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Case Study 06

Turning the Wheels of Fortune at GFCL[*]

In the head office at Guwahati of the Golden Fiber Corporation Limited (GFCL), a 40-year-old Central Public Sector Undertaking (PSU), under the Ministry of Textiles, there was an expectant silence among the employees as Vikal took over as the new Chairman and Managing Director (CMD) of the corporation. The fortunes of the corporation were steadily declining and the staff strength reduced from a peak of 3000 employees to the current 400, due to natural attrition of retirements and also because of the ban on recruitment. There were currently around 120 employees at the headquarters and 350 in the field. Against this backdrop, the employees were expecting a lot from the new CMD to redress their long pending grievances especially the pay revision.

During Vikal's conversation with the Union Textile Secretary upon assuming charge, the Secretary dropped several hints that the federal government expected all PSU's to turn in profits for their long-term survival and the government is mulling closing down loss-making PSU's. This led Vikal to doubt his decision to accept this new assignment at the end of an illustrious career as a civil servant from his parent surface transport department. Drawing inspiration from the Buddha who said that "There are only two mistakes in life; not going all the way and not starting the journey." Vikal sat down to work to understand the organization and its activities. Subramanian, the finance director handed him the report by Price Waterhouse Coopers (PwC), commissioned to look into the restructuring of the organization. A particular paragraph caught the attention of Vikal.

"There is hardly any hope for this organization; what with the quality of the fiber produced in India being inferior to that produced in neighboring Bangladesh, even though India was the largest producer of the fiber in the world. Also, the report stated that China was producing a cheaper artificial fiber because the demand was not being met. India exported only 5-7% of its total production of the raw fiber."

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Adult Education & Quality of life

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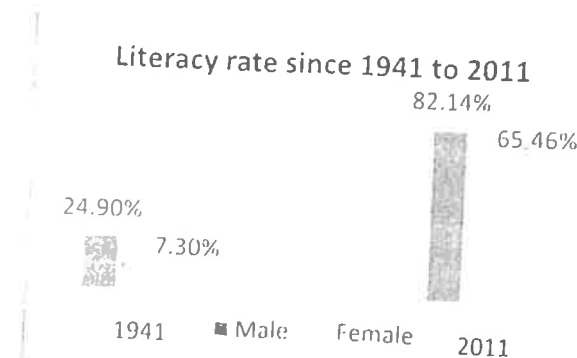
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ABSTRACT

The first hand meaning of the 'Adult Education' aims at extending educational platform to the those adult, who have lost the opportunity of educating and have surpass the age of formal education, but later on had a feel of learning the basic education, skills and few traits to earn livelihood as well to improve their standard of life. The study reveals that, one of the most significant 'Adult Education Program' was launched in the year 1912 by Sir, M. Visveswarya, the then Dewan of the State Mysore. And another feature of 'Adult Education Program' during the period was 'Jail Schools' were established. Based on its success and fruitful experience, it was then spreads in all other provinces. After Independence the Adult Education was renamed as 'Social Education' in the year 1948 with main objective to produce more number of Educated Mind among the masses. With the objective to promote Adult Education a series of program have been introduced since the First Five Year Plan, the most prominent being the National Literacy Mission (NLM) that was launched in the year 1988. The core objective was to impart the Functional Literacy among the Non-Literate in the age bracket of 15-35 years. By the end of 10th Five Year Plan NLM had made 127.45 million people literate. The definition of Quality of Life is degree to which an individual is healthy, comfortable and able to enjoy the life decently with better prospects of socio-economic life. The Adult Education certainly improves the Quality of Life by earning and living with better standard of life. The functional literate (Adult Education) person certainly takes care of family members and more accountable for their wellbeing. Further it is observed that, Adult Educated person learn and develop more skills, meaning thereby makes capable and competent to earn lucratively which help in living with better quality of life.

Key words: surpass the age, Adult Education Program, Jail Schools, Social Education, enjoy the life decently and socio-economically life.

INTRODUCTION

Education and Quality of life are two faces of the same coin, which uplift the socio-economic life of the persons and family on new threshold. It means educated person by and large leads better quality of life by the different thought-ware and exposures to the environment and financial front. The main crux with the illiterate person is the lack of ability and capacity to earn, which makes miserable and victimize to poverty and ultimately have distress life. Thus, by virtue of various government programs and initiatives the literacy rate of India has increased noticeably. In the year 2011 it was 82.14% for male and 65.46% for the female. Thus, the following chart depicts the increase in literacy rate since 1941.

Chart No.1:

Literacy rate since 1941 to 2011

Source: Census 2011, India 2016

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Farmer Producer Companies; An Emerging Trend revolutionizing Agriculture Supply Chains

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Abstract: The preamble of the national policy for promotion of farmer-producer organizations said: "Department of agriculture and cooperation, ministry of agriculture, Govt. of India has identified farmer producer organization registered under the special provisions of the Companies Act 1956 as the most appropriate institutional form around which to mobilize farmers and build their capacity to collectively leverage their production and marketing strength." Despite efforts by the government over the past 15 years or so, including major financial help, the country has just about 3,000 FPCs so far, set up by Nabard, Small Farmers' Agri-business Consortium or individual initiatives. Some have been formed by landless women, laborers or marginal farmers.

Most of these FPCs are concentrated in a few states such as Madhya Pradesh, Rajasthan, Maharashtra and Bihar. A significant proportion of FPCs has been engaged in sale of agricultural inputs such as seeds and pesticides to farmers while some of them are involved in commercial seed production. However, only a handful of FPCs have been able to become financially viable.

Looking at the successive failures of Cooperative farming experiments, focusing on Farmer Producer Company as a relevant strategy is the need of the hour. Only FPCs can offer sustainable solution to farmers challenges in keeping the farm productivity at a desirable level.

Key words: Farmer Producer Company, Sustainability, Farm holding, Business

1. Introduction:

National Bank for Agriculture and Rural Development (NABARD) defines a Farmer Producer Company as a hybrid entity formed between a private limited company and a cooperative society. Therefore, it enjoys the benefits of professional management of a private limited company as well as mutual benefits derived from a cooperative society. A provision for setting up FPCs was made in the Companies Act, 1956 in the year 2003 by making an amendment to the Act.

