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### Prominent QWL components among employees of sugar co-operatives of Gujarat

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#### Abstract

Work life occupies an important place in the total life space of any employee; and has a profound influence on his/her job behaviours. This being the reason; how people feel, perceive and what they think about their working life; has always remained a major concern area for the organizational authorities. Hence, increasing numbers of organizations are showing concern about maintaining and improving the Quality of Work Life (QWL), of their real assets – the employees. The same is true even for the Sugar Co-operatives in the vibrant state of Gujarat. They have to work for creating congenial QWL and induce the employees to ignite the inner urge to contribute their level best, and develop a sense of belongingness; as QWL is an integral aspect of organizational success, having direct bearing on satisfaction, motivation, and overall wellbeing of the employees. This empirical study investigates the prominent factors influencing QWL of employees in Sugar Co-operatives of Gujarat. Utilizing the communication approach of the cross-sectional descriptive research design, primary data were collected from 300 employees, selected by adopting simple random sampling method, across three leading Sugar Co-operatives. By using Garrett Ranking Method, the data were analyzed and the findings highlight that adequate and fair compensation, work-life balance, and constitutionalism are pivotal in fostering employee engagement, reducing turnover, and enhancing productivity. Despite the significant role of QWL programs, the study reveals gaps in their implementation, with limited emphasis on employee motivation and periodic evaluation. This research underscores the importance of a holistic approach to improving QWL, aligning organizational practices with employee needs for sustained growth and competitiveness.

**Keywords:** Job involvement, job satisfaction, organizational commitment, Quality of work life (QWL), sugar co-operatives

#### Introduction

Quality of Work Life (QWL) is a quality that aligns the needs of employees to the efforts of the organization, making the workplace look more conducive and enhancing happiness, comfort and satisfaction among workers. A supportive environment, personal growth, welfare benefits and a safe and pleasant workspace enhance organizational performance (Adikoeswanto *et al.*, 2020) <sup>[1]</sup>. Companies face market challenges and rapid changes in technology. So, a strong internal commitment from the employees is required to stay competitive.

Quality of Work Life (QWL) is a multi-dimensional concept that captures the employee-work environment relationship, with its focus on factors like supervision, recognition, development opportunities, and workplace conditions. All these factors enhance the well-being of employees through improved comfort, loyalty and job satisfaction, thereby reducing turnover and increasing productivity. QWL also combines work ethics with efficiency and enhances organizational commitment, which motivates employees to align with company values (Syabarrudin *et al.*, 2020; Karaaslan & Aslan, 2019) <sup>[10, 4]</sup>.

Quality of Work Life (QWL) is comprised of organizational practices that make employees satisfied, motivated and loyal

by focusing both on professional and personal needs. High QWL demonstrates democratic management, job enrichment and a safe work environment by reflecting humanistic values for the workplace. The interaction between employee well-being and organizational competitiveness leads to involvement and autonomy in job redesign efforts, supported by Herzberg's motivation theory through intrinsic job satisfaction (Srivastava and Kanpur, 2014) <sup>[9]</sup>. QWL has a significant impact on engagement, loyalty, performance and retention. Major factors include fair compensation, healthy conditions, growth opportunities, social integration and a positive climate (El Badawy *et al.*, 2018) <sup>[2]</sup>. In addition, QWL affects other life domains, such as family, leisure and financial wellbeing, which underscores its central role in the overall satisfaction and commitment of employees (Sirgy *et al.* (2001); Kooli, 2023) <sup>[8, 5]</sup>.

The COVID-19 pandemic has underscored the far-reaching effects of Quality of Work

Life (QWL), especially on life satisfaction, by linking the work and personal spheres. The reduction in privacy and the increase in the overlap between work and life and family interruptions during lockdowns are just some examples of how this affects general well-being, especially among

women working from home (Raub and Blunschi, 2014; Sirgy *et al.* 2001)<sup>[7, 8]</sup>. QWL also affects social identity and workplace culture where supervisory support, respect and a positive environment enhance the commitment of employees to organizational goals (Martel and Dupuis, 2006)<sup>[6]</sup>. Rising workloads and occupational stress, especially since the pandemic, have escalated mental problems among employees, posing a public health issue, higher levels of absenteeism, and lower productivity (Van der Klink *et al.*, 2001)<sup>[11]</sup>.

