

Quality of Worklife among Garment Industry Workers - Role of Employee Development Practices and Organization Culture

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Abstract: The garment industry has developed tremendously over the years and has become one of the biggest employers of people in India, contributing a significant amount of money towards the country's revenue. But in the same regard, the sector has been criticized for poor working conditions, long working hours, low wages and no social security protection. With this background, the current study is an attempt to measure the quality of work life among garment workers and understand the role of employee development and organizational culture. The current study uses quantitative descriptive research to assess the impact of employee development on the quality of work life through organizational culture. Through the use of the Cochran formula of unknown population at a 10% margin of error, a sample of 150 responses was collected using the convenience sampling technique from the workers in Garment Industries in Bangalore. The data collection instrument was prepared based on the previous scales. The questionnaire included variables related to quality of work life in 5 aspects: organizational culture, knowledge needs, aesthetic needs, esteem needs, and actualization needs. Questions were asked on employee development programs and organizational culture in the garment industry. The data was analyzed using the SPSS software using the Andrew Hayes process macros model 1. This paper has provided insights towards an understanding of the moderating role of organizational culture on the relationship between ED practices and quality of life so that organizational culture is fostered and fully supported to improve employee development practices for the enhancement of quality of life among employees.

Keywords - Quality of work life, Garment Industry, employee development practices & organization culture.

Introduction

India ranks high among the world's leading garment manufacturers. From raw materials like fiber and yarn to finished garments that are admired around the world, Indian textiles and clothing have a long tradition of expert craftsmanship. Indian textiles and clothing have achieved great success in global fashion capitals, joining the ranks of other internationally renowned textile products like cotton, silk, and denim. With 12.5 million hectares or 38% of the world's cotton production area, India ranks among the top cotton users and producers. From the organized textile industry in India to the many subsectors involved in traditional handloom items, handicrafts, wool, and silk, the textile and apparel business in India is vast and varied.

The textile and apparel industry in India is projected to reach US\$ 387.3 billion by 2028, up from US\$ 172.3 billion in 2022, with a Compound Annual Growth Rate (CAGR) of 14.59%. The industrial sector accounts for around 2.3% of GDP, or around US\$70 billion, making it one of the larger economic drivers. Moreover, it employs 45 million people directly and 100 million through its associated sectors, making it the second biggest employer in the country, followed by agriculture. Gujarat, Andhra Pradesh, Telangana, Haryana, and Jharkhand are the five states in India that produce the most garments and textiles.

Indeed, the garment industry has developed tremendously over the years and has become one of the biggest employers of people in India, contributing a significant amount of money to the country's revenue. But in the same regard, the sector has been criticized for poor working conditions, long working hours, low wages and no social security protection. For this reason, this research is significant (Choudhary & Tanveer Akhtar Khan, 2024).

There is a relation between quality of work life and productivity and efficiency of the employee and firm. If garment workers receive improvements in working conditions, breaks and pay they tend to be motivated, satisfied and happy with their work. This leads to improved performance hence productivity, cutting costs and inefficiencies and in extension a positive impact on the companies and in extension the economy (Gokilavani et al., 2024).

Labour conditions in the garment sector are characterised by long hours of work, repetitive and physically demanding. This may lead to workplace injuries, MSDs and stress. If the quality of work life is enhanced, which is very important for needle workers, they will be healthier hence healthier workforce means low healthcare costs and less incidences of work tom lost to illness (Islam et al., 2024).

Enthusiasm for the quality of work life can be enhanced by ensuring that garment workers continue to benefit from higher morale and higher job satisfaction. When organizations show appreciation, create an environment that listens to the word 'no', or makes space for disagreement then the workers will be more committed to their employers. (Padmini & Venmathi, 2012).

Working on offering a good quality of work life for the garment workers is a social and economic contribution towards the development of the nation. When workers earn their wages without exploitation, are aware of social security, and toil in a clean environment not only are the workers healthier and happier, but they regain their self-dignity (Jain, 2022).

With increased globalization, Indian garment companies have to compete with other companies from other countries and meet their standards. When companies increase the standard of work life of employees in garments as the solution, companies can prove that they are responsible and sustainable for their businesses, and as a result customers will become loyal and the companies can compete at the international level (Malini, 2022).

It is important to raise the quality of the work life of garment workers in India as it is the right thing to and as a demonstration of good corporate governance, and human rights and as a testament to socially responsible business practice, it is also important that both industry and garment businesses grow and develop sustainably.

With this background, the current study is an attempt to measure the quality of work life among garment workers and understand the role of employee development and organizational culture.

Review of Literature

A systematic review of literature was conducted to assess previous studies on the quality of work life in the garment industry, the role of employee development and organizational culture.

