Thailand and The World Economy
P-ISSN: 2630-0931
E-ISSN: 2651-0529
Homepage : https://www.tci-thaijo.org/index.php/TER
Vol. 40, No.3, September - December 2022 **Page [109-128]**

Investigating Factors in Quality of Work-life in Indian Garment Industry at Bangalore

*Krishna Kishore SV**
School of Business and Management, CHRIST University, India

Jayanta Banerjee
Amity Business School, Amity University, India

Prabha Kiran
School of Business, Management and Economics, Westminster International University, Uzbekistan

Vasudevan Moorthy
School of Business and Management, CHRIST University, India

Received 7 September 2021, Received in revised form 25 February 2022,
Accepted 27 February 2022, Available online 31 August 2022

Abstract

The Indian manufacturing sector has a long way to go in enhancing work-life standards for employees. Low standards of work-life hamper the productivity of an organization. Most employees of garment manufacturing units in Bengaluru are from outer rural areas. They come in search of employment in garment units. Though there are labour acts and labour laws, most of the manufacturing units provide poor job environments for employees. This leads to fluctuations in the performance of employees and would have detrimental effects on their health and performance, resulting in attrition. Quality of work life is the solution. This paper aims at unravelling factors leading to recognition of work-life standards so those garment units can work in that dimension to solve their productivity issues and also improve the happiness of their employees. A descriptive approach was made to attain objectives with survey-based data collection. The collected data were subjected to exploratory factor analysis and multiple regression analysis. The study found welfare and safety lead to a quality of work-life in garment units. More cross-sectoral studies are suggested to understand the blend of factors defining the quality of work life and arrive at a generalized model nation-wide. This generalization in the long term should be a key decision-making point for safety and welfare policy development in the world.

Keywords: Quality of Work Life (QWL), Garments, Stress, Labour, Factors, Market

JEL Classifications: J8, J5, I1, I3

*__Corresponding author:__ School of Business and Management, Christ University
Email: krishnakishore.sv@christuniversity.in

1. Introduction

The foundations of great businesses are the people who work there every day. Organizations are required to maintain a high level of QWL to maintain organizational excellence. When the conditions of QWL are met, it leads to organizational excellence (Rao & Alfred, 2003). The term "Quality of Work Life" (QWL), varies in meaning among consultants and academicians. QWL is associated with providing an opportunity for individuals and teams to influence and lead others in their workplace. (Steers & Porter, 1983). According to (Mullins, 1996), Quality of Work-Life can be seen from the angle of a doctrine or a cognitive process. The term "QWL" first appeared in 1973 at an American convention on workplace-related issues in New York. A unanimous consensus was reached that developing the workplace with essential facilities creates a healthy ecosystem for workers to perform. (Gadon, 1984).

In India, the concept of QWL evolved in the mid-1970s when the country witnessed intense labour unrest. QWL was manifested in the term of work/job redesign due to the influence of the socio-technical method (Saklani, 2010). After experiencing a lull in the late 1970s, QWL surfaced again, aiding the execution of projects by General Motors and Volvo in the United States and Germany. The term QWL gained broader scope and included the holistic goal of putting resources, people, and process in one line enabling the spontaneous involvement of employees in their assigned roles (Jenkins, 1981), supported by Rokni, M et al. (2016).

QWL improves an employee's motivation in an organization to perform beyond his or her assigned work roles. This leads to organizational growth. For an organization, QWL can be a tool for achieving a competitive edge over other players in the market (Elizur & Shye, 1990; Greenberg & Baron, 1997; Nykodym et al, 1991).

O 'Brien-Pallas & Baumann, (1994) interpreted the quality of work-life as a multifaceted variable with connected parameters. They also identified that employees in a firm need autonomy, respect, and recognition from others. Knox and Irving (1997) suggested that vigilance on the quality of work-life components by a firm leads to an empathizing environment at a workplace. Staff require access to basic facilities, technology, and tools. Satisfying these requirements and monitoring their welfare elicits genuine employee dedication.

Europe initiated manufacturing activity on a massive scale (Mokyr, 2018). The majority of industrial workers in the US and Europe considered remuneration the most important element in a workplace where they were satisfied and happy. According to (Mandl, Celiker & Eurofound 2013), compensation need not be a single dominant factor. A decent workplace cannot be completely understood by only using compensation as a factor. More factors like productivity and outcomes should also be included to understand the workplace environment. Companies that do not stress risk-free conditions and neglect discipline are estimated to have undisciplined workers. Indiscipline not only destroys the order in the workplace, but it also escalates the probability of accident occurrence in a workplace. Unprofessional workers also increase workloads for themselves by not staying organized. This also affects their health. As per Eurofound (2012), Romania was rated at an index of 0.3 in terms of workplace and job quality. This score can be interpreted as a very low measure (ETUI, 2012). It was found that workers weren't relaxed and flexible enough due to the adaptation problem. The skill set levels were also low (Piasna, 2018).

Different countries have various ways of looking at the quality of work-life (Drobnič et al., 2010). This is due to the varied public policies (Holman, 2013). Holoman

(2013) found that autonomy contributes to QWL as employees feel irritated when they are directed at every point of their task. QWL was higher in certain Nordic countries due to this practice (Holman, 2013). Leadership can set the task and provide the freedom for an employee to achieve the same. The employees can perform better as the speed increases and motivates them internally to be happy and satisfied (Ganiyu, Fields, Atiku & Derera, 2020). This helped us form research questions:

1. Is there a concept that can enhance the workplace environment?
2. What aspects are considered to explain the workplace environment?
3. How many studies have considered the quality of work-life to understand the work environment?
4. What factors lead to the quality of work-life at a garment manufacturing unit?

Most of the quality of work-life studies in western countries have found workplace demands and work-life conflict as a vital focal point in improving the quality of work life. In manufacturing units, long working hours were the cause of job dissatisfaction and increased workplace stress. The units were responding to market demand. The workers, even after assurances of overtime payments, were tired of heavy workloads. The heavy workloads affected work-life balance, decreasing the QWL (Rupert, Stevanovic, Hartman, Bryant, & Miller, 2012). Longer hours resulted in irritation, health problems, and depleted energy levels that made the employees less motivated, affecting productivity and QWL (Goh, Ilies and Wilson 2015). For an organization, it has the challenge of balancing between their market performance and employee's work-life balance (Wheatley, 2012; Syamsuddin, Kadir & Andriani 2020).

2. Literature review

The goal of Quality of work life was to protect employees from a poor working environment, poor treatment, and workplace safety issues (ISCA 2014). The outcome of a good QWL is believed to be high productivity, fewer turnovers, increased job satisfaction, and a more vitally perfect balance between work and family time (Beutell & Schneer, 2014). Organizational leadership must provide time for employees to be satisfied, healthy, happy, and motivated (Beamond, Farndale, & Härtel, 2016). In the manufacturing sector, the nature of work is different from that in the service sector. The workers go through more physical and mental stress, anxiety, and depression that may lead to frequent job dissatisfaction and a low quality of work life. Manufacturing units must carefully consider the needs of workers and continuously monitor the situation so things don't go out of control (Beamond et al., 2016). Turnover, absenteeism, and work environment are threatening the manufacturing sector's productivity globally (Marshall & Stephenson, 2020; Paltu & Brouwers, 2020; Potgieter & Mokomane, 2020).