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financial help, the country has just about 3,000 FPCs so far, set up by NABARD, Small Farmers' Agri-business Consortium or individual initiatives. Some have been formed by landless women, laborers or marginal farmers.

Table 1: **Top 10 States with FPOs UNDER Produce Fund**

Sr. No.	State	FPOs	Total Members	Share Capital((Rs. in Lakh)
1	Karnataka	186	65000	1207
2	Tamil Nadu	170	122643	1280.74
3	Madhya Pradesh	160	69313	331.66
4	West Bengal	151	73605	606.43
5	Rajasthan	145	47314	450
6	Maharashtra	130	29007	235
7	Uttar Pradesh	130	37780	302.99
8	Bihar	123	38989	317.71
9	Gujarat	89.09	89.09	89.09
10	Andhra Pradesh	106	41809	463.74

Source: www.nabard.org; compiled by the author

Table 2: **Top 10 States with FPOs UNDER NABARD Fund**

Sr. No.	State	FPOs	Total Members	Share Capital((Rs. in Lakh)
1	Uttar Pradesh	232	6720	77.46
2	Odisha	225	*	*
3	Telangana	225	11790	43.78
4	Madhya Pradesh	201	*	*
5	Andhra Pradesh	176	38807	53.86
6	West Bengal	152	35508	204.38

7	Rajasthan	151	*	*
8	Bihar	150	*	*
9	Jharkhand	125	*	*
10	Maharashtra	109	4510	0.06

Source: www.nabard.org; compiled by the author   *** Under mobilization**

2. Objectives

a. To analyze present scenario of Indian farming

b. To establish FPCs as an effective alternative to mitigate farmers' ordeal.

3. Methodology

The present paper is based on desk research and one to one (telephoni) discussion with academicians, veterans in Agriculture extension services, economists and farmers.

4. Discussion:

Most of these FPCs are concentrated in few states such as Karnataka, U.P., Madhya Pradesh, Rajasthan, Maharashtra and Bihar. A significant proportion of FPCs has been engaged in sale of agricultural inputs such as seeds and pesticides to farmers while some of them are involved in commercial seed production. However, only a handful of FPCs have been able to become financially viable.

The National Commodity and Derivatives Exchange (NCDEX) has taken initiatives to take FPCs along for hedging and other benefits. Yet, FPCs face a number of problems such as the lengthy process of registering a company, non-availability of collateral-free loan at low rate of interest and lack of leadership and business acumen.

Three decades after India having launched its first big liberalizing reforms in 1991, setting off vibrant growth in manufacturing a well as service sector, one area of the country's economy still remains to be seriously explored: farming. Subsequent governments have brought about marked changes in electronic media reach, digitalization of local governance, micro lending, penetration of Banking services, etc., but has only been giving lip-service on how to improve India's dreadfully backward agriculture. This is a grave concern because, about 600m Indians, or roughly half the population, depend upon growing crops or rearing animals to

survive. Many farming practices, along with India's agricultural markets, infrastructure, insurance and rules on leasing land, have barely changed in decades. Radical Agriculture Reforms in India are long overdue since the Green and White Revolutions.

If one travels through the countryside of India, things may not look too bad: Rural poverty has fallen sharply in the past 15 years; Literacy rates have remarkably improved; Social Justice Scenario has also bettered. Yet this is not translated in to enhanced farm-productivity. Indian farm sector has been contributing just 13.7% to Indian GDP; agriculture has grown by around 3% a year in recent years, far slower than the rest of the economy.

Table 3: **Quarter wise growth of real Gross Value Added (GVA) and GDP (per cent)**

Particulars	2018-19			2019-20		
	Q1	Q2	Q3	Q4	Q1	Q2
GVA at basic prices	7.7	6.9	6.3	5.7	4.9	4.3
Agriculture, forestry & fishing	5.1	4.9	2.8	-0.1	2.0	2.1
Industry	9.8	6.7	7.0	4.2	2.7	0.5
Services	7.1	7.3	7.2	8.4	6.9	6.8
GDP at market prices	8.0	7.0	6.6	5.8	5.0	4.5

Data Source: National Statistical Office

The salience of Indian farm sector is dominance of small farm holders. As Ramesh Chand , member, Niti Aayog had once said, "The prediction of western economists that small farms will eventually cease to exist as big farmers will buy their land, did not come true in Asia. We will have to live with the fact of small and marginal farming and try to make it more viable." Small farmers, he said, do not get the advantage of scale, however much they increase the productivity of their farm holdings. The pattern of agricultural holdings in India reflects the predominance (85 per cent) of small and marginal farmers, "The development strategy for agriculture should prioritize smallholder agriculture in order to promote sustainable livelihoods, and for reduction of poverty in India."

The productivity of a farm depends on the use of inputs like fertilizer, water resources, mechanization/use of technology, crop intensity and choice of crops (crop pattern). One of the key aspects which can increase productivity of small farm holdings is improving resource

use efficiency. Other equally important aspect is the marketing support. If these two aspects are addressed, doubling farmers' income may be realized sooner than later. Farmer Producer Companies mobilizing these small and marginal farmers can offer a panacea for the deep rooted maladies therein.

It is estimated that India, spread into six lakh villages. Therefore, we may need at least one lakh FPCs to transform the agriculture supply Chain. If we contemplate the agriculture scenario of other Asian countries, each has used a growth strategy suitable to the problem of small farms. Japan has the concept of part-time farmers while Thailand has used the contract farming model and China has adopted collective farming.

In India, the model of cooperatives has succeeded well in the cases of milk and sugarcane. But, the model has not produced any solace for the farmers' ordeal. Serious academic research is needed to assess the necessity of FPC and other alternatives to deal with the problem of small farmers. In the new growth areas of agriculture, the importance of post-harvest activities such as storage, transportation, processing and marketing of non-cereal products increases which leads to greater links between agricultural diversification and rural industrialization. The success of this strategy would, however, depend crucially on developing adequate infrastructural and other support systems. Heavy investments need to be made in establishing cold chains across the country such as cold storage, transport facilities and the like. The kind of storage and transportation facilities required will differ from product to product and from region to region. It would be best accomplished in a decentralised private sector framework with appropriate policies and supportive financing facilities. The banking system in India is, at present, geared more to financing the traditional crops like cereals. However, it needs to reorient itself to meet the changing requirements of commercializing agriculture. Credit requirements would go up due to purchased-input intensive and heterogeneous production cycles of the new areas of agriculture. This would also call for designing innovative schemes and products which recognize the differing nature of agri-business and supply chains for different products.