- **Nanjundeswaraswamy & Beloor 2024**, finding out how satisfied garment industry workers are with their quality of work life (QWL) is the driving force behind this research. Human resource managers and politicians can use our findings to make informed decisions about how to improve workers' quality of work life (QWL) by identifying and quantifying the factors that contribute to it.
The findings are: There is widespread dissatisfaction among garment unit employees regarding the current state of QWL. The following factors largely impact QWL: workers' pay and benefits, their ability to lodge complaints, the quality of their working conditions, opportunities for professional growth, the nature of their work, their level of job satisfaction, the amenities they have access to, and the quality of their relationships with co-workers.
- **Gnanayudam & Dharmasiri 2007**, this study set out to answer the question of why Sri Lanka's garment sector, which has been a significant source of foreign currency in recent years, has failed to attract and retain a dedicated

workforce. Finding out how HRDC (Human Resource Development Climate) in this sector relates to QWL (Quality of Work Life) and organisational commitment was the primary aim. The conceptual framework and two hypotheses were established from the literature review.

The findings are: According to the first hypothesis, worker commitment is positively affected by the prevalence of QWL in Sri Lanka's garment industry. According to the second hypothesis, the correlation between QWL and commitment is attenuated by the HRDC that predominates in the company.

- **Rathamani & Ramchandra 2013**, the term "work-life quality" refers to the degree to which workers are satisfied with the human elements included in their overall working environment, in addition to the more conventionally technical and economic ones.. Employee satisfaction with their current level of QWL, the factors influencing QWL, and the impact of QWL were the primary research foci. Fifty workers from textile factories with comparable capacities were selected as samples. Employees' QWL and quality of life are greatly affected by inspirational thoughts.
The findings are: When people have stable employment, pleasant working circumstances, enough fair pay, and equitable opportunity to advance in their careers, they have a high quality of work life. Improved organisational performance and a higher quality of life for workers are the two main outcomes of quality work life (QWL).
- **Varma 2015**, among executive personnel in the garment business, the study sought to understand the connection between intrinsic motivation and job satisfaction. Conditions and feelings related to work-life quality served as the study's independent variables. The sub-factors that made up the quality of work-life circumstances were autonomy, workload, routine and speed of work, interaction connected to tasks, opportunities for personal growth, and complexity of work. Dependence, organisational orientation, work group interactions, psychological work incentives, material incentives, and working situation were the six dimensions that were used to describe work motivation, which was the dependent variable in the study.
The findings are: There is no statistically significant correlation between executive workers' work motivation and their quality of life at work. The relationship between job motivation and quality of life at work is not statistically significant among personnel in charge of the garment industry. Among executive employees in the garment sector, total work motivation was not related to quality of work life conditions, but a number of its sub factors were. These included autonomy, personal growth and opportunity, task related interaction, and work complexity. Among executive personnel in the garment sector, additional analyses showed that variables of work motivation connected to reliance, work group relationships, and employment status, as well as work complexity, personal growth opportunities, and autonomy all play a role in quality of work life.
- **Haque et al., 2013**, the purpose of this article is to examine the quality of life of textile workers in Dhaka, Bangladesh, and to draw conclusions about their degree of contentment with their jobs. Results from the self-administered survey were used in the analysis. In addition to a frequency distribution table for every data set, the analysis includes statistical metrics such as variance, standard deviation, and mean. Results show that garment industry workers lean towards a "somewhat agree" posture on the quality of work-life efforts implemented by garment industry authority, rather than a "strongly disagree" or "strongly agree" position. Recommendations made by respondents are highlighted at the end of the study.
The findings are: The readymade garment industry's workers' quality of life on the job is flat. To be more precise, employees in the readymade garment business, particularly in the Dhaka area, do not express strong opinions either way about their quality of life on the job.
- **Karunanayake et al., 2016**, one of the most pressing issues confronting Sri Lanka's garment sector is the high turnover rate among sewing machine operators (SMOs), which has a significant financial impact on businesses. This study set out to examine the relationship between Quality of Work Life (QWL) and the desire to leave among Sri Lankan garment industry sewing machine operators. With the use of a structured questionnaire, data were gathered from 350 sewing machine operators in Sri Lanka for this study.

The findings are: The results showed that young people made up 91% of the responders and that most of the respondents were female. Moreover, the study's findings demonstrated a correlation between QWL and intention to leave, and the majority of respondents expressed dissatisfaction with their current work situation.