Stier (2014) argued that professional training would solve the problem of low-level skill sets. Technology enhancements often reset the skill levels of employees. If an organization is convinced with the skills of its employees after a technological implementation, the present employee skill level may be downgraded. Stier (2014) also emphasizes that training enhances their performances and increases their confidence. This improves the workplace environment as well as engagement (Gordon, J. R., & Hood, E. (2020). Employees have to be considered a valuable asset (Gopinath, 2020).

The early works of literature pointed us to variables like job security, occupational stress, health programs, workflow, participative management, work control, and superior-subordinate relations. (Klatt, Murdick & Schuster, 1985). The efforts to improve the QWL lead to increased morale and satisfaction for employees (Abraham Enthemkuzhy,

1989). Improvement in QWL helps an organization achieve significant advantages by getting employee commitment to the spirit. Holistically, the social structure around the organization gains from QWL implementation. It will also help in providing better governance and eradicating social unrest to some extent (Hackman & Suttle, 1977). Lawler, (1982) found manufacturing units functioning on QWL ideologies were performing hassle-free operations compared to plants without QWL implementation.

Lambert et al (2004) conducted a study on cultural factors interfering with nursing shortages in Japan, South Korea, Thailand, and the USA. The study found that that USA, Japan, and South Korea had the highest stress scores. This study also gave some interesting insights on quality of work life as stress levels were high. Wu et al (2010) launched a study in China to examine the quality of life. The study was cross-sectional. The approach categorized the demographic characteristics, behavioural, and psychological characteristics. This paper investigated the occupational stress of doctors. Silva, Luz and Gil (2013) studied noise levels in different hospital environments and their impact on inmates. The WHO instruments were used to collect data. Nowrouzi et al (2015) studied middle-aged married nurses in provinces of Ontario. As rightly hypothesized, the study found more stress levels in the age group of 35-44 years due to larger responsible roles in the organization. Azervedo Nery and Cardoso (2017) reiterated the interactivity between stress and quality of work life factors in the country of Brazil. The study was cross-sectional. Data was collected on the basis of job stress scale.

Kim and Lim (2017) conducted a study on emotional work and its impact on stress among nurses. This adopted a clinical tool developed by Ku and Kim (1984). Nurses in their workplace go through high emotional pressure as they will have to witness lives disappearing and bereaved families. This resulted in additional work pressure. Makabe et al (2018) segregated the economic status of the people in Asia-Pacific countries like Japan, Singapore, Malaysia, Thailand, and Bhutan. The study aimed at comparing different strata of social classes and their quality-of-life measurements. The study was able to give further direction to researchers about occupation, income, and other crucial demographic variables. Foster et al (2020) identified a tedious task in the nursing profession that is treating and care mentally challenged people. The study was launched to measure the quality of life of nurses working in mentally challenged sections of hospitals as they go under severe physical, mental, stress, and anxieties. Thus, the study created a new dimension for research by selecting the research area where there is a bigger problem. Almoghel (2021) identified pharmacists in Saudi Arabia and measured quality of life aspects, exploring factors creating stress. A method of effort reward imbalance was used to measure the quality of life aspects. Ghasemi et al (2021) and Kalanhar Akcay and Karabay (2021) led the researchers by arriving at a particular scale and interpretation of scores that helped other scholars in the area to adopt. The score of 1-50 was interpreted as a low measure of QWL and 50-100 as a high measure. A Nordic musculoskeletal questionnaire was adopted.

All these studies laid a foundation for much research investigating the quality of work life in industries and machinery noises inside the premises. The argument was formed on the basis that if outside noises can interfere with the work of hospital inmates, then if machineries are inside the factory outlets, then what sort of stress level can be observed was a research question of various industrial researchers.

3. Methodology

The presence of a work-life imbalance in workplaces leads to low job satisfaction, increased chances of high turnover, depression, accidents, damages, and workplace brawls (Park, 2014). These occurrences cause huge negativity among employees as they

will not be able to recognize the tools provided by organizations to help them formally or informally (Pedersen 2015). Ferguson et al (2014) found manufacturing workforce experiences are more stressful than non-manufacturing workforce. They also found employee problems in the manufacturing sector are 40% more than in non-manufacturing sectors. The support for manufacturing sector workers is lower by 15% compared to non-manufacturing in many workplace-related issues (Wilson & Baumann, 2015). This was supported by (Ganiyu, I. O., Fields, Z., Atiku, S. O., & Derera, E. 2020). A vacuum exists in understanding workers' grievances. Imposition of overtime work culture raises stress-related issues and affects workers' performance (Nauman, S., Zheng, C., & Basit, A. A. 2020). There is a lack of information on factors that explain the quality of work-life in a manufacturing setup.

Beamond et al (2016) argued that organizational support mechanisms exist but will not be identified by employees. Employees will be blinded by their stress and workplace-related issues; they often fail to make use of existing mechanisms for help. Positive outcomes result when an organization communicates with employees on a machine. Kossek et al., (2012) found that involvement of employees in social service through corporate social responsibility increases their self-contentment and job satisfaction. Adkins & Premeaux, (2014) also arrived at a similar conclusion. Kossek et al (2012) further stressed that immediate attention is required in the case of the manufacturing sector as occurrences of sudden turnover are unpredictable. Organizational leaders of the workforce in a manufacturing unit need to continuously monitor the grievances to avoid such uncertainties.

Henz and Mills (2015) emphasized training programs related to work-life balance for employees. They found that these programs assist employees to balance their work-life conflicts effectively in order to achieve their personal and organizational goals. In this strategic move of training, organizations need not rethink ambitious market plans as employees are trained. This link was supported by (Schieman & Young, 2015). Shcieman & Young (2015) further recommended that the HR department of an organization can observe their employees in the training process and understand their priorities. More customized organizational support mechanisms can also be formed as a part of employee retention.

3.1. Operational Definitions

In this study, the assumptions are that the manufacturing sector is an industry that is involved in producing any tangible products, whether they be for B2C or B2B channels as supported by the BLS report (2012). Usually, the tasks of the employees involved in manufacturing sectors are transforming and handling materials, assembling the substances, and organizing the components, and finally leading to the formation of a new product. Researchers in the past identified workers operating material handling equipment as manufacturing sector workers. Hence, workers in garment industries can also be identified as manufacturing workers, as supported by the BLS report (2012).