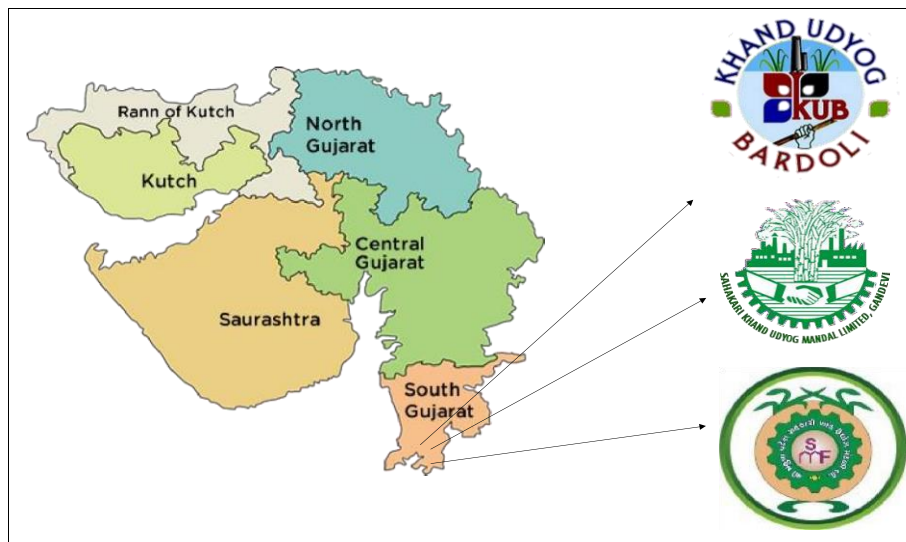
Quality of Work Life is composed of both subjective and objective conditions in an organization, that directly address these issues as a means of ensuring the individual's safety, value and support in personal and professional growth. Sugar cooperatives ensure employee well-being through fair compensation, safe working conditions, skill utilization and career growth opportunities. Building an inclusive workplace fosters trust and cohesion, while flexible schedules promote work-life balance. Highlighting the

societal impact of their work instills pride and purpose. By addressing these aspects, sugar cooperatives can enhance employee satisfaction, prevent burnout and create a supportive, productive environment for sustainable organizational success. As people spend most of their lives in the workplace, QWL plays a vital role in promoting well-being among employees and hence, organizational success. This study is conducted to assess the factors of importance for the quality of work life of employees in Sugar Co-operatives.

**Methodology**

**Research locale**

The present study was conducted in the South Gujarat region, where three leading sugar cooperatives were chosen randomly according to the crushing capacity: Bardoli Sugar Cooperative (10,000 MT/day), Gandevi Sugar Co-operative (5,000 MT/day), and Mahuva Sugar Co-operative (3,500 MT/day).



**Fig 1:** Research Locale

**Research Design**

A descriptive cross-sectional research design was adopted, which identifies characteristics, frequencies, trends, correlations and categories within a population by observing and describing behaviour without any external influence. This design was used to study the Quality of Work Life (QWL) of employees in sugar cooperatives of South Gujarat during a particular period. All primary data were collected from the employees of the selected cooperatives in one round, which goes in line with the cross-sectional approach. The exploratory stage involved a detailed review of the literature and conducting in-depth interviews with key informants for developing a thorough understanding of the research topic.

**Sampling procedure**

Simple random sampling technique was adopted for the selection of respondents. For this, updated sampling frame was available, which made the task of selecting the respondents through lottery method. Following procedure was used to draw a sample of 300 employees as respondents.

- a) **For the choice of Sugar Co-operatives:** From the 12 operational sugar cooperatives in seven districts of South Gujarat region namely Valsad, Dang, Navsari, Surat, Tapi, Bharuch, and Narmada; three were randomly selected - one large, one medium, and one small sugar cooperative based on the crushing capacity.
- b) **Selection of Respondents:** A simple random sampling of respondents from each of the three sugar cooperatives was employed. A total of 100 respondents were randomly chosen from each cooperative. Hence, a final sample size of 300 employees was established. The full sampling plan is given in Table 1.

**Table 1:** Sampling Plan of Study Area

Selected Sugar Co-operatives	No. of respondents selected
S-1	100
S-2	100
S-3	100
Total	300

**Results and Discussion**

Results and discussions emerging from the study carried out

in line with the abovestated objectives are presented below.