- **Satrya et al., 2017**, in the apparel business, both in the ASEAN area and globally, women make up the vast majority of workers. Garment factories did help women get jobs, but unfortunately, many of those occupations come with terrible working conditions. They are impacted by what happens at work in all aspects of their lives, including at home, in their communities, and as individuals. The purpose of this study was to examine the effects on workers' lives, particularly on women and their families, of workplace improvements. This study employed a qualitative research methodology that relied on focus group discussion. It is administered to a number of Indonesian garment companies, categorising them as either Better Work Initiative (BWI) factories or Non-BWI factories, depending on whether they have participated in BWI initiatives in the past or not.
The findings are: Two categories are used to classify the analysis: working environment and individual context. Individual dimensions (goals of working, future accomplishments, and having more time at home) and working condition dimensions (compensation, giving birth, safety work, supervisor relationship, company's regulations, promotion) are better in BWI factories than in non-BWI factories.
- **Valarmathi & Bhalakarishnan 2013**, the impact of work-life balance on workers is calculated in this study. This study intends to delve deeply into the present policies and practices of the textile industry in the Coimbatore region, as well as the concerns of its employees.
The findings are: There are a number of noteworthy elements that impact the quality of work life. Among these are: equitable pay, safe working conditions, opportunities to build human capabilities, advancement opportunities, alternative programs, etc. With QWL, you may strike a healthy balance between your job life, your personal life, and your family life. In other words, working hours including overtime, inconvenient hours, business travel, transfers, vacations, etc. should not interfere with family and social life.
- **Damayanti et al., 2017**, the quality of work life (QWL) of women in many occupations has been the subject of much research, with mixed findings. However, there is a noticeable lack of data on the QWL of women who work as operators on the factory floor. There have been both large and minor accidents in Indonesia's garment industry, which employs a disproportionate number of women. The purpose of this document is to provide the garment industry with recommendations for the creation of their safety program based on the results of the QWL survey. Quality of Work Life (QWL) survey using NIOSH-QWL indicators.
The findings are: More than half of the garment industry's workers have good QWL, but there's still room for improvement when it comes to ergonomic safety.
- **Kulkarni 2013**, training has a good effect on development and the progress of any organisation, thus it's important for any business to learn more about it. When a company takes ownership of its employees and the company's performance, it improves their quality of work life. Training means making progress towards these organisational goals in order to improve workers' quality of life on the job. Staff morale, productivity, and conduct of the work can all benefit from training and development initiatives like these.
The findings are: Training and development programs for employees are, thus, crucial areas that require investigation and attention. The significance of training and development and its relationship with workers' quality of life on the job are the primary foci and conclusions of this paper's literature review.
- **Wijethilake et al., 2023**, this paper delves into the conflicting functions of organisational culture as it pertains to the transition towards sustainability within organisations. Interviews with top executives and sustainability managers from a prominent Sri Lankan multinational garment manufacturing business provided the data used to develop the competing values framework. This research adds to the growing body of literature on organisational culture and sustainability by shedding light on the hotly contested South Asian garment manufacturing industry

and the significance of balancing conflicting cultural values to tackle sustainability issues. At last, a model for a sustainable company culture is put out.

The findings are: According to the research, when it comes to organisational change towards sustainability, cultural norms and practices often take the lead, surpassing only regulatory and compliance-oriented demands.

Research Gap

Many prior investigations of the national QWL of garment employees have considered the effects of factors which include job characteristics, remunerations, and employment security. Indeed, there are works that estimate the QWL and how ED and OC may improve the QWL of the garment workers. The absence of such theories is the reason why this research area requires more analysis for the identification of the factors that influence the quality of work life among garment workers.

Research Objectives

- To measure the quality of work life among garment workers.
- To assess the moderating role of organizational culture on the relationship between employee development practices and quality of work life among garment workers.

Research Methods

The current study uses quantitative descriptive research (Siedlecki, 2020) to assess the impact of employee development on the quality of work life through organizational culture. Through the use of the Cochran formula of unknown population at a 10% margin of error, a sample of 150 responses was collected using the convenience sampling technique from the workers in Garment Industries in Bangalore (Chaokromthong & Sintao, 2021).

The data collection instrument was prepared based on the previous scales. The questionnaire included variables related to quality of work life in 5 aspects: organizational culture, knowledge needs, aesthetic needs, esteem needs, and actualization needs (Swamy et al., 2015). Questions were asked on employee development programs and organizational culture in the garment industry. The data was analyzed using the SPSS software (Bala, 2016) using the Andrew Hayes process macros model 1 (Hair et al., 2021).