For manufacturing employees, balancing their work-life is more challenging than for non-manufacturing workers as the nature of work is rigorous (Rupert et al., 2012). It is a role conflict as every worker goes under pressure, and their guilt of not performing the expected role is the main cause of job satisfaction. The pressures resulting from both directions are unpredictable; the intensity and priority need to always be high (Henz & Mills, 2015). Unable to handle the pressure from both family and work, their satisfaction and happiness at the workplace comes down to attributing everything in negativity towards depression. This affects productivity, and finally, the role of an employee becomes questionable (Bond & Galinsky, 2011). Bond and Galinsky (2011) also found that flexibility of work is absent due to the nature of work. In service industries, the option

of working from home provides greater flexibility to employees and helps them balance work and life while simultaneously contributing to organizational growth. In the manufacturing sector, this option is not possible. This calls for more studies in the manufacturing sector.

According to Ferrero et al, (2014) when their performance is recognized and they are given applause in front of the whole workforce, they feel contented to share their success stories by propagating their energy everywhere. Employees achieving their goals feel more attached to the workplace and their job. These employees contribute to the organization (Pedersen 2015).

3.2. Theoretical framework

An in-depth review was conducted to identify the variables necessary to form a theoretical framework. According to (Walton, 1974) , the quality of work-life comprises vital elements such as fair compensation, safety, health, space for creative initiatives, job security, and social relevance. Goodrum (2003) worked on labour satisfaction for three decades, from the 1970s to the 1990s. Goodrum found that income, working hours, job security, an opportunity for career development, and time period explain the quality of work-life. Most of Walton's variables were still significant even in the year 2003.

The work-life interface was well explained by social exchange theory and role theory (Cote and Nightingale 2012). Cote and Nightingale (2012) further argued that both of these theories could be applied to any organization, irrespective of manufacturing or non-manufacturing sectors. After taking cues from Walton and Goodrum, we selected six variables that were contextual to a garment unit. The description of the factors and hypothesis statement development is as follows.

3.2.1. Safety (H1)

Safety as an independent variable explains the employee's safety at the workplace. It is an extent of an employee not being vulnerable to any anticipated or unanticipated incidents. For example, gloves, rubber boots, ear protectors, and eyeglasses are provided by companies to employees to guard them against routine or any unexpected incidents related to their nature of work. Safety has a record of explaining the quality of work-life. Luxmi (2012) found that the reasons for attrition in a manufacturing unit are safety concerns. Uncertain and insensitive night duty roasters led to safety concerns for employees in the hotel industry. Safety as a variable could explain the quality of work-life (Sorensen et al 2018). In addition to these arguments, Pickup, S et al (2020) and Choudhury, S et al. (2021) found safety as an important factor in understanding the problems of manufacturing unit workers. Therefore, we hypothesized.

H1N: Safety in a workplace does not influence an employee's quality of work-life
H1A: Safety in a workplace influences an employee's quality of work-life

3.2.2. Welfare (H2)

Welfare as an independent variable explains welfare measures taken by the company to ensure the well-being of employees. For example, welfare steps by a company could be setting up a canteen selling quality food at subsidized rates, providing medical insurance, etc. Jayakumar and Kalaisevi (2012) argued that Welfare has been used since the 1970s and 1980s. It has managed to successfully explain the quality of work-life. According to (Parameshwari and Suresh, 2015), welfare initiatives by the company in a workplace are an imperative variable in explaining the quality of work-life. Alserhan, H.et al (2021) supported this Parameshwari and Suresh's argument of Welfare's importance and capability to explain QWL. Therefore, we hypothesized.

H2N: Welfare in the workplace does not influence an employee's quality of work-life
H2A: Welfare in the workplace influences an employee's quality of work-life

3.2.3. Co-Workers Relationship (H3)

Neuman et al (2012) found that positive attitudes and motivation is drawn from co-workers' relationship. A good co-worker relationship results in job satisfaction and the development of a positive spirit to face work pressure. According to (Hammer et al 2013), the mindset of employees will be favourable to taking pressure in the case of a good co-worker's relationship. Hyun & Kim (2012) found organizational commitment more in supportive cultures. Adkins and Premeaux (2014), Bray, Budd, & Macneil (2019) & Sahni (2019) concluded that supportive culture at the workplace is an essential factor in achieving quality work life. Kularathne, H. M. R. D., & Senevirathne, Y. Y. (2020) supported this argument and also found Co-workers relationships as a vital factor in retaining employees. Therefore, we hypothesized.

H3N: Co-workers relationship in a workplace does not influence an employee's quality of work-life
H3A: Co-workers relationship in a workplace influences an employee's quality of work-life

3.2.4. Health (H4)

Health as an independent variable explains the steps taken by the company to care for employees' health. Examples for company initiatives include limiting the working hours of employees so that their health is well-maintained. Another example could be starting fitness and yoga camps for employees. As per the Eurofound report (2012), the majority of employees at European Union countries participated in health camps to gain knowledge about keeping themselves mentally and physically fit. Ghasemi (2012) found health and wellbeing are important elements of the quality of work-life. Beutell & Schneer (2014) found that when family health emergency leaves were not sanctioned, the employees were unhappy about not being supported by their bosses for health reasons. Eisapareh, K., Nazari, M., Kaveh, M. H., & Ghahremani, L. (2020) argued on health initiatives' role in retaining employees. Therefore, we hypothesized.

H4N: Health initiatives in a workplace does not influence an employee's quality of work-life
H4A: Health initiatives in a workplace influences an employee's quality of work-life

3.2.5. Job Security (H5)

Job security as an independent variable measures the extent of the job secured, and employees are not fired without any prior warning. Piasna & Plagnol (2018) found employees working in uncertain conditions were not happy as they feared for their jobs. It was found that employees who witnessed job consistency in their workplaces were more motivated and happier (Nanjundeswaraswamy, T. S et al 2020). Job security was also found as an important factor in explaining QWL in a manufacturing setup. Therefore, we hypothesized.

H5N: Job security in a workplace does not influence an employee's quality of work-life
H5A: Job security in a workplace influences an employee's quality of work-life