**Table 2:** Distribution of respondents according to their view on running the programme of QWL by sugar cooperative:

Category	Score	Frequency	Percentage
Yes	1	27	09.00%
No	2	273	91.00%
<b>Statistics:</b> Range = 01 – 02; Mean= 01.91; SD= 0.29; CV= 0.15			

Table 2 represents the distribution of respondents as per their views on QWL programs undertaken by the sugar cooperative. The distribution lies between 01 and 02, with a mean value of 1.91 and a standard deviation of 0.29, which means that the coefficient of variation is 0.15. According to the details, 91.00 per cent of the respondents agree that the sugar cooperative does not conduct QWL programs; however, only 09.00 per cent agree on the fact that it executes such programs.

**Table 3 (a):** Distribution of respondents according to their view on the running programme of employee motivation by sugar cooperative:

Category	Score	Frequency	Percentage
Yes	1	111	37.00%
No	2	189	63.00%
<b>Statistics:</b> Range = 01 – 02; Mean= 1.63; SD= 0.48; CV= 0.29			

Table 3(a) shows the distribution of respondents based on their views on whether or not employee motivation programs should be offered by the sugar cooperative. The distribution is between 01 and 02. The mean value is 1.63 while the standard deviation is 0.48 with a coefficient of variation of 0.29. The table shows that 63.00 per cent of the respondents said that the sugar cooperative was not conducting any employee motivation programs, while 37.00 per cent said that the programs were being conducted.

**Table 4 (b):** Ranks and respective Garret score of factors of importance for the quality of work life of employees in sugar cooperative

Sr. No.	Factors of importance for the quality of work life of employees in sugar cooperative	Rank given by the respondents and Garret's score based on the ranks given by the respondents							
		1	2	3	4	5	6	7	8
01	Adequate and Fair Compensation	147 (11,760)	54 (3,672)	66 (3,894)	03 (159)	15 (705)	03 (120)	00 (0.00)	12 (240)
02	Working conditions	42 (3,360)	63 (4,284)	81 (4,779)	39 (2,067)	33 (1,551)	18 (720)	24 (768)	00 (0.00)
03	Use of capacities at work	24 (1,920)	93 (6,324)	60 (3,540)	60 (3,180)	18 (846)	18 (720)	18 (576)	09 (180)
04	Opportunities at work	30 (2,400)	33 (2,244)	39 (2,301)	57 (3,021)	60 (2,820)	51 (2,040)	27 (864)	03 (60)
05	Social integration at work	15 (1,200)	24 (1,632)	36 (2,124)	21 (1,113)	51 (2,397)	60 (2,400)	63 (2,016)	30 (600)
06	Constitutionalism at work	09 (720)	18 (1,224)	12 (708)	36 (1,908)	39 (1,833)	78 (3,120)	54 (1,728)	54 (1,080)
07	Occupied space by work in life	24 (1,920)	10 (680)	06 (354)	33 (1,749)	48 (2,256)	45 (1,800)	47 (1,504)	87 (1,740)
08	Social relevance and importance of work	21 (1,680)	12 (1,088)	22 (1,298)	54 (2,862)	33 (1,551)	27 (1,080)	51 (1,632)	76 (1,520)

Table 4 (b) shows ranked data and Garret scores of the key factors of influence the quality of work life (QWL) of sugar cooperatives. There are eight categorized areas in which the factors represent a specific aspect of QWL. Among the key factors was "Adequate and Fair Compensation," ranking first with a Garret score of 11,760, making it crucial. "Working Conditions" also scores high with a significant score of 4,779 and 4,284, indicating their importance in the satisfaction of employees. Other factors include "Use of

**Table 3 (b):** Distribution of respondents according to their view on how often running programme of employee motivation by sugar cooperatives:

Category	Score	Frequency	Percentage
Monthly	1	30	27.77%
Quarterly	2	48	44.44%
Half Yearly	3	21	19.44%
Once in a year	4	09	08.33%

Table 3(b) about the frequency of employee motivation programs done by sugar cooperatives. The frequencies of the perception about conducting employee motivation programs are that 44.44 per cent perceive them as quarterly events, 27.77 per cent as monthly events followed by 19.44 per cent as semi-annually and 8.33 per cent annually. Based on the above analysis it can be depicted that the sugar cooperatives more widely practice quarter-based programs.