Results and Discussion

Demographic profile of the respondents

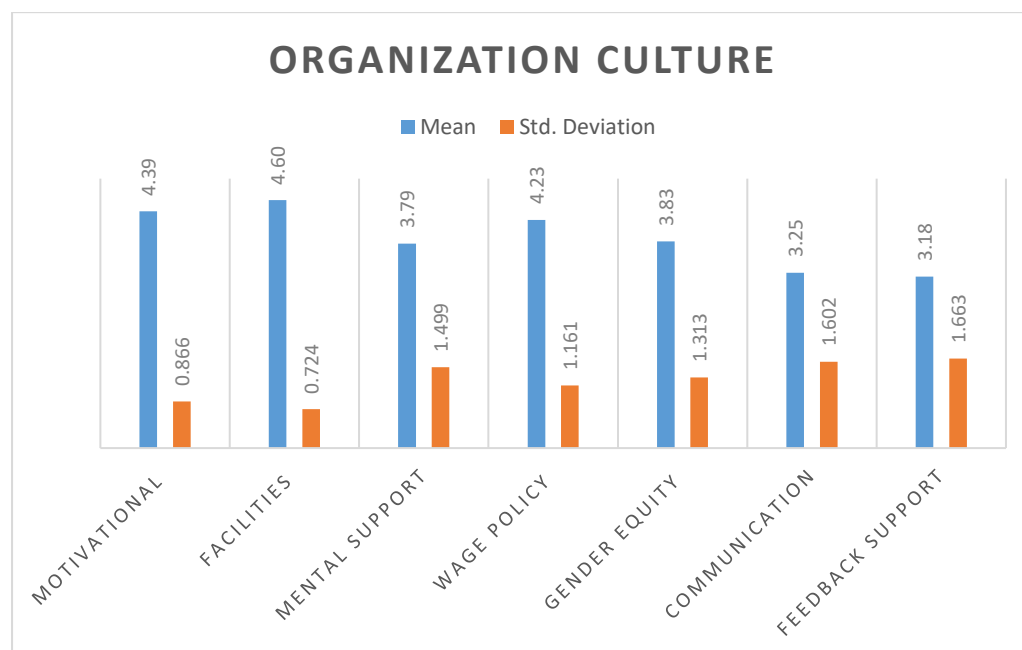
A majority 68.2% of respondents in the study are female and 31.8% are male. The garment industry is predominated by the female work population. The demographic analysis indicates that 29.3% of the garment workers surveyed are within the age range of 18 to 30 years. 45% of respondents belong to the age cohort of 31 to 40 years. 24% of respondents belong to the age category of 41 to 50 years, while a small number of 2% of respondents are above 50 years of age. 25% of respondents in the survey have finished basic education, while 37.5% have attained their SSLC qualification. 13% are illiterate, and only a limited number of garment workers have attained upper secondary school or a degree. 83.5% of the garment workers in the research are wed. 48.8% of textile workers have two children, whilst 28.3% have one child. A majority of 61.3% of spouses are employed in private enterprises. 68% of garment workers indicated that there are two employed individuals in the household.

The annual income of the garment workers ranged from Rs. 1,20,000/- to Rs. 6,00,000/-. A majority 92.8% of workers were employed in the operational department. 30% of participants in the survey are tailors, 11.5% are pressmen, and 11% are cutting masters. Other workers specialise in other procedures such as button stitching, folding, and packing. Furthermore, 49% of garment workers have less than 5 years of experience, while 35.3%

have 5 to 10 years of experience. Merely 16% of participants in the survey possess over 10 years of experience. 98.5% of the garment workers in the study are employed for 6 to 8 hours. All employees are assigned to the morning shift. 27% of employees engage in daily overtime, 21.5% work extra once per week, and 17.3% work overtime twice per week. 67.5% of employees are linked to men's clothes. 14.8% were employed in a factory related to children's clothing, while 17.8% were engaged in women's fashion. The bulk of factories in the study have been established for over 15 years. The majority of factories in the survey have over 5 years of experience. 93.8% of enterprises employ over 100 individuals.

Quality of work life among Garment Workers

Figure 1 - Organization culture as a factor of quality of work life among garment workers



The above table provides a statistical comparison of different aspects of the organizational culture of a factory according to the garment workers. The mean scores which range from 3.18 to 4.60 represent the overall satisfaction of the workers on these factors. The mean was computed for each variable, and a higher mean correspondingly signifies a more positive perception about the particular aspect of organizational culture. Those figures, which were between 0.724 and 1.602, provide the coefficient of dispersion as far as the overall attitudes towards each aspect among the workers is concerned.

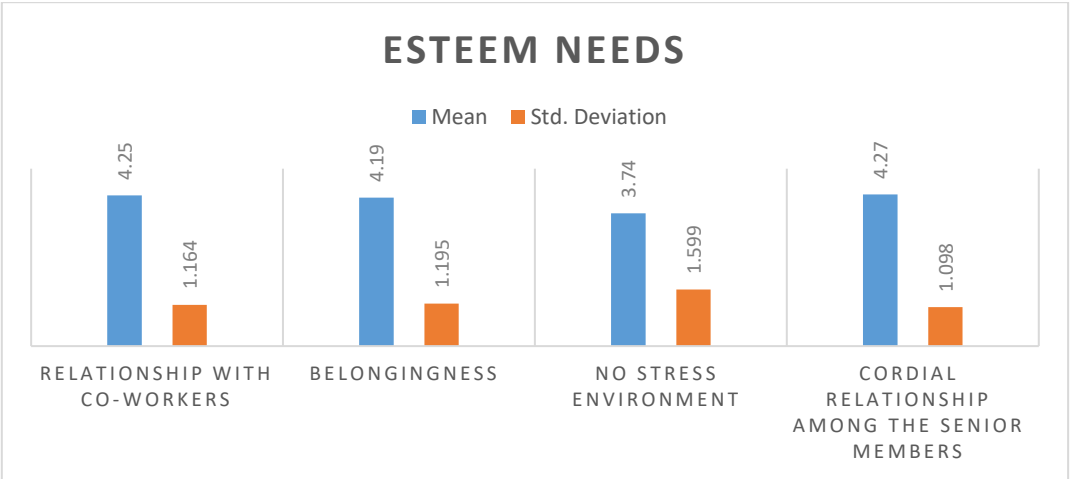
1. Facilities and Support: As to the results of specific questions, the mean scores for the availability of clean toilets, changing rooms and rest areas are 4.6 points and the support by other departments of 3.79 points. And this means that the workers also value the service they get mentally and physically inside the factory premises.