3.2.6. Compensation (H6)

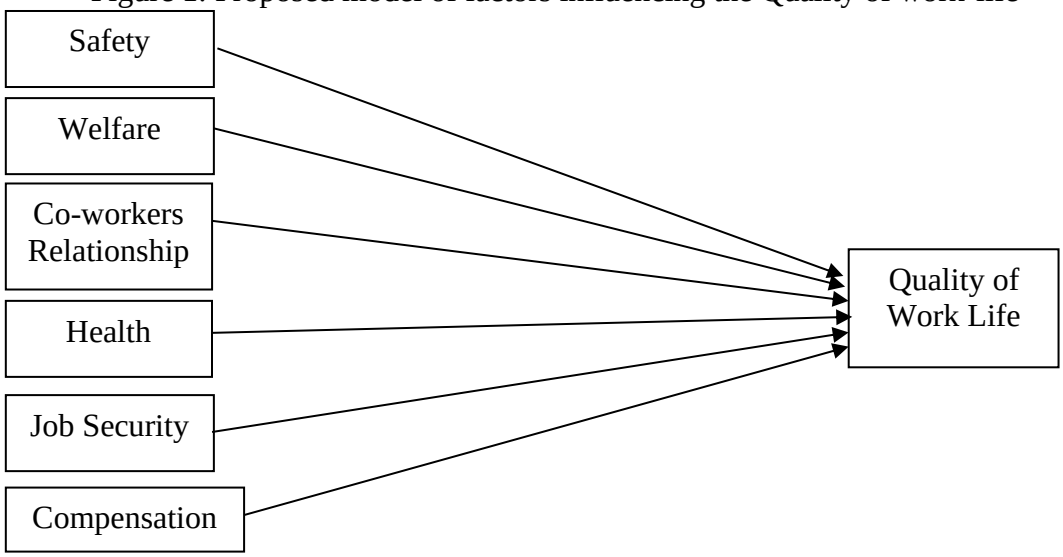
Compensation as an independent variable measures the extent of employees' satisfaction concerning the salary/wage being received by him/her. In European countries, compensation is a common variable used to understand the quality of work-life (Eurofound 2013). De Bustillo et al (2011) supported that variable in explaining the quality of work-life. Els, V., Brouwers, M., & Lodewyk, R. B. (2021) found compensation as a core factor in addressing the turnover problem and explaining QWL in a manufacturing setup. This led us to hypothesize.

H6N: Compensation in a workplace does not influence an employee's quality of work-life

H6A: Compensation in a workplace influences an employee's quality of work-life

After identifying six independent variables from various theoretical frameworks, a framework to measure the quality of work-life formed. The below diagram was the proposed model to go for empirical study. All the independent variables were linked to the quality of work-life (QWL). Quality of work-life as a construct was recognized by industrial psychologists. Many researchers as old as Beukema (1987) and as recent as Narehan (2014), Els, V., Brouwers, M., & Lodewyk, R. B. (2021) upheld the requirement of exploring variables contributing to the organizational growth and its performance from QWL.

Figure 1: Proposed model of factors influencing the Quality of work-life



Source: Literature Review

Cascio (1998) did not only identify the elements of QWL but also found QWL as a solution to most labour-related problems and conflicts in the organization. QWL helps the organization to montior the situation and continue towards achieving growth through employee productivity.

3.3. Objectives of the Study

The study probes factors influencing the quality of work-life in a garment unit. Sub objectives aim at testing a model and observing the selected factor's (Independent variable) relationship and its polarity with the quality of the work-life variable (dependent variable). An attempt has been made to develop a model for measuring an employee's quality of work-life at garment units.

A descriptive approach was taken to achieve the stated objectives. Scholarly Journals were referred from EBSCO and Proquest databases before zeroing on certain factors. Data was collected by developing a structured questionnaire. The data collection was conducted by interviewing each employee. The measuring instrument was pilot tested before launching full-fledged data collection.

Table 1: Summary of Pilot Test Reliability Results (Cronbach's Alpha)

Variable Items	**Reliability (Cronbach's Alpha)**	**Model's Cronbach's Alpha)**
Safety		0.85
SF 1	0.80	
SF 2		
SF 3		
Welfare		
WF1	0.75	
WF2		
WF3		
Co-Workers Relationship		
CWR 1	0.79	
CWR 2		
CWR3		
Health		
HEL 1	0.87	
HEL 2		
HEL 3		
Job Security		
JS 1	0.81	
JS 2		
JS 3		
Compensation		
COMP 1	0.73	
COMP 2		
COMP 3		
Quality of Work Life		
QWL 1	0.75	
QWL 2		
QWL 3		

Source: Data analysis of Pilot Test

Table 1 represents the internal consistency of all variables and the overall model. The general principle is to consider values above 0.50. All variables were above 0.65, which was a good internal consistency indicator. All items in the model were also tested for internal consistency. The Cronbach alpha value was at 0.85.

Convenience sampling was used to reach out to employees within the company. Employees were approached as they were entering/exiting the unit during the mornings and evenings. It was a hit or miss method. A total of 413 responses were collected. After scrutiny, 28 responses were identified as non-eligible for tabulation as they were faulty. The total number of valid responses for analysis was 385. The study is restricted to garment units in the Konankunte area of Bengaluru south. SPSS was used for data analysis.

3.4 Results and Discussion

Collected data after tabulating was again scrutinized for issues of missing data, total counts, wrong entries, and outliers. All issues were sorted before data analysis.

3.4.1 Exploratory Factor Analysis and Multiple Regression Analysis

The factors before subjecting for multiple regressions were tested through exploratory factor analysis. The factors were orthogonally rotated for observation. Table 2 below explains the loading of factors in the rotated matrix. Table 1 is provided in the annexure

All items of the selected variables were loaded into their respective factors, confirming convergent and discriminant validity. For factors that were reliable and valid in capturing the required information, we ran a multiple regression.

A multiple regression analysis was run to test the variables in the proposed model. All items were constituted as grand means such as GMSafety, GMWelfare, GMCWRelation, GMHealth, GMJobSecurity and GMCompensation before running the regression analysis. The SPSS output can be observed in three tables – which one. Please state the number clearly.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597[a]	.356	.313	.941

a. Predictors: (Constant), GMCompensation, GMHealth, GMJobSecurity, GMSafe, GMRelation, GMWelfare
Source: Data Analysis

Table 3: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.630	6	7.272	8.216	.000[a]
	Residual	78.776	89	.885		
	Total	122.406	95			

a. Predictors: (Constant), GMCompensation, GMHealth, GMJobSecurity, GMSafe, GMRelation, GMWelfare
b. Dependent Variable: GMQWL
Source: Data Analysis

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.871	.658		2.843	.006
	GMSafety	.228	.078	-.385	-2.940	.004
	GMWelfare	.184	.042	.835	4.360	.000
	GMCWRelation	.007	.086	.012	.079	.937
	GMHealth	-.094	.056	-.151	-1.683	.096
	GMJobSecurity	.084	.068	.110	1.230	.222
	GMCompensation	-.019	.038	-.061	-.505	.615

Source: Data Analysis

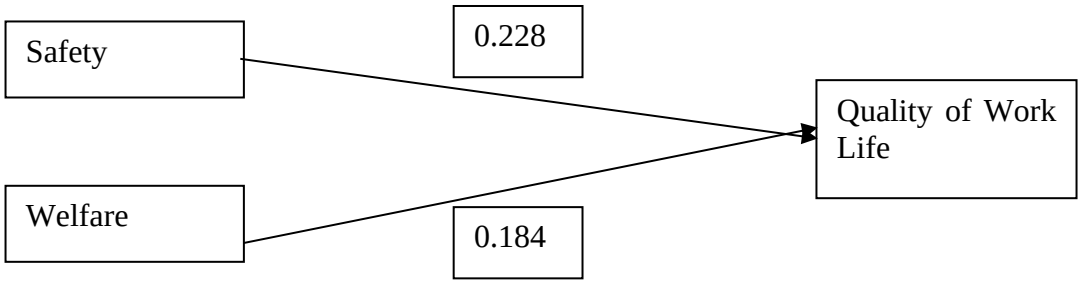
In model summary, the R and R square is at 0.597 and 0.356. Considerably more information was stored on the regression line. In Table 2, the F value was at 8.216.

