



## IMPACT OF QUALITY OF WORK LIFE ON TURNOVER INTENTION AMONG CONTRACT LABOURS

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The organization with receptive in employee's welfare, creating a committed workforce is the basis of any organization sustainable growth. The paradigm shift of business in the technology- driven society conglomerate business units keeps an eye on staffing and poaching skilful workforce and retaining them. Providing conducive workplace and ensuring continuous service of the workmen is the prevalent return on investment to any employer. Because the manpower starting from recruitment, training costs, statutory contributions became investment on the employees. It's obvious reliving skilled employees and replacing with fresher's or semiskilled person again it takes a lot of time to reach the production level. An organisation which is focuses on sustainable development with holistic approach equip its employees with multi- skilling, enhanced mechanical skill, dexterity skills especially skill for women workers with the focus of future production based on vision statement of organization to capture the competitive edge in the market.

Contract labour is a person works in an organization but not in direct roll or must or roll of any organization. (Quesnel-Vallée et al., 2010; Silla et al., 2005) the study revealed that contract workers are having poor psychological well-being than permanent or regular employees. (Ashis das and Dhananjay Pandey, 2004) indicated that major problem with the contract labour system is Casual nature of employment, Lack of job security, working hours, poor economic conditions.

### Quality of Work Life

Quality of Work Life is (Bardasi and Francesconi 2004) found that the nature of employees plays a vital role in the wellbeing of employees at the same time employee under contract role or casual in job nature is having a deleterious impression on employees. (Efraty& Sirgy, 1990) employee satisfaction is an outcome of QWL effective implementation. QWL in India has emerged as a movement with the untiring effort by V.V.Giri, National Institute of Labour, has created QWL as a vibrant movement in India by creating awareness. QWL is relationship between personal life and experiencing being an employee in an organization Cunningham and Eberle (1990). Normala and Daud (2010) job satisfaction and commitment. Davis (1972) "Democratization of Work".

### Turnover Intention

The positive relationship of turnover intention with actual turnover, empirically proved by various researchers (Byrne, 2005). Turnover intention is an outcome of decreased indication of hope of an employee towards an organization. (Bressler, 2010). Burnout and high stress leads to turnover intention emotion among employees. (Budhwar, Varma, Singh, &Dhar, 2006).

Shaw,J.D, J.E.Delery,G.D.Jenkins&N.Gupta (1998) pay has important role to ensure job satisfaction nor turnover intention of leaving the organization. Martin (2003) turnover intention is curtailed in industry which has Union. It ensures improved working conditions, pay, grievances addressed spontaneously. Liu et al. (2010) interpersonal deviance between worker and supervisors provokes turnover intention. Ongori, (2007) turnover of an employee is loss of social capital Quiand tacit knowledge.



### Objectives

1. To study the impact of Quality of Work Life on Turnover Intention of the Contract labours.
2. To investigate Contract Labours Quality of Work Life status in the organization does it stimulates or restricts Turnover intention.
3. To study the absence of quality of work life and its aftermath among the contract labours.
4. To find out mediation relationships between age and gender of the contract workers.

### Hypotheses

Hypothesis 1: H1: The Contract labours Quality of Work Life influences their Turnover intention.

Hypothesis 2: H1: Absence of Opportunity for growth and development has a significant influence on their turnover intention.

Hypothesis 3: H1. Contract labour compensation of a significantly influences on turnover intention.

### Methodology

#### Measures

The study to conduct among contract labours working in manufacturing industries in special economic zones in Kanchipuram district of Tamilnadu, India. With quantitative research. The data were collected by validated structured questionnaire, with the variable, with structural equation model framed with hypotheses to assess its impact with other variables. The study covered four hundred and seventeen (n=417) contract labours taken as sample for the study.

#### Quality of Work Life

QWL is measured by scale was originally developed by Walton (1975), since this study population is the worker and their educational level is lesser than higher secondary. The researcher adopted Timossi et al., (2008) quality of work life – Questionnaire which simplified items of Walton (1975). This is a 35- item scale, consists of 8 dimensions are compensation, working conditions, capacity, opportunity, social integration, constitutionalism, work occupy in life and social relevance.

#### Turnover Intention

Turnover intention is proposed to measure using Bothma and Roodt's (2013) Turnover Intention Scale (TIS-6). This was originally developed by Osgood's (1964).

### Findings and Analysis

Table – 1: Quality of work life- regression analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	300.038	1	300.038	32.296	.000 <sup>a</sup>
Residual	3855.415	415	9.290		
Total	4155.453	416			

From the above table the Turnover intention is having p value of 0.000, there is significance of quality of work life.

Hypothesis 1: H1: The Contract labours Quality of Work Life influences their Turnover intention.  
 Accepted



**Table – 2: Paired sample – t- Test**

Paired Differences							
		Std. Error Mean	95% Confidence Interval of the Difference				
			Lower	Upper			
-19.132	3.473	.170	-19.466	-18.798	-112.491	416	.000

	Mean	N	Std. Deviation	Std. Error Mean
Absence of opportunity for growth	1.60	417	.997	.049
TOI Overall score	20.73	417	3.161	.155

From the table no.3 denotes that the p- value is 0.000 significance on absence of opportunity for growth and development is making significant influence on turnover intention of contract workers.

Hypothesis 2: H1: Absence of Opportunity for growth and development has a significant influence on their turnover intention. Accepted.

**Table - 3 Compensation and Turnover intention – Regression analysis**

df	Mean Square	F	P value
1	6.339	9.224	.003

From the table. The value is 0.003, Hence there is significance in compensation and Turnover intention of contract labours.

Hypothesis 3: H1. Contract labour compensation of a significantly influences on turnover intention. Accepted

**Conclusion**

The number of contract labour force is increasing rapidly, though it is not providing welfares, social security measures comparing to per meant workers. It cannot be encouraging sign of the workforce. When there are no fulfilling factors but still people tend to stick on the earning aspect. Its indicator of failure of existing income generating sectors such as failure of agriculture, handloom, small scale industries. Primary objective of the study is to enquire the impact of quality of work life on turnover intentions among contract labours. Its proved that QWL is having playing vital role as deciding factor of Turnover intention of contract workers. The impact of QWL as framing factor continuous service or creating unwilling to work routed by absence of QWL.



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