2. Wage Policies and Gender Discrimination: The achieved mean for the wage policies uniformity and equity aspects equals 4.23, while for gender equity aspects, the mean score is 3.83, which proves the workers' satisfaction with the organization's propensity to ensure fair practices. Fair wage structure and equal opportunist attitude towards compensation positively influence, the culture of organization and in turn, improve the morale among the workforce.

3. Communication and Feedback: The mean response for adequate communication between workers is relatively low, at 3.25. Effective communication systems are important in workplaces because they can increase worker morale and create a teamwork culture. Moreover, the mean score of 3.18 for the encouragement of

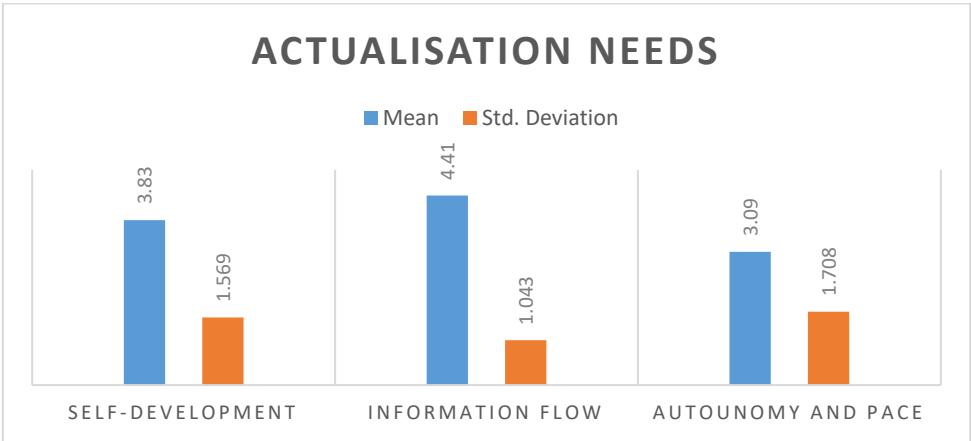
comments and suggestions indicates that there are possibilities to enhance an environment that respects the worker's suggestions and inputs.

Figure 2 - Esteem needs as a factor of quality of work life among garment workers



According to the data given in the current discussion, it can be assumed that Esteem Needs satisfy the garment workers of the factory to a good extent. The means for each statement range from 3.74 to 4.27 with the grand mean of 4.17 for four statements. This can be understood to mean that workers are accepted in the organization have friendly relationships with other workers and senior colleagues, and have no workplace stress. The low standard deviations mean that there is a fairly good spread of Esteem Needs satisfaction among the workers, with very small differences between their scores. This implies that the majority of the workers have similar perceived satisfaction on Esteem Needs in the factory. The high mean values and low standard deviations for these Esteem Needs statements should be viewed in the context of the generally good quality of work of the garment workers. According to the discussion, when employees feel part of the organization and have friendly relations with other employees and supervisors then this is likely to lead to higher motivation, job satisfaction and organizational commitment among employees. Which, in return, has the potential of leading to higher output rates coupled to enhanced quality of their tasks. Also, none of the workers mentioned physical and work-related stress, which means the factory may be utilizing proper stress management at the workplace ranging from workload allocation, breaks to the environment within which they work. This is the reason leading to burnout amongst workers and therefore denigrating their ability to perform their job effectively but strongly (Sirgy et al., 2001).

Figure 3 - Actualisation needs as a factor of quality of work life among garment workers



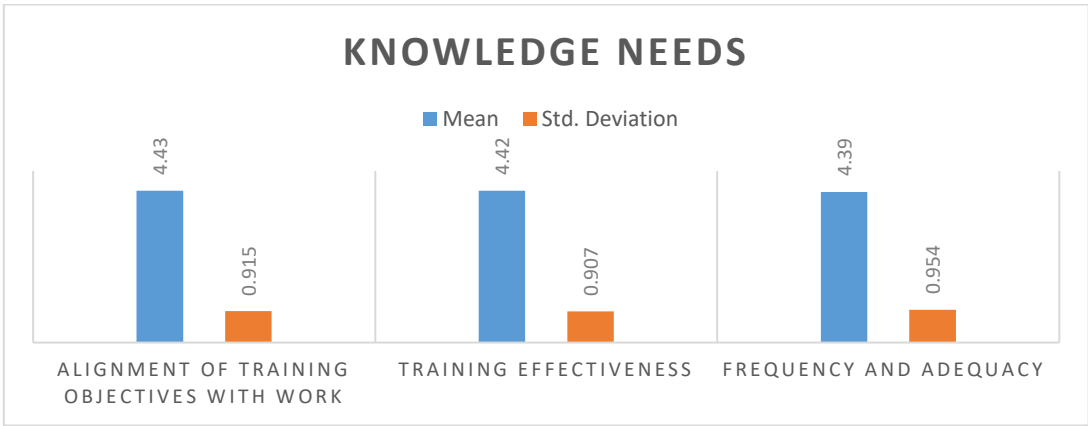
The mean score of the first item is found to be 3.83, indicating that the workers partially agree on the self-development encouraged at the factory. However, the standard deviation of 1.569 is somewhat higher, which

suggests that some workers are much more satisfied with the factory's encouragement of self-development than others. (Świątek et al., 2024)

A score of 4.41 means that garment workers are highly satisfied with the factory as much as they provide enough information relating to their work. This high mean value supplemented by the relatively low standard deviation of 1.043 points to a tiny degree of variation in the workers' responses suggesting that all the workers agreed that the factory addresses this need sufficiently.