ANOVA was significant. Table 4 displays the strength of the relationship with the t value. Out of six variables, safety and welfare linked with the quality of work-life were significantly related with considerably better beta strength compared to other variables. Therefore, satisfying the hypothesis H1 and H2 where null was rejected, and alternative statements were accepted. The accepted alternative hypotheses H1 and H2 are as follows.

H1: Safety in a workplace influences an employee's quality of work-life
H2: Welfare in the workplace influences an employee's quality of work-life

The final model we arrived at is in Figure 2 as follows.

Figure 2: Final model of Quality of work-life at garment units in Bengaluru south



Source: Data Analysis

Hypothesis statements H3N, H4N, H5N and H6N were supported. So, it can also be concluded that

H3N: Co-workers relationship in a workplace does not influence an employee's quality of work-life.

H4N: Heath initiatives in a workplace does not influence an employee's quality of work-life.

H5N: Job security in a workplace does not influences an employee's quality of work-life.

H6N: Compensation in a workplace does not influences an employee's quality of work-life.

The study concluded that safety and welfare are the variables influencing the quality of work-life at garment units in Bengaluru south.

The model was tested for six variables, namely safety, welfare, relationships, health, job security, and compensation. It was found that employees at garment units relate safety initiatives and welfare initiatives by companies as a major step towards improvising the quality of work-life. The health initiatives, job security assurances, as well as compensation were not influencing the quality of work-life at garment units.

In an industrial set up, various activities are carried out simultaneously. The objective is to dole out a perfect final product with less time. When production is on a large scale, the probability of accidents that put workers in harm's way is high. Whenever there is an accident, companies will respond with whatever they can do to help the wounded worker. However, the corporate objective should aim at stopping such repeated incidents on the company's premises. This requires equipment and safety protocols to be in place. Workers in garment units have given first priority to safety. Examples of safety initiatives can be providing ear plugs to protect workers against noise, gloves to protect against chemicals, and most importantly, access to 24//7 ambulance services in case of an accident.

Most of the industrial clusters located at the outskirts of Bangalore attract migrated laborers from other rural provinces in Karnataka and outside Karnataka. The

workers are the owners of lands that are dry and arid at present. All nearby water sources due to repeated failure of monsoons have dried up leaving no other alternative for them to look for other sources of income abandoning agriculture as first choice. These people have migrated to cities in search of livelihood. One of the most migrated cities in Karnataka is Bangalore with rapid industrialization and real estate sector boom. Workers in Garment units of Bangalore have associated safety and welfare with the quality of work-life. These workers aim to give their children a better future. They would expect children's education to be funded by the company as a welfare initiative. Many factories in the past and present have taken such initiative. For example, Jindal offers maternity and paternity leave and paid vacation for workers in order to protect workers from routine stress. Retirement benefits for any workers would be biggest welfare initiative. The retirement benefits assure aged workers an independent future. Garment units can certainly take up such initiatives.

4. Conclusion

The garment unit employees have indicated that workplace safety is vital for the safe execution of tasks and the continued prosperity of their families, as in some cases, they might be the sole bread earners. Other big industries provide PF, gratuity benefits, accommodation in the premises, and school education for employees' children. This welfare model has worked well in some cases, and in some cases, it has been the opposite. As the result of the analysis is that welfare influences quality of life positively, the respondents indicated that a garment unit of medium scale can also start welfare initiatives of a similar kind. The workers believe that it gives them a consistent life negotiating tough points that extract more money, for example, children's education and house rent.

In the line with study's finding of safety and welfare leading to quality of work life, Ministry of labour and employment recognizes ensuring safety of workers as topmost responsibility of an organization. Government policies have made it mandatory for companies to provide professional safety and treatment facilities. A point of rehabilitation has also been raised in the policy document. Work environment safety is considered as fundamental right of workers by ministry of labour and employment policy document. GOI believes that this right provides social and economic security. The factories act (1948) classifies all obligations of occupier of a manufacturing site and owner of the site. All rules of getting a perfect physical set up ready are listed in the document. Infrastructural aspects like fencing, lighting, disposal of wastes, clean restrooms and escape exits in case of fire accident are documented. There are also special classifications for workers operating machines and lifts. The machine movement space to be drawn on floor and safety distances have to be maintained by employee to present accidents. This is the responsibility of the organization. Workers performing night shifts should be exempted from resuming duty immediately in the next day. The mention of adequate ventilation can also be found in the policy document to facilitate easy respiration of workers inside the premises. Though all rules on document looks convincing, the implementation gaps will have to be immediately inspected and fixed.

Economic productivity is a vital point to concentrate on achieving good growth. India, being an outsourced economy, depends on productivity. It is important to resolve the labour issues to achieve productivity. One of the burning issues during the industrialization era was employee unions' protesting for more payment and facilities, finally resulting in lockdowns in most of the places. Very few union strikes had a positive conclusion, most of them being violent. More studies are required to study the quality of work-life.

According to (Dahiya, R., & Rangnekar, S. 2020), workers' preferences differ demographically based on living costs and situations. The factors can be tested demography-wise and sectors-wise to find the consistently related factors to QWL. Adoption of quality work-life practices across industries would result in a healthy workplace environment and a reduction in labour issues. The inclusion of more contextual independent variables in different industries and their validation could be a future direction of research in the Indian scenario.

The series of problems faced by rural women are quite different from those faced by urban women. Future studies can aim at identifying factors leading to QWL in a rural work environment. In some rural areas, the rural work environment can be harsher than the urban work environment in terms of the quality of basic infrastructural facilities, security, and social factors. For example, a lack of power supply may cause severe disruptions to household activities. The limitations of water supply also add to health problems. Transportation problems add to the complexity by making it difficult to access factory regions and return home. There is a need to understand how these home factors interact and explain QWL in a rural environment. Female workers in garment units faced sexual harassment (Aparajita 2013; Mohan 2017). Studies focusing on women's empowerment are needed at this hour.

Other than the rural set up in many countries, single women's life has been tough. Families where single women are the sole earners face challenges in meeting expenses and managing routines, regardless of whether they live in the country or the city. Women taking care of their elders/children or ill husbands have a different mix of factors explaining QWL. More work environment interference will be seen in family life. Studies identifying QWL factors in the cases of single women employees can also help governments worldwide frame relevant policies that help single women and rural women.