There are some silver-linings in the form of some very enterprising farmers on the arena. Agricultural engineer Vilas Shinde has reaped a rich harvest. Sahyadri Farms, the farmer producer company (FPC) set up by him in 2011, has grown to become the largest FPC in the country, with a membership of 8,000 farmers and a turnover of Rs 300 crore. It has overtaken

Mahindra Agribusiness to become India's largest grape exporting company, and many say it may well be on course to revolutionize the fruits and vegetables business in favor of growers just as AMUL did for milk producers of Gujarat. Kishore Biyani's Future Group has signed a big ticket MoU with Sahyadri Farms for direct sourcing of fruits and vegetables for its supermarket chain Big Bazaar.

Likewise, Chetan Jachak followed a different course on his way to setting up an FPC in Nagpur. He often visited the tehsil office (block-level revenue office) for paperwork related to his father's farm while pursuing his BSc course. There he came to know about FPCs and, with detailed guidance of the Maharashtra Agriculture Competitiveness Project, set up the Shri Krishna Farmers Producer Company about a year ago. With the help of government grant, Shri Krishna FPC does cleaning and grading of pulses to sell it to dal mills. Although Jachak found it difficult to get together 10 people who would pay initial share capital and had to arrange for paying on behalf of three of his directors a sum of Rs 10,000 for each, many of friends and acquaintances who were socially aware and active and organized farmers' groups and helped him set up the company. Subsequently, it has been regularly signing contracts with farmers to buy their sweet corn offering attractive price to farmers and selling the same to exporters based in Nagpur keeping a decent margin.

Maha FPC, the federation of FPCs from Maharashtra, is engaged in minimum support price (MSP) procurement operations on behalf of the government. Yogesh Thorat, managing director of Maha FPC, is upbeat about the procurement model.

Farmers in Maharashtra have been informally organising themselves into groups based on common interests such as crop-based groups, area-based groups and groups of progressive farmers for more than a decade. That probably explains why Maharashtra ranks among the leading states in setting up FPCs and number of successful FPCs.

A new found enthusiasm has spread among policymakers about the FPC model in helping India overcome the agrarian case and doubling farmers' incomes.

5. Observations, Findings and Suggestions:

The researcher observed a very amount of fanfare for AMUL among the upcoming FPC community. Amul, is an illustrated Indian dairy cooperative society, based at Anand in the state of Gujarat, it came into existence on 14 December 1946, it is a cooperative brand

managed by a cooperative body, Founded under the great vision of Verghese Kurien, Tribhuvandas Kishibhai Patel, the Gujarat Co-operative Milk Marketing Federation Ltd., which today is jointly owned by 3.6 million milk producers in Gujarat.

Most of the leading FPCs unhesitatingly point to one model, i.e., AMUL model. Arguably, the FPCs may survive only by following follow the AMULmodel. AMUL was run by professional people who were experts in their own fields. They had a clear business understanding, had a clear business model. They were aware about the importance of creation of a brand in the 1960s. The same experiment must be redesigned to suit the horticulture crops.

The cooperative model which worked so well in case of AMUL, did not ensure success in crops. In Maharashtra, MahaGrape, a cooperative of farmers was involved in export of grapes. Though it laid the foundations to make the state the largest onion exporter in the country, accounting for more than 90% of the total exports, MahaGrape became defunct. Politics keeps professionalism away from cooperatives, leading to their failure as business entities.

6. Conclusion

The young and enterprising youth dominating the present FPCs insist that the farmers and governments should start treating agriculture as an industrty. They demand for FPC policy similar to the startup policy. Since there is a lack of policy, at present, many FPCs are taking loans at rates of interest as high as 22% from NBFCs (non-banking financial companies). It won't be sustainable. FPCs have to create strength. Further, according to the leaders of the FPC movement, it is imperative to treat each commodity as an industry, just like the sugarcane industry. Sugarcane is the only crop to have a separate a commissioner for sugarcane. This can happen in other crops too, they said. As of now, the success of FPCs depends to a large extent on the leadership they get, It is equally important to create an environment to attract people with leadership skills, What these enterprising farmers feel is that It is not the job of the government or Nabard to set up an FPC. They should make enabling policies.

FPCs like Sahyadri lead by Vilas Shinde are actively involving in skills development and training of rural youth for agriculture. A day will soon come when the farmer producer companies will transform agriculture in the country to achieve increased farm productivity, integration of native farming knowhow with latest technology, better Post-harvest techniques, local processing, and marketing the produce with value addition.

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A Connection Analysis Between the Quality of Work Life (QWL) and Organizational Commitment: Review of Literature

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Abstract

The present study is an attempt to identify various determinants of Quality of Work Life (QWL) adopted and practiced by different industries and its relationship with Organizational Commitment. This paper stated a comprehensive review of various studies conducted by experts and researchers of all over the globe on Quality of Work Life (QWL) and it's determinants and its' relationship withOrganizational Commitment. The paper sought to present the summary of work done by different researchers in the field of Quality of Work Life (QWL) and Organizational Commitment.

Keywords: Quality of Work Life (QWL), Organizational Commitment.

Introduction:

Committed employees are known as an essential and vital resource for the success performance of organizations. In this regard, quality of work life is being as one of the interesting subject as a fundamental issue on fostering employees' commitment(Farid, Izadi, Ismail & Alipour, 2015). In an organization, Quality of Work Life (QWL) is necessary for smooth functioning of all the related divisions. It helps in attracting and retaining efficient and effective employees for right job profile, which in turn leads to employees' and organizations' success. Further, organizational commitment is vital because high levels of commitment lead to several favourable and optimum outcomes for the organization. It reflects the extent to which employee's identify with the organization and is committed to its goals. In the today's competitive era, every organization is facing a problem of attracting and retaining, skilled human resource. To overcome this it is advisable to have such aspect which may contribute to change employees' psychology to organization.