The average score of 3.09 is a lower mean value, in comparison to the mean values of previous items, indicating that the factory fails to meet this need partially, as the workers have ambiguous feelings concerning the working style and pace they prefer. In support of this conclusion, the standard deviation of 1.708 also reveals that there is heterogeneity in the responses from the workers; some workers are more satisfied than others.

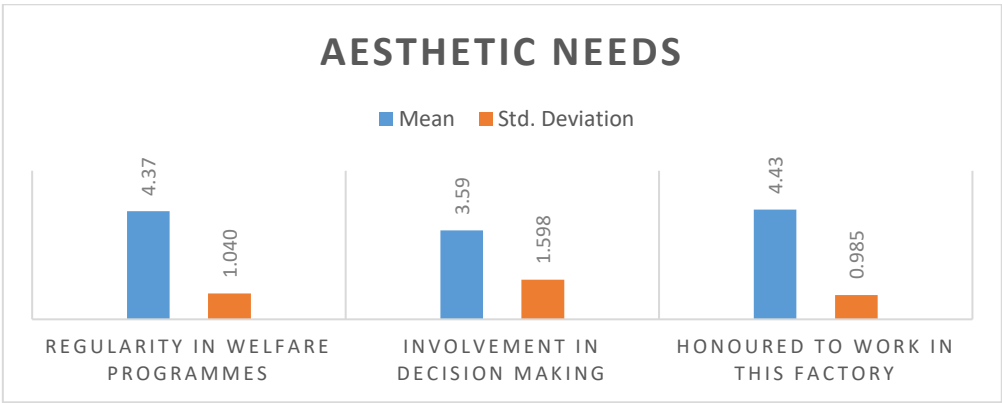
Figure 4 - Knowledge needs as a factor of quality of work life among garment workers



In this study, three important knowledge needs of the garment workers have been established; on the 5-point scale, the mean values of these knowledge needs are 4.39 - 4.43, which implies that the garment workers have a positive attitude toward these aspects of training. The comparison of the training objectives to the current work followed by a mean value of 4.43 indicates that the majority of the workers consider their training to be highly applicable to their work. This is an important aspect in a hurry to guarantee the usefulness of training activities and, consequently, to improve the quality of work.

Reading the standard deviation values for these knowledge needs, we get values spanning from 0.907 to 0.954, showing that, although there is little variability, there is some variability in the worker's perception of these factors. The situation that these values are closer to mean values indicates that workers have quite similar perceptions about these elements of training programs (Sirgy et al., 2001).

Figure 5 - Aesthetic needs as a factor of quality of work life among garment workers



Welfare programs seem to be appreciated in the garment factory environment with a mean score of 4.37 for the regular welfare programmes. The SD of 1.040 = moderate variation which implies that most of the workers have good feelings about the matter and such engineered initiatives can be beneficial to them. By providing normal welfare programmes, factories assist not only their consumer but also help in creating a better atmosphere in the factories that has the potential to search for better standard work quality and job satisfaction among the workers.

In comparison to the first factor, the mean of 3.59 also reflects the overall perception of the factory culture regarding the decision-making involvement of the workers as less satisfactory. This makes the standard deviation of 1.598 indicate that there is considerable disagreement between the workers on this aspect with some of them possibly feeling more involved than others. The challenge for the garment factories might be to identify the ways to enhance the decision-making culture with special emphasis on the aspect of active involvement of all employees in this process. They could help generate increased employees' motivation and consequently better work quality.

The mean of 4.43 regarding the statement, "I feel proud to work in this factory", alone testifies to the feelings of pride among garment workers. Having an average standard deviation of 0.985, this shows a basement on which most workers tend to feel proud of their workplace with little differences. Positive organizational culture results in pride and thus high job satisfaction, high performance and increased commitment to produce quality work. Managers should make every effort to keep these positive feelings and further develop them in factories by rewarding workers and supporting organizational culture (Sirgy et al., 2001).

Testing of Hypothesis

H1- The moderating role of organizational culture on the relationship between employee development practices and quality of work life among garment workers.

Table 1 - **Moderation analysis using Andrew Hayes process macros** - Moderating role of organizational culture on the relationship between employee development practices and quality of work life among Garment workers.