According to (De Lira et al 2021), when work factors interfere in an individual's life, more studies rooted in QOL (Quality of life) related to QWL (Quality of work life) factors would help researchers identify relevant factors based social, demographic, and geographic conditions of the region. These studies will help to develop a scientific solution approach to problems faced by many sections of the population. If ignored, more evidence of social exclusion and economic imbalance may start creating productivity related problems in various nations.

References

Adkins, C. L, & Premeaux, S. A. (2014). The use of communication technology to manage work-home boundaries . *Journal of Behavioral & Applied Management*, *15*(2), 82-100.

Almogbel, Y. (2021). The effect of occupational stress on the quality of life of pharmacists in Saudi Arabia. *Risk Management and Healthcare Policy*, *14*, 643.

Alserhan, H., Al-Adamat, A., & Al-Adamat, O. (2021). The mediating effect of employee happiness on the relationship between quality of work-life and employee intention to quit: A study on fast-food restaurants in Jordan. *Management Science Letters*, *11*(3), 933-938.

Anderson, R, Dubois, H., Leončikas, T., & Sándor, E. (2012). *Third European quality of life survey quality of life in Europe: Impacts of the crisis*. Luxembourg: Publications Office of the European Union.

Azevedo, B. D. S., Nery, A. A., & Cardoso, J. P. (2017). Occupational stress and dissatisfaction with quality of work life in nursing, *Texto & Contexto-Enferm*, *26(1)*, 5-7.

Beamond, M.T., Farndale, E. & Härtel, C.E. (2016). MNE translation of corporate talent management strategies to subsidiaries in emerging economies, *Journal of World Business*, *51* (4), 499-510.

Beukema, L. (1987), Kwaliteit Van De Arbeidstijdverkorting Groningen: Karstapel [Quality of reduction of working hours]. In: Suzanne, E.J. Arts, Ada Kerkstra, Jouke Van Der Zee, and Huda Huyer Abu Saad, (Eds.) (2001). quality of working life and workload in home help services: A review of the literature and a proposal for a research model. *Scandinavian Journal of Caring Society*, *15*, 12-24.

Beutell, N. J., & Schneer, J. A. (2014). Work-family conflict and synergy among Hispanics, *Journal of Managerial Psychology*, *29*(6), 705-735.

Bray, M., Budd, J.W., & Macneil, J. (2019). The many meanings of co-operations in the employment relationships and their implications. *British Journal of Industrial Relations*, *10*(11), 1–14.

Cascio, W. F. (1998). *Managing human resources: Productivity, quality of work life, profits* (8th ed.). Irwin: McGraw-Hill.

Choudhury, S., Mohapatra, A. D., & Mohanty, M. K. (2021). Factors predicting employee engagement in Indian manufacturing sector. *International Journal of Services and Operations Management*, *38*(1), 92-109.

Cote, M., & Nightingale. A.J (2012). Resilience thinking meets social theory: Situating social change in socio-ecological systems (SES) research. *Progress in Human Geography*, *36*(4), 475–489.

Da Silva, M. C., da Luz, V. B., & Gil, D. (2013). Noise in the hospital setting: Impact on quality of life. *Audiology-Communication Research*, *18*(2), 109-119.

De Bustillo, RM., José Ignacio Antón FE, Fernández-Macías Enrique. (2011). *Measuring more than money: The social economics of job quality*. Cheltenham, Edward Elgar Publishing, UK

De Lira, C. R. N., Akutsu, R. D. C., Costa, P. R. D. F., Leite, L. D. O., da Silva, K. B. B., Botelho, R., ... & Zandonadi, R. P. (2021). Occupational risks in hospitals, quality of life, and quality of work life: A systematic review. *International Journal of Environmental Research and Public Health*, *18*(21), pp 11434.

Drobnic, S., Beham, B., & Präg, P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social indicators research*, *99*(2), 205-225.

Eisapareh, K., Nazari, M., Kaveh, M. H., & Ghahremani, L. (2020). The relationship between job stress and health literacy with the quality of work life among Iranian industrial workers: The moderating role of social support. *Current Psychology*, *14(2)*, 1-9.

Elizur, D., & Shye, S. (1990). Quality of Work Life and its relation to quality of life. *Applied Psychology: An International Review*, *39*(3), 275-291.

Els, V., Brouwers, M., & Lodewyk, R. B. (2021). Quality of work life: Effects on turnover intention and organisational commitment amongst selected South African manufacturing organisations. *SA Journal of Human Resource Management*, *19*, 1407.

Enthemkuzhy, A. (1989). A study of the human resources development practices in Indian organisations a study of HRD profile HRD climate and organisational effectiveness, PhD Dissertation, Gujarat University, Ahmedabad

Parent-Thirion, A., Vermeylen, G., Van Houten, G., Lyly-Yrja¨na¨inen, M., Biletta, I., & Cabrita, J. (2012). *Fifth European working conditions survey: Overview report*. Luxembourg: Publications Office of the European Union.

Leschhke, J, Watt, A & Finn, M(2012). *Job quality in the crisis -an update of the Job Quality Index (JQI). Retrieved from https://www.etui.org/Publications2/Working-Papers/Job-quality-in-the-crisis-an-update-of-the-Job-Quality-Index-JQI.*

Ferguson, M., Carlson, D., & Kacmar, K. M. (2014). Flexing work boundaries: The spillover and crossover of workplace support. *Personnel Psychology*, *68*, 581-614.

Ferrero, I., Hoffman, W. M., & McNulty, R. E. (2014). Must Milton Friedman embrace stakeholder theory? *Business and Society Review*, *119*, 37-47.

Foster, K., Roche, M., Giandinoto, J. A., Platania-Phung, C., & Furness, T. (2021). Mental health matters: A cross-sectional study of mental health nurses' health-related quality of life and work-related stressors. *International journal of mental health nursing*, *30*(3), 624-634.

Galinsky, E., Aumann, K., & Bond, J. T. (2013). Times are changing: Gender and generation at work and at home in the USA. In *Expanding the boundaries of work-family research* (pp. 279-296). Palgrave Macmillan, London.

Ganiyu, I. O., Fields, Z., Atiku, S. O., & Derera, E. (2020). Measuring the effectiveness of work–life balance strategies in the manufacturing sector. *SA Journal of Human Resource Management*, *18*(1), 1-10.

Ghasemi, H., & Mehrabian, F. (2017). The relation of working life quality with burnout: Evidence from a social security organization. *Journal of Economic & Management Perspectives*, *11*(4), 760-765.

Goh, Z., Ilies, R., & Wilson, K. S. (2015). Supportive supervisors improve employees' daily lives: The role supervisors play in the impact of daily workload on life satisfaction via work-family conflict. *Journal of Vocational Behavior*, *89*, 65-73.

Goodrum, P. M. (2003). Worker satisfaction and job preferences in the US construction industry. *In Construction Research Congress: Wind of Change: Integration and Innovation* (pp. 1-8).

Gordon, J. R., & Hood, E. (2020). Organization-based self-esteem and work-life outcomes. *Personnel Review*, *8*(2), 113.