Relationship between Quality of Work Life (Qwl) and Organizational Commitment:

(Kanten, 2014)This study investigated the effect of quality of work life on proactive and prosocial organizational behaviours. However, 218 employees who are working in private hospitals in Istanbul participated in this survey. The study revealed significant relationships observed between some of the dimensions of QWL and employees proactive and prosocial behaviours. Therefore, QWL affects employees co-worker oriented and individual proactive behaviours and extra-role prosocial behaviours. Moreover, QWL was found out no effect on employee's organizational oriented proactive behaviours, role-prescribed and cooperation prosocial behaviours.

(Hassan, Ma''amor, Razak, & Lapok, 2014)The study revealed that, QWL have a significant impact on QOL. The elements of QWL programs namely work environment and job facets were also found to correlate with overall QOL. The QWL programs in the organization contributed to better QOL among employees and reduced employee turnover rate, however organization should consider to continuously introduce, improve and enforce the QWL programs within the organization. The move would help organizations in enhancing its performance, productivity, employee commitment and satisfaction.

(Fattahi, Kazemian, Damirchi, Kani, & Hafezian, 2014)This study investigated the relationship between the quality of occupational life and employee's organizational commitment in Sari health center. The research showed that there is meaningful relationship between various components of lie quality viz. fair payment, continued growing chance and occupational security, lawfulness in organization, social dependence in occupational lie, social cohesion, improving human abilities and organizational commitment of employees, but there isn't any meaningful relationship between security of occupational life and organizational commitment of employees. Findings of regression showed that rom several dimensions of occupational life quality, occupational growing chance and social cohesion predict the rate of employee's commitment.

(Gupta, 2014)This was conducted in manufacturing sector to identify the relationship between Quality of Work Life and Organizational Commitment. The sample size was 171 respondents. After analysing the data is was found that there is significant relationship between Quality of Work Life and Organizational Commitment in manufacturing sector.

(Noushini & Badri , 2014)The study was carried out to investigate the relationship between the qualities of work life and organizational commitment amongst the customs employees of Iran/Guilan province. The research statistical population covered all Guilan province custom office employees and as the Morgan table the sample population consisted of 196 respondents. The research revealed that there is a positive and meaningful relationship between the quality of work life and its dimensions including safe and healthy environment, development of human capabilities, constitutionalism, social integration and the total life space with the organizational commitment. The study also showed that the more quality of work life results in the higher organizational commitment of the customs employees of Guilan province.

(Parvar, Sayyed , & Ansari, 2013)Effect of quality of work life on organizational commitment of employees of OICO Company Iran was the main objective of this research. However it was found that, QWL directly influences the Organizational

Commitment. The results showed that there was positive and significant effect of quality of work life on employee's organizational commitment. If QWL increases, commitment of OICO personnel will raise. Using methods of increasing QWL increases employee's commitment, and doing their job more effective.

(Beloor, Nanjundeswaraswamy, & Swamy , 2017)The study addressed factors associated with components of QWL and Employee Commitment. It was identified that employee commitment has three components they are Affective, Normative, Continuance commitment and QWL is a multidimensional construct it includes job satisfaction, adequate pay, work environment, organizational culture etc. these factors affects on the employee performance, productivity, absenteeism, retention rate etc. These QWL components may affect the commitment of employees towards the organization and it may also enhance retention rate.

(Venkata Rao, 2017)The study was undertaken to investigate the relationship between Quality of work life and organizational commitment among the faculty members of engineering colleges in Hyderabad. A sample of 68 respondents was chosen with convenient sampling technique in various designations of faculty members working in various engineering colleges located in Hyderabad. Applied statistical tools include Cronbach's alpha, descriptive statistics and regression analysis was effectively used to analyze the data. It was found that work life balance and participative management have relationship with organization commitment whereas career growth has no impact on organization commitment.

(Mahmoudi, 2015)This study was a correlative survey. 92 subjects among the department of education employees of Marivan were selected through Morgan's table. Data were collected using two questionnaires. QWL Questionnaire of Richard Walton and organizational commitment questionnaire Meyer & Allen. Reliability of the questionnaires using Cronbach's alpha method was questionnaire of QWL was 0.722 and for organizational commitment questionnaire was 0.836. To test the questions Pearson correlation, linear regression and Friedman's test were run. Results showed that there was a positive and direct correlation between quality of work life factors and organizational commitment. In other words, as the quality of life of the employees increases, their organizational commitment improves. In addition, it was shown that factors such as fair and sufficient payments, and social dependence of work life obtained the highest scores among the factors of quality of work life.

(Ahmadi, Salavati, & Rajabzadeh, 2012)This study was conducted in public organization in Kurdistan province to identify the relationship between the quality of work life and organizational commitment. Respondents of 334 employees were selected as the sample size. Also This study identity operative and base fashion compilation input by of unity execution done. The study reaveled that quality of working life and organizational commitment in Devices has been studied less than the average amount of time it was low organizational commitment. In fact meaningful and positive relationships between staff and the quality of working life, there are three dimensions of organizational commitment. Means that the quality of working life in the organization is better, even higher levels of organizational commitment is high too.

(Yasin & Khalid, 2015)The study intended to explore relationship between organizational cynicism, work related quality of life and organization commitment in employees. The required data for this survey was collected through questionnaires and sample comprised of 150 male employees between the age range of 28- 50 years (M age=32.11, SD= 5.36) working at managerial position of different companies of Lahore with a minimum experience of 3 years. The results of the study stated that three of the dimensions of organizational cynicism had significant negative relationship with five of the dimensions of work related quality of life and two of the dimensions of organizational commitment. Moreover two of the dimensions of work related quality of life had significant negative relationship with two of the dimensions of organizational commitment.

(Ali & SufiyanZilli, 2013)The influence of managers" perception of quality of work life and job attitude on their affective commitment was the major objective if this study. It was carried out in different private and public organizations/ companies located in New Delhi and its National Capital Region (NCR). Respondents 300 managers data was collected through convenience sampling method. Multiple regression analysis and t-test was used to analyze the data. The study revealed that in private undertakings neither quality of work life nor job attitude predicted affective commitment of managers. Quality of work life predicted affective commitment of managers in public undertakings. It was further revealed significant difference between managers of private and public undertakings on all the measured variables such as Quality of Work Life, Job Attitude and Affective Commitment.

