deals with the impact of designation, experience and age on existing and expected QWL;

Chapter – VII represents empirical analysis of hierarchical levels;

Chapter – VIII represents QWL and group level approach, the effect of QWL on group cohesiveness; and

Chapter – IX contains concluding observations of the study.