Gopinath, R. (2020). An investigation of the relationship between self-actualization and job satisfaction of academic leaders. *International Journal of Management (IJM)*, *11*(8), 753-763.

Greenberg, J., & Baron, R.A. (1977). *Behaviour in Organisations* (6th ed). New Jersey: Prentice - Hall, Inc.

Hammer, L. B., Kossek, E. E., Bodner, T., & Crain, T. (2013). Measurement development and validation of the family supportive supervisor behavior short-form (FSSB-SF). *Journal of Occupational Health Psychology*, *18*, 285-296.

Henz, U., & Mills, C. (2015). Work-life conflict in Britain: Job demands and resources. *European Sociological Review*, *31*, 1-13.

Gadon, H (1984). Making sense of quality of work life programs. *Business Horizons*, *27*(1), 42-46.

Holman, D. (2013). Job types and job quality in Europe. *Human Relations*, 66(4), 475-502.

Hyun, J. C., & Kim, Y. T. (2012). Work-family conflict, work-family facilitation, and job outcomes in the Korean hotel industry. *International Journal of Contemporary Hospitality Management*, *24*, 1011-1028. .

International Science Congress Association (ISCA), (2014). Quality of Work Life with Special Reference to Academic Sector. *Research Journal of Management Sciences, 3* (1), 14-17.

Jayakumar, A., & Kalaiselvi, K. (2012). Quality of work life-an overview. *International Journal of Marketing-Financial Services & Management Research*, *1*(10), 140-151.

Jenkins, D. (1981). *QWL, Current Trends and Directions* (No. 3). Ontario Quality of Working Life Centre.

Kim, H. J., & Kim, H. Y. (2017). Emotional labor, job stress and professional quality of life among nurses in long-term care hospital. *Korean Journal of Adult Nursing*, *29*(3), 290-301.

Klatt, Murdick, and Schuster (1985), *Human Resource Management*, Ohio, Charter E. Merrul Publishing Company, pp.585-592.

Knox, S., & Irving, J. A. (1997). An interactive quality of work life model applied to organizational transition. *JONA: The Journal of Nursing Administration*, *27*(1), 39-47.

Kossek, E.E; Lautsch, B A (2012). Work-family boundary management styles in organizations: A cross-level model. *Organizational Psychology Review*, *2*(2), 152-171.

Kularathne, H. M. R. D., & Senevirathne, Y. Y. (2020). The relationship between co-worker support, supervisor support, organizational support and employee turnover intention of operational level employees in apparel sector, central province, Sri Lanka. *International Journal of All Research Writings*, *2*(8), 7-17.

Lambert, V. A., Lambert, C. E., Itano, J., Inouye, J., Kim, S., Kuniviktikul, W., & Ito, M. (2004). Cross-cultural comparison of workplace stressors, ways of coping and demographic characteristics as predictors of physical and mental health among hospital nurses in Japan, Thailand, South Korea and the USA (Hawaii). *International journal of nursing studies*, *41*(6), 671-684.

Lawler, E. E. (1982). Strategies for improving the quality of work life. *American psychologist*, *37*(5), 486.

Lundell, M. A., & Marcham, C. L. (2018). Leadership's effect on safety culture. *Professional Safety*, *63*(11), 36-43.

Luxmi. (2012). Implications of quality of work life on stress level an empirical Study. *BVIMSR's Journal of Management Research*, *4*(1), 35-47.

Makabe, S., Kowitlawakul, Y., Nurumal, M. S., Takagai, J., Wichaikhum, O. A., Wangmo, N., ... & Asanuma, Y. (2018). Investigation of the key determinants of Asian nurses' quality of life. *Industrial health*, *56*(3), 212-219.

Mandl, I., Celikel-Esser, F. & Eurofound, ., (2013). *Born global: The potential of job creation in new international businesses*, Eurofound. Retrieved from https://policycommons.net/artifacts/1827292/born-global/2567674/ on 17 May 2022. CID: 20.500.12592/whvg0f.

Marshall, G.H., & Stephenson, S.M. (2020). Burnout and turnover intention among electronics manufacturing employees in South Africa. *South African Journal of Industrial Psychology*, *46*(0), 1–11.

Mohan, A. (2017). India: 1 in 7 women garment workers in Bangalore factories experience sexual harassment; Survivors not likely to complain fearing social stigma. Retrieved from https://www.business-humanrights.org/en/latest-news/india-1-in-7-women-garment-workers-in-bangalore -factories-experience-sexual-harassment-survivors-not-likely-to-complain-fearing-social-stigma/

Mokyr, J. (2018). *The British industrial revolution: An economic perspective*. Oxfordshire: Routledge.

Mullins, L.J. (1996). *Management and Organisational Behaviour*. (4th edition). London: Pitman publishing.

Muskat, B., & Reitsamer, B. F. (2019). Quality of work life and Generation Y: How gender and organizational type moderate job satisfaction. *Personnel Review*, *49*(1), 265-283.

Nanjundeswaraswamy, T. S., Swamy, D. R., & Nagesh, P. (2020). Leadership styles in mediating the relationship between quality of work life and employee commitment. *International Journal for Quality Research*, *14*(2), 387-412.

Narehan, H. (2014). The effect of quality of work life (QWL) programs on quality of life (QOL) among employees at multinational companies in Malaysia. *Procedia - Social and Behavioral Sciences, 112*, 24 - 34

Nauman, S., Zheng, C., & Basit, A. A. (2020). How despotic leadership jeopardizes employees' performance: The roles of quality of work life and work withdrawal. *Leadership & Organization Development Journal, 42(1) 1-16.*

Neuman, A., Thanacoody, R., & Hui, W. (2012). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions. *Personnel Review*, *41*, 56-72.

Nowrouzi, B., Lightfoot, N., Carter, L., Larivière, M., Rukholm, E., Schinke, R., & Belanger-Gardner, D. (2015). The relationship between quality of work life and location of cross-training among obstetric nurses in urban northeastern Ontario, Canada: A population-based crosssectional study. *International Journal of Occupational Medicine and Environmental Health*, *28*(3), 571

Nykodym, N., Longenecker, C.O., & Ruud, W.N. (1991). Improving quality of work life with transactional analysis as an intervention change strategy. *Applied Psychology: An International Review*, *40*(4), 395-404.

O'Brien-Pallas, L., & Baumann, A. (1992). Quality of nursing work life issues: A unifying framework. *Canadian Journal of Nursing Administration*, *5*(2), 12-16.

O'Brien-Pallas, L., Baumann, A., & Villeneuve, M. (1994). Research unit probes quality of work life. *Registered Nurse*, *6*(1), 14-16.

Paliokaite, A (2013) *Greening of Industries in the EU: Anticipating and Managing the Effects on Quantity and Quality of Jobs,* available at: www.eurofound.europa.eu/publications/htmlfiles/efl248.htm (accessed 25 February 2013).