(Farjad & Varnous, 2013)This research studied the relationship between Quality of Work Life (QWL) and organizational commitment. This was the descriptive and surveying research with an applied goal. Random stratified sampling method was used to select the respondents. Data was gathered by questionnaires that were distributed between staff managers and deputies. The statistical Pearson Correlation Test was used to calculate rate of significance relationship between components of research. Also, Friedman Test was used to rank the components. The study revealed that relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables showed that health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

(Deniz & Ertosun, 2013) a study titled "The Relationship between the Silence of Employees and Organizational Commitment in Private Companies" revealed that there is a significant and inverse relationship between affective commitment and defensive silence.

(Eren & Hisar, 2016)Quality of work life affects employees' commitment towards the organization. It is a concept that closely interests both the employees and the organization. The research was conducted in a descriptive form for the purpose of determining nurses' work life quality and their organizational commitment levels. The 163 nurses participated in the study from which relvent data was collected. Student's t-tests, Tukey multiple comparison test, Mann-Whitney U-test, Kruskal-Whitney U-test, Kruskal-Wallis variance analysis, Cronbach's alpha coefficients and Pearson correlation analysis method were utilized in the evaluation of the collected data. The study determined that nurses' work life quality and their organizational commitment are at medium levels. It was also revealed that there is a positive and statistically significant relation between work life quality and organizational commitment.

(Hamidianpour, Esmaeilpour, Amiri, & Dorgoee, 2015)Quality of working life for employees as an approach of human resources causes balance in personal and job life, increase of job satisfaction, decrease of job burnout, increase of organizational commitment, and improvement of employees' performance. The study investigated quality of working life for employees and its effect on job satisfaction, job burnout, organizational commitment and performance of employees in Persian Gulf University, Bushehr, Iran. The study in terms of aim is an applied research, and a descriptive survey in terms of data collection. The sample group consists of 165 individuals among faculty members, managers and employees at different departments in Persian Gulf University, Boushehr, Iran. The data was analyzed through structural equation modeling. The research outcome revealed that quality of working life for employees has a positive effect on job satisfaction, organizational commitment and performance of employees.

(Zin, 2004)The study was aimed to determine the pattern of the relationships between the perceived presence of quality of work life (QWL) factors and organizational commitment using samples from professional engineers in Malaysia. QWL measure consisting of seven factors: growth and development, participation, physical environment, supervision, pay and benefit, social relevance, and workplace integration was developed based on Walton's (1974) conception. The three-component model and measure of organizational commitment developed by Allen and Meyer (1990) was adopted in this study. The study revealed that only two QWL factors, growth and development and pay and benefit, were significant in explaining organizational commitment.

(Radja , Tawe , Rijal, & Tiro, 2013)The research was intended to analyse the effect of quality of work life, organizational commitment towards work satisfaction in increasing public service performance at Spatial Planning and Building and Licensing Administration Office in Makassar City. It was also analysed the direct and indirect effect of quality of work life and organizational commitment towards public service performance. The research population was the officials of Spatial Planning and Building and Licensing Administration Office in Makassar City consisting of 200 officials. The study found that 1) quality of work life has insignificant effect towards public service performance and work satisfaction, but it has important correlation with organizational commitment. 2) Organizational commitment has indirect effect on the performance of public service, but influence indirectly through work satisfaction. 3) Quality of work life and organizational commitment has insignificant effect towards public service performance but both can give direct contribution towards through work performance.

(Wongkar, Saerang, & Pandowo, 2017)This research undertaken simultaneously and partially effect of quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) on organizational commitment at PT. Bank BRI Branch Manado. Multiple regression analysis and quantitative method was used. Respondent consists of 50 employees of PT. The collected data processed using SPSS software. The result showed that quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) has a significant influence to organizational commitment simultaneously. Partially growth and security, development of human capabilities are significant influence organizational commitment.

(Momani, 2017)The study was conducted to examine the mediating effect of organizational commitment on the relationship between work-life balance and intention to leave. The study population consists of (800) working women in King Abdullah University Hospital (KAUH). Questionnaire survey was distributed to (200) working women, from them (144) questionnaires were returned. A linear regression and path analysis was used to test hypotheses. The result revealed that; there is a significant relationship between work-life balance and intention to leave, there is a significant relationship between work-life balance and (affective, continuance and normative) commitment, but not with continuous commitment, there is a significant relationship between (affective, continuance and normative) commitment and intention to leave. Finally, affective commitment fully mediates the relationship between work-life balance and intention to leave, while normative commitment partially mediates the relation.

(Thardsatien, 2016)This study was aimed to find the impact of corporate social responsibility (CSR) and quality of work life (QWL) on job-related outcomes (JRO), including organizational performance (OP) as both actual financial performance (FP) and subjective organizational performance (SP), or the employee's perception of organizational performance, job satisfaction

(JS), and organizational commitment (OC), in order to maintain the attention of the organizations in Thailand towards this area. The response yielded 633 usable questionnaires or a 51.7 per cent response rate. The study revealed that (a) philanthropic CSR had a positive impact on organizational commitment; (b) business-practice CSR had a positive impact on subjective organizational performance it negatively impact on job satisfaction; (c) product-related features CSR had a positive impact on job satisfaction, whereas it negatively impact organizational commitment; and (d) both lower- and higher-order quality of work life contained positive impacts on subjective organizational performance, job satisfaction, and organizational commitment.

(Daud, Yaakob, & Ghazali, 2015)The purpose of this study was to investigate the level of quality of work life (QWL) of academic in public institution of higher learning (IHL) in Malaysia and to investigate the relationship between the QWL and Organizational Commitment (OC) amongst the academic members. Survey technique was used for online distribution and 250 respondents were selected. The results showed that job characteristics, supervision and role conflict represent the quality of work life dimensions of the academic. There is a strong relationship between job characteristics and affective commitment while supervision and role conflict have a moderate relationship with affective commitment. Job characteristics and role conflict have a moderate relationship with continuance and normative commitment. Role overload on the other hand has little and no significant relationship with all the three dimensions of OC.