Model: 1						
Y: QWL						
X: EMP_DEV						
W: ORGCULTU						
Sample						
Size: 150						

OUTCOME VARIABLE:						
QWL						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.6472	.4189	1.0482	35.0767	3.0000	146.0000	.0000
Model						
coeff	se	t	p	LLCI	ULCI	

constant	1.3425	.2651	5.0648	.0000	.8187	1.8664
EMP_DEV	.6480	.0903	7.1795	.0000	.4696	.8264
ORGCULTU	.6516	.1332	4.8910	.0000	.3883	.9149
Int_1	.1362	.0344	3.9548	.0001	-.2042	-.0681
Product terms key:						
Int_1	:	EMP_DEV	x	ORGCULTU		
Test(s) of highest order unconditional interaction(s):						
R2-chng	F	df1	df2	p		
X*W	.0623	15.6401	1.0000	146.0000	.0001	

The interaction term of .1362 is statistically significant and the r2 value of 0.0623 which is significant at .0001 indicates a Moderating role of organizational culture on the relationship between employee development practices and quality of work life among garment workers.

Thus, organizational culture can be confirmed to have moderated the association between employee development practices and the quality of work life among the garment workers; the interaction term of .1362 and the r2 value of 0.0623, which both attained a statistically significant p-value of = 0.0001. This implies that the effectiveness of the employee development practices in enhancing the quality of the work-life may depend on the culture adopted in that workplace.

To elaborate further, let's discuss the implications and potential explanations for this moderating role:

1. Organizational culture's influence on employee development practices: The results also indicate that a positive organisational culture to support engages and encourages employees in development is likely to foster better development processes. In such a culture, the employees feel encouraged to seek professional improvement and this will in a manner way improve their quality of work life. That's why a weak or non-functional organizational culture may become an obstacle to the effectiveness of the practices in the employee development process and thus, may limit the advantages of the improvement of the quality of work life.

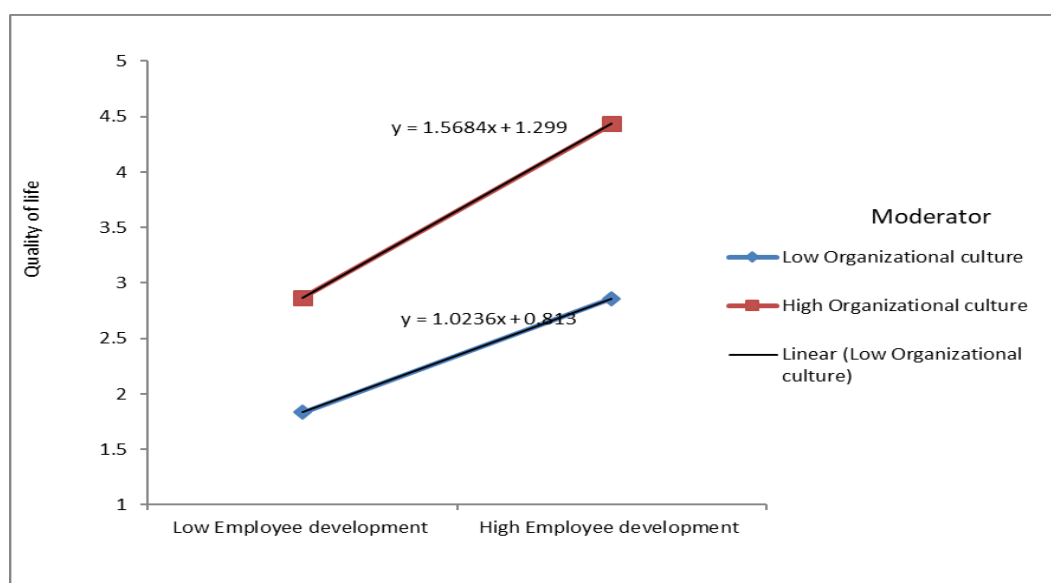
2. Organizational culture's influence on the perceived support and resources: This also affects organizational culture in relation to the support rendered and the available material as perceived by the employees. Thus, all aspects of organizational culture that promote learning and development perceptions of organizational support and access to resources increase. This can cause a further improvement in the quality of work life since employee development practice can now get more support and access to resources.

3. Moderating role of organizational culture on the relationship between employee development and quality of work life: Based on the present findings, it is possible to conclude the following statements: With reference to the interaction term that was computed in cell means analysis, it can be assumed that the impact of the organizational culture does constrain the extent to which the employee development practices are related to the quality of work life. As a result, it can be deduced that the level of the improvement of the QWL through promotion of the employee development may differ in the organizations, depending on the cultural beliefs of the respective organizations that advocate for the development of the employees.

Table 2 - **Relationship between variables - Moderation Analysis** - Moderating role of organizational culture on the relationship between employee development practices and quality of work life among Garment workers.

Variable names:	
Independent variable:	Employee development
Moderator:	Organizational culture
Dependent variable	Quality of life
<u>Unstandardized Regression Coefficients:</u>	
Independent variable:	0.648
Moderator:	0.6516
Interaction:	0.1362
Intercept / Constant:	
	3

Figure 6 - **Regression lines for moderation analysis** results - Moderating role of organizational culture on the relationship between employee development practices and quality of work life among Garment workers.