Paltu, A., & Brouwers, M. (2020). Toxic leadership: Effects on job satisfaction, commitment, turnover intention and organisational culture within the South African manufacturing industry. *South African Journal of Human Resource Management*, *18*(0), 1–11.

Parameshwari, G., & Suresh, B. H. (2015). Quality of work life and job satisfaction among employees in insurance industry - A study of Mysore district. *Global Journal for Research Analysis*, *4*(11), 27-32.

Park, M. (2014). Job satisfaction of social workers in senior welfare centers in South Korea: The effects of individual, client and organizational factors. *Asia Pacific Journal of Social Work and Development*, *24*(3), 184-195.

Pedersen, D. E. (2015). Work characteristics and the preventive health behaviors and subjective health of married parents with preschool age children. *Journal of Family and Economic Issues*, *36*, 48-63.

Piasna, A., & Plagnol, A. (2018). Women's job quality across family life stages: An analysis of female employees across 27 European countries. *Social Indicators Research*, *139*(3), 1065-1084.

Pickup, S., Paton, K., Hayes, C., & Morrison, B. (2020). A day in the life of frontline manufacturing personnel: A diary-based safety study. *Safety Science, 132*, 104992.

Potgieter, I.L., & Mokomane, S.E. (2020). Implementation of HRM functions in selected small manufacturing companies in Ga-Rankuwa industrial area, Gauteng, South Africa. *South African Journal of Human Resource Management, 18*, 1–11.

Ray. A (2021). (n.d.). Garment workers struggle silently with sexual harassment, *The Times of India*. Retrieved from https://timesofindia.indiatimes.com / city/bengaluru/garment-workers-struggle-silently-with-sexual-harassment/ articleshow/26711926.cms

Rokni, M., Mohammadyan, M., Hashemi, S. T., Asadi, S. M., Boogaard, P. J., Heibati, B., & Abdul-Wahab, S. A. (2016). Risk assessment of workers exposed to crystalline silica aerosols. *Human and Ecological Risk Assessment: An International Journal*, *22*(8), 1678-1686.

Rupert, P. A., Stevanovic, P., Hartman, E. R. T., Bryant, F. B., & Miller, A. (2012). Predicting work- family conflict and life satisfaction among professional psychologists. *Professional Psychology: Research and Practice, 43*, 341-348.

Sahni, J. (2019). Role of quality of work life in determining employee engagement and organisational commitment in telecom industry. *International Journal of Quality Research*, *13*(2), 285–300.

Saklani, D.R. (2003). Quality of work life: Instrument design. *Indian Journal of Industrial Relations*, *38*(4), 480-503.

Saklani, D.R. (2010). Non-managerial perspective of quality of work life, *Journal of Management Research, 10*(2), 87-102.

Schieman, S., & Young, M. (2015). Who engages in work-family multitasking? A study of Canadian and American workers. *Social Indicators Research*, *120*(3), 741-767.

Schjoedt, L. (2013). The influence of work-and-family conflict on male entrepreneurs' life satisfaction: A comparison of entrepreneurs and non-entrepreneurs. *Journal of Small Business and Entrepreneurship*, *26*, 45-65.

Sorensen, G., Sparer, E. Williams, J. A., Gundersen, D., Boden, L. I., Dennerlein, J. T. & Pronk, N. P. (2018). Measuring best practices for workplace safety, health, and well-being: The workplace integrated safety and health assessment. *Journal of Occupational and Environmental Medicine*, *60*(5), 430-439.

Steers, R.M., & Porter, L.W. (1983). *Motivation and Work Behaviour* (3rd Ed): McGraw Hill, New York 353-470.

Stier, H. (2014). The skill-divide in job quality: A cross-national analysis of 28 countries. *Social science research*, *49*, 70-80.

Subba Rao, P., & Alfered Neelima G. (2003). Quality of work life and organizational excellence. *GITAM Journal of Management*, *1*(1),51-60.

Suttle, J.L.(1977). *Improving life at work: Behavioural science approaches to organizational change* (pp.1-25). Hackman J.R and Suttle J.L (1992) (Eds.). Santa Monica, CA: Goodyear Publishing. 199-267.

Syamsuddin, S., Kadir, A., & Andriani, Y. (2020). The influence of quality of work life (QWL) on employees' organizational commitment. *Manageria: Journal Management Pendidikan Islam*, *5*(2), 257-274.

Walton, R. E. (1973). Quality of work life: What is it?. *Sloan Management Review*, *15*(1), 11-21.

Wheatley, D. (2012). Work-life balance, travel-to-work, and the dual career household. *Personnel Review*, *41*(6), 813-831.

Wilson, K. S., & Baumann, H. M. (2015). Capturing a more complete view of employees' lives outside of work: The introduction and development of new interrole conflict constructs. *Personnel Psychology*, *68*, 235-282.

Wu, S., Zhu, W., Li, H., Yu, I. T. S., Lin, S., Wang, X., & Yang, S. (2010). Quality of life and its influencing factors among medical professionals in China. *International archives of occupational and environmental health*, *83*(7), 753-761

Appendix

Table 1: Exploration Factor analysis – SPSS Output (Rotated Component Matrix).

	Component							
	1	2	3	4	5	6	7	8
SF1	.703	.213	.036	.286	.348	.221	.114	.246
SF2	.719	.226	.099	.098	.375	.112	.426	.258
SF3	.810	.164	.064	.445	.248	.458	.216	.247
WF1	.286	.828	.058	.108	.497	.378	.278	.351
WF2	.098	.932	.190	.011	.036	.115	.319	.222
WF3	.445	.736	.109	.032	.099	.164	.465	.036
INNO1	.070	.040	.913	.221	.064	.065	.119	.054
INNO2	.108	.024	.934	.487	.058	.015	.498	.085
INNO3	.011	.386	.750	.325	.190	.036	.465	.387
CWR1	.032	.254	.284	.753	.109	.474	.378	.369
CWR2	.221	.036	.488	.834	.254	.311	.333	.164
CWR3	.112	.045	.421	.853	.214	.154	.398	.152
HEL1	.252	.255	.358	.433	.634	.175	.412	.324
HEL2	.035	.267	.469	.365	.657	.248	.024	.222
HEL3	.433	.345	.218	.325	.679	.379	.226	.087
JS1	.365	.040	.178	.228	.261	.623	.334	.114
JS2	.325	.417	.167	.274	.117	.691	.336	.441
JS3	.228	.428	.326	.056	.054	.783	.255	.124
COMP1	.274	.226	.354	.089	.015	.486	.667	.399
COMP2	.141	.235	.369	.354	.158	.257	.784	.444
COMP3	.065	.358	.348	.417	.118	.065	.691	.115
QWL1	.274	.325	.375	.428	.214	.098	.201	.843
QWL2	.056	.256	.248	.226	.156	.358	.322	.782
QWL3	.089	.289	.497	.235	.318	.268	.258	.712

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
Source: Data analysis