(Saari & Pyöriä, 2015)The study focused on creating a strong atmosphere of staff commitment and trust is arguably the most robust route to maintaining a sustainable competitive edge in expert organisations. As far as today's conditions, the question is how work intensification, time pressures and job uncertainty can be prevented from eroding the commitment of knowledge workers. The research covered two distinct business organisations representing Finnish technology industries (R&D unit) and knowledge-intensive business services (call centre). For the R&D staff in this research, the continuity of work was secured despite cyclical fluctuations. In the highly competitive telecommunications sector, by contrast, employees are seeing constant changes in work, which adds to their sense of uncertainty and undermines commitment. The results highlighted the importance of good management and inspiring atmosphere in the workplace that can offset many of these problems in knowledge-intensive work environment.

(Almarshad, 2015)The study developed and tested a model for examining the relationship between employees' perceptions of quality of work life (QWL), and organizational commitment in the public and private sectors in Saudi Arabia. These relationships were compared across the two sectors. The sample of 353 respondents selected from different organizations, using path analysis method. The study revealed that there are significant differences in the perceptions of employees about QWL in the public and private sectors. Employees of public sector showed more commitment toward their organizations. The study also showed that job involvement is the strongest predictor of organizational commitment in the private sector. Globally, the relationship between quality of work life and organizational commitment is partially mediated by sense of efficacy and job involvement. The organizational commitment of younger female employees is higher than the commitment among their male counterparts towards the organization. On the other hand, elder male employees show higher organizational commitment than elder females.

(Hermawati, 2014)The study was undertaken to examine the effects of quality of work life and organizational trust on job satisfaction and organizational commitment. The lecturers at Private Higher Education Institutions (PHEI) in Malang-Indonesia were the sample population for this study. The analysis technique in this research was Structural Equation Modelling (SEM). The result revealed that Quality of work life is able to create job satisfaction of lecturers. Quality of work life is able to build the commitment of lecturers at the institution. It means the better the quality of work life at PHEIs is, the better the commitment of lecturers to the institution is. Organizational trust is able to create the commitment of permanent lecturers of foundation at PHEIs.

(Diraviam, 2016)The research was carried out to evaluate the relationship between dimensions of quality of work life and organizational commitment dimensions of Health care professionals in Thanjavur district. 170 Health care professionals were the sample size of this study and it was selected by random cluster sampling method. The results stated that quality of work life has significant association with organizational commitment. Among dimensions of quality of work life, Safe and healthy working, Opportunity for continued growth and security, Constitutionalism in the work organization, Work life social dependence, Social integration in the work and immediate opportunity to develop Human progress capabilities had significant relation with three dimensions of organizational commitment (normative, continuance and affective commitments) and Adequate and fair compensation dimensions and total life space had significant relation with affective and normative commitment dimensions. Also, quality of work life could predict a part of organizational commitment score.

(Mbui, 2012)The study was carried out to identify the relationship of quality of work life and employee commitment among unionized employees of Kenya Commercial Bank (KCB). Descriptive census survey design was used for this study. Primary data was gathered directly from the respondents. Data was analysed using descriptive statistics such as means, percentages and Standard deviations. Pearson's product moment and correlation technique was used to establish the strength and significance of the relationship between QWL and employee commitment. The study concluded that there is significant relationship between quality of work life and employee commitment.

(Faizan & Zehra, 2016)This study investigated the dimensions of organisational commitment under transformational and transactional leadership style while considering the attributes of Quality Work-life prevailing in Pakistan's private software

houses. This study considered positivist paradigm with objective epistemology, realism ontology, and hyoptheticodeductive quantitative method to explore the relationship between research variables. The sample size for study was 408 participants from 10 mega cities of Pakistan through combining probability and non-probability sampling technique. The results showed that transformational leadership has strong significant relationship with all dimensions of organisational commitment whereas transactional leadership has positive relationship with affective and continuance commitment. Employees prefer transformational leadership style and their level of commitment is driven by existing QWL programme.

(Shariat, Sheikhy, Shojaeian, & Salari, 2014)This study was undertaken to examine causal relationship between the Quality of work life and Organizational Commitment in duty and overtime hours. The major reason of this study was to identify the impact of Quality of work life and six dimensions comprise Fair compensation, Safety and health, Social relevance, Growth and security, Constitutionalism and Self-development with Organizational Commitment and three dimensions comprise Normative commitment, Continuous commitment and Emotional commitment. This study was conducted in mellat bank in Iran, and for this purpose 180 employees were taken as sample. The results of the investigation showed that there was significant and positive relationship between the Quality of work life and Organizational Commitment.

(Dousti, Abbasi, & Khalili, 2012)The purpose of this study was to determine the Relationship between quality of work life and organizational commitment of employees of Youth and Sport Department of Mazandaran province. The research was descriptive in nature. The employees of the general office of Sport and Youth ofMazandaran Province (N=80) were selected the samples of this study. The results indicated that there is a significant relationship between quality of work life and organizational commitment.

(Afsar, 2014)The results of this study revealed that the quality of work-life has a positive impact on affective and normative commitment of the academicians working for both state and foundation universities whereas it has a negative impact on the continuance commitment. An examination of all the variables on organizational commitment for both types of university showed that the highest impact on affective, normative and continuance commitment of the academicians working for state universities is by the quality of work life, while the highest impact on affective and normative commitment of the academicians working for foundation universities is by the quality of work life, yet years in organization has the highest impact on the continuance commitment for them.

(Yusoff, Rimi, & Meng, 2015)The study examined the relationships among eight different dimensions of quality of work life (QWL), organizational commitment, and turnover intention in the manufacturing firms in Bayan Lepas Free Industrial Zone, Penang, Malaysia. Both convenience sampling and snowball sampling techniques were applied to select the respondents. The study revealed that adequate and fair compensation, opportunity for continued growth, security, social relevance of work life, social integration and work and total life space in the work organization are negatively related to turnover intention. Opportunity for continued growth, security and social relevance of work life and social integration in the work organization are found to be positively related affective commitment. Moreover, opportunity for continued growth, security and social relevance of work life are positively related to continuance commitment. Adequate and fair compensation, opportunity for continued growth, security and social relevance of work life and social integration in the work organization are positively related to normative commitment. Besides, all commitment dimensions are found negatively related to turnover intention. Affective commitment and normative commitment partially mediate the relationship between quality of work life and turnover intention.