**Table 4 (a):** Rank-wise percent position value and respective Garret Score

Sr. No.	Rank	Percent Position Value	Garret Score
01	I	93.75	20
02	II	81.25	32
03	III	68.75	40
04	IV	56.25	47
05	V	43.75	53
06	VI	31.25	59
07	VII	18.75	68
08	VIII	6.25	80

Table 4 (a) depicts that there are eight ranks on the table, beginning at Rank I with a per cent position value of 93.75 per cent and an accompanying Garret score of 20, while the final rank is Rank VIII, which has a per cent position value of 06.25 per cent and a Garret score of 80. The intermediate ranks from Rank II to Rank VII can be seen to decrease regularly in per cent position values from 81.25 per cent to 18.75 per cent and to increase in Garret scores from 32 to 68

Capacities at Work" with scores of 6,324 and 3,540 and "Opportunities at Work" with scores of 3,021 and 2,820, indicating moderate to high significance in engaging employees.

The remaining variables are "Social Integration at Work" (scores 2,400 to 600) and "Constitutionalism at Work" with scores of 3,120 and 1,833. Employees vary in perception toward teamwork, equity and policies at work. "Occupied Space by Work in Life" and "Social Value and Meaning of

Work" with scores between 2,256 to 1,680 mirror concerns about worklife balance and the social value of work. Overall, the variation in scores is significant with compensation and working conditions as foundational

priorities, while constitutionalism and social relevance play supportive roles. The combined ranks and Garret scores provide insight for actionable recommendations to improve QWL in sugar cooperatives.

**Table 4 (c):** Factors of importance for the quality of work life of employees in sugar cooperative

Sr. No.	Factors of importance for the quality of work life of employees in sugar cooperative	Total garret score	Mean score	Rank obtained
01.	Adequate and Fair Compensation	20,550	68.50	I
02.	Working conditions	17,529	58.43	VIII
03.	Use of capacities at work	17,286	57.62	VII
04.	Opportunities at work	15,750	52.50	VI
05.	Social integration at work	13,482	44.94	V
06.	Constitutionalism at work	12,321	41.07	III
07.	Occupied space by work in life	12,003	40.01	II
08.	Social relevance and importance of work	12,711	42.37	IV

Table 4(c) shows an analysis of determinants of the QWL in sugar cooperatives, ranked by the Garret scores, mean scores and final ranking. "Adequate and Fair Compensation" is at the top of the rank with a Garret score of 20,550 and this shows it is an essential determinant because it would provide employees with satisfaction and security in finance. "Occupied Space by Work in Life," which stresses work-life balance, is ranked second, as employees want flexible schedules and personal time for mental well-being and sustained productivity. "Constitutionality at Work," ranked third, emphasizes fairness, equality and transparency, which foster trust and credibility within the organization.

Other important factors include "Social Relevance and Importance of Work," ranked fourth, reflecting employees' desire to align their work with societal goals. "Social Integration at Work," focused on teamwork and interpersonal relationships, ranked fifth and contributes to a collaborative and harmonious work environment. "Opportunities at Work" ranked sixth, followed by "Use of Capacities at Work" in seventh place, emphasizing career growth and skill alignment. Although ranked eighth, "Working Conditions" remains a very important factor for employee well-being, especially in labour-intensive industries. A holistic approach addressing all these factors is crucial in ensuring that the work environment in sugar cooperatives becomes supportive and productive.

### Conclusion

The study underscores the critical role of Quality of Work Life (QWL) in shaping organizational performance and employee wellbeing in the Sugar Co-operatives. Key determinants such as adequate compensation, work-life balance, and transparent workplace policies emerged as primary drivers of employee satisfaction. While the study highlights the importance of QWL initiatives, it also exposes a lack of consistent and effective programs for employee motivation and engagement in the studied cooperatives. Addressing these gaps requires a strategic focus on fair compensation, improved working conditions, and fostering a collaborative and inclusive work environment. By integrating these elements, sugar cooperatives can not only enhance employee satisfaction and retention but also achieve greater organizational success in an increasingly competitive industry. Future research could explore the long-term impacts of QWL initiatives and

expand the scope to other regions and industries for a broader understanding.

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