Organizational culture strengthens the positive relationship between Employee development and Quality of life .

Further regression equation of $y = 1.5684x + 1.299$ derived from moderation co-efficient indicates that organizational culture strengthens the positive relationship between employee development practices and quality of life.

The established regression equation from the moderation coefficient of 1.5684 shows that the organizational culture has added a positive effect on the practices in the development of its employees and the corresponding quality of life. The following discussion examines this relationship in more depth as part of the rationale for the study.

The improvement of general working conditions, including training, mentoring and learning has a positive impact on the quality of life of an employee. In this light, these practices contribute to better job satisfaction, growth and advancement, and health. Promoting the employee's skill, knowledge and career growth will provide an organization certainty that employees will work harder and respond positively.

Moderation coefficient in this respect draws attention to the fact that the role of organizational culture in improving ED practices and quality of life are interlinked. Organizational culture entails all the ideas, perceptions, opinions and behaviour patterns held and exhibited in an organization. It is postulated that when an organization establishes a positive culture that embraces learning, working together, and building competent employees, the exercise of these practices proposed in the study on the quality of life of employees shall be enhanced. It is also important to note that leadership acts as the foundation from which organizational culture is fostered as well as nurtured in order to enhance the organizational performance and encourage the development of its members. Personal commitments of managers that support learning and growth and commitment to collaboration can enhance an environment where the development practices of the employees can improve the quality of life of the workers. This later leads to an improvement in the correlation between the practices in place to develop its employees and their quality of life.

Finally, the moderation coefficient based on the regression equation of $y = 1.5684x + 1.299$ claims the significant importance of the organizational culture to enhance the positive connection between the employee development practices and the quality of life. If such a relationship can be understood and harnessed then organizations can foster a culture that is positive, supportive and characterized with high levels of employee cooperation to the benefit of the organization and its employees.

Conclusion

The analysis of the organization culture reveals that the garment factory has been relatively well evaluated by the workers as regards support, facilities and fair practices. There is also potential for enhancing the levels of organizational communication and feedback necessary for increased employee motivation. Combining these aspects of organizational culture will most probably advance worker contentment, higher quality of work, and productivity.

Since the garment workers at the factory have high Esteem Needs satisfaction proven by mean values and low standard deviations, they should do more quality work. People working in stressful working environments can have the problem that what they feel more is the relations between their associates or friends which can help them in more supporting the employees and better performance and production on the job.

The Actualisation Needs of the garment workers in this factory, it could be understood that the workers are satisfied with the culture of informing them about their jobs in this factory. However, a bit of disagreement occurs in relation to things such as self-development and the opportunity to work at one's own pace some workers are more satisfied in this respect than others. This discussion indicates that the factory should pay more attention to the support for self-development and flexibility in work style to ensure improved quality of work for its personnel. This paper focuses on such problems as it will help the factory to bring changes in and around the workplace that will motivate the employees and enable them to perform better in their jobs.

Therefore, the findings of this study are that overall garment workers consider their training programs to be highly relevant, effective and of adequate frequency. All these are vital in improving the quality of their work since it is a source of knowledge and skills advancement. Proper domain knowledge continues to be a key training requirement and designers and implementers of training programs should ensure to remain relevant and up to high frequency, effectiveness and relevancy standards. This will help garment workers continue to be equipped as the production force which is indispensable in delivering quality work that supports organizational effectiveness.

Garment workers' aesthetic needs in the workplace are highly related to their work performance. In this way the welfare needs will be met through organized free common welfare services, involvement in decision making and

creating pride in the factory through incentives. Companies should pay keen attention to their employees' views and study the areas that need to change in order to work towards creating an environment that will accommodate their employee's aesthetics. Last but not the least, focusing on these areas of needs will promote high-quality work output, job satisfaction and commitment among the workers of garment factories.

From the results obtained in the regression equation, it can be inferred that organizational culture plays a significant role as a moderator of the relationship between the practices of employee development and quality of life, however, further empirical studies need to be conducted on this subject. It could be interesting for future research to examine what aspects of organizational culture cause the moderation effect to occur, as well as, what particular practices of employee development have the most significant effect on the improvement of employees' quality of life. Moreover, no studies are conducted about the effect of positive organizational culture and human capital development on employee health and organizational performance over the long term.

Scope for Further Research

The present research data is, therefore, drawn from an assessment of the quality of work life of the garment workers. Thus, future studies can be made on the basis of interviews with the managers and policymakers on steps taken for the improvement of the quality work life of garment workers. This way, researchers could obtain a more balanced report of the factors that explain a positive work environment in the garment industry. Also, perhaps, examining the views of managerial and policy-making circles will help identify possibilities for enhancing the quality of working life of garment workers that, in turn, will result in an increase in productivity rates and satisfaction levels. It is suggested that future research in this area could contribute to the understanding of the practices that promote the welfare of the garment workers and to the establishment of related sound policies.

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