(Ojedokun, Idemudia, & Desouza, 2015)This study tested a mediation model of job involvement to predict organizational commitment from quality of work life. In total 137 workers of two public organizations participated in this study. The Hierarchical multiple regression analysis was computed on the data to model the effects of job involvement on organizational commitment taking into account quality of work life. The results showed that job involvement partially mediated the relationship between quality of work life and organizational commitment therefore; job involvement is important to employee commitment and should be targeted for intervention support in work organizations.

(Kandukuri, 2016)This research study investigated the effect of quality of work life on organizational commitment of college teachers under various dimensions. The sample consists of 50 college teachers in affiliated engineering colleges in Hyderabad, Telangana State, India.   The outcomes of the results stated positive association between quality of work life and organizational commitment.

(Daud, 2012) The purpose of this research article was to examine the relationship between quality of work life with organizational commitment amongst academic staff in one of the leading public institutions of higher learning in Malaysia. Data were gathered from a survey instrument used to measure the perception of academic staff on their quality of work life and its relationship to organizational commitment. The study results revealed that the levels of quality of work life were found to be favourable and organizational commitment among staff were moderate. The results also suggested that participation was the most important factor that influence commitment followed by growth and development.

(Gnanayudam & Dharmasiri, 2007)The major objectives of this study were to investigate the relationship between the Quality of Work Life (QWL) and organizational commitment and Human Resource Development Climate (HRDC) prevailing in apparel industry of Sri Lanka. The study revealed that there is moderator effect of HRDC on the relationship between QWL and Commitment. Further it was concluded that, QWL prevailing in the apparel industry of Sri Lanka positively influences commitment.

(Kodikal & Rahiman, 2016)This research paper investigated the means that exists between the two variables. The sample size of 115 employees was used for the investigation. The purpose of data collection, sets of questionnaire as distributed among the employees in various manufacturing sector and same were used for statistical analysis. The obtained results showed that there is low level of relationship between quality of work life and organizational commitment.

Conclusion:
The Quality of Work Life (QWL) ispleasure for every employee, without that employee feels discomfort and demotivated in the organization. However, this kind of environment makes direct impact on job satisfaction, performance, and productivity and of course their overall satisfaction at workplace. From the above review it can be concluded that, there is significant relationship between Quality of Work Life (QWL) and Organizational Commitment. Thus, now-a-days QWL does not remain as just for name sake but now it becomes need of employer since implementation of this resulting into attracting better workforce and reducing turnover, contributes to increased job satisfaction, retention, dedication, loyalty, attentiveness and increased performance.

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A Conceptual Study of Employee Sentiment Analysis (ESA)

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Abstract

The aim of this study is to provide comprehensive information of Employee sentiment analysis techniques for employee engagement. This is conceptual research wherein secondary has collected from books, research articles, blogs etc. on concept of employee sentiment analysis and employee engagement, types of sentiment analysis and process of employee sentiment analysis. In this paper, the researchers have mainly focused on the understanding vital role of employee sentiment analysis for employee engagement. The researchers have also studied various models of employee sentiment analysis. This is the conceptual paper and it states the theoretical background of the employee sentiment analysis.

Keywords: Employee Sentiment Analysis, Employee Engagement.

Introduction:

Employee Sentiment Analysis (ESA) requires collecting employee input, views and opinions to capture, quantify, and evaluate their opinion of their jobs and the entire company.

Employee Sentiment Analysis is a technique of text analysis, also known as opinion mining, that defines polarity within the text, whether a whole document, paragraph, sentence or clause (e.g. a positive or negative opinion). Textual contact also holds fundamental data about how the workers feel about their workplace. Analysis of sentiment by applying various forms of text from analytical models such as emails, social media messages, emojis, likes or dislikes, digital memos, etc. to derive these insights. This is where instruments for sentiment analysis come in. Analysis of sentiment transforms unstructured communication among employees into actionable insights. Tools and methods for the study of emotion play a key role in recognising the emotions of workers in the workplace and how much they are attached to or loyal to the company. Currently, it may just be the solution to the issue of employee engagement. For most companies, real employee engagement remains a mystery in today's competitive era. The key explanation behind this is that conventional engagement assessment instruments for companies, namely employee surveys and manually checked feedback platforms, are not sufficient for having a full picture of what workers actually feel at work. Employee sentiment analysis, however, interprets vast quantities of input to expose organizational strengths, limitations and to distinguish positive and negative feelings against any policy, process, decision, management practises or culture of the workplace.

How it works: The technology of sentiment analysis is mainly used in conjunction with social media in marketing. This is used by businesses to check for brand mentions from social media, understanding the positive or negative connotations behind customer posts. In addition, leading companies perceive their employees as internal consumers in an employee-centric environment. It makes sense, however, to apply sentiment analytics to engage the workforce and boost the results. Sentiment analysis is still at a nascent stage and may not be useful in assessing employee sentiment accurately. Having said that, at least some of the guesswork involved with what workers experience at work can be avoided by organisations.

To gather and analyse employee sentiment data at a sufficiently large scale, many organizations have started using of employee sentiment analysis software that uses artificial intelligence and technology for machine learning to automate the process. This technology enables organizations to send open-ended surveys among employees and they can answer these questions in words of their own. NLP (Natural Language Processing) tools then review each response, interpret the

sentiment behind the words and provide the authorities with a comprehensive report. The software uses NLP to determine if the sentiment in combinations of phrases and terms are positive, neutral or negative, and a numerical sentiment score is applied to each employee comment. After these scores are aggregated, they're presented visually to authorities and through the use of data visualization. Being able to visualize employee sentiment certainly supports leaders improve employee engagement and the corporate culture. They can also use the data to increase their performance management process, focusing on enhancing the employee experience. Organizations can program sentiment analysis tools to assess how dedicated their workers are throughout the day. Email-based sentiment analysis, for instance, can recognise precise terms and phrases and help infer observations gleaned from departmental or individual emails. In addition, this information can then be used by companies to fix particular concerns or implement company-wide improvements.

Sentiment Analysis Forms:

The methodology of sentiment analysis focuses on polarity (positive, negative, neutral) on emotions, thoughts (angry, happy, sad, etc.) and even intentions (e.g. interested v. not interested). Here are some of the most common kinds of analysis of sentiment:

1. **Fine-grained Sentiment Analysis**

This tests an organization's polarity accuracy. Categories for polarity include:

- Very positive
- Positive
- Neutral
- Negative
- Very negative

This is generally referred to as the study of fine-grained sentiment, and in a summary, for example, it may be used to analyse of 5-star ratings:

- Very Positive = 5 stars
- Very Negative = 1 star

2. **Emotion detection**

This form of study of feelings aims to detect emotions, such as happiness, annoyance, rage, sorrow, and so on. Lexicons (i.e. lists of words and the feelings they transmit) or complicated machine learning algorithms are used by many emotion detection systems.

One to the downsides of using lexicons is that feelings are conveyed in various ways by people. Some terms that usually express rage, such as bad or killing (for example, the conduct of the superior is so bad or the atmosphere of the workplace kills me) can Express pleasure as well (e.g. this is bad ass or you are killing it).

1. **Aspect-based Sentiment Analysis**

For one element of a service or product, this sentiment analysis approach is. For example, the compensation policy of the Company uses this type of sentiment analysis, it may be about one aspect of compensation policy such as adequacy, equity, procedure, etc., so that they may understand how employees feel about specific characteristics of the specific position.

2. **Intent sentiment analysis**

This form is a deeper knowledge of the employee's purpose. For instance, an organisation may predict whether or not a worker plans to continue and work for a long life. This implies that it is possible to track the intent of a specific employee, form a trend, and then use it for retention strategies.

For these different forms of sentiment analysis, multiple approaches are used. There is a rule-based, automated and hybrid approach. Analysis of rule-based sentiment is more

rigid and may not always be exact. It contains the routine for natural language processing (NLP). Automatic sentiment analysis, on the other hand, is more comprehensive and in-depth.

To decode the feedback provided by each worker, machine learning is used. The hybrid framework incorporates methods that are both rule-based and machine learning. First, from a set of tagged instances, the model learns to detect sentiment. Then, to enhance precision, it contrasts the outcomes with a lexicon. With none of the drawbacks of each individual strategy, the aim is to achieve the best possible result.

Modern Business Climate Sentiment Analysis

Sentiment analysis is a novel concept that derives valuable insights into the attitude and thoughts of workers by observing how they communicate in the office environment.

Sentiment analysis can recognize whether he/she is happy or unhappy with what he/she is doing in a company by keeping a close eye on his/her language, tone, and interests in contact through email and other channels.

Language is how a person communicates his/her thoughts to others. Using sentiment analysis, businesses can mine the underlying data for their own benefit in any phrase, interaction and correspondence.

Sentiment analysis enables businesses to interpret and categorise vast volumes of textual data based on the feeling or attitude with which it has been generated. Organizations may assess the mood of workers within a group, office or location through the use of organised data and create practical strategies that improve employee engagement.

While this technology offers many advanced solutions for HR, it is not a complete substitute for face-to-face contact. It can also be difficult to understand stuff like sarcasm, jargon, and skilled comments, and nuanced mixed views (which people also have) are difficult to understand. But the beauty of machine learning is that the more data you feed them, the smarter the instruments evolve.
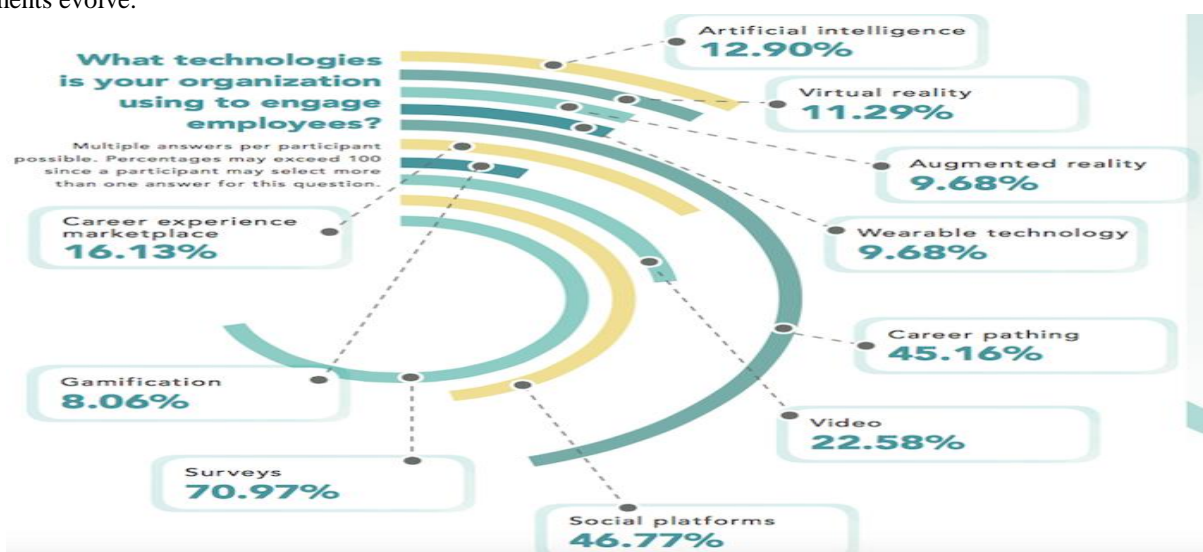

Fig. 1 AI technology to enhance employee engagement

(Source: https://www.thepeoplespace.com/practice/articles/were-more-machine-now-man-hr-and-digital-journey)

Importance of Employee Sentiment Analysis:

As employee turnover rates increase, annual performance reviews and surveys don't provide enough information for organizations to get a true understanding of how employees feel about them. That's where employee sentiment analysis comes in. Employee sentiment analysis provides a number of important capabilities, including:

- Helping organizations take the necessary steps toward change when they discover that employees are dissatisfied with how the company is handling key issues such as employee performance, productivity and customer service.
- Encouraging transparency and more open communication. When a company takes corrective actions to reassure employees that their opinions matter, it results in transparency, better communication and higher employee engagement.
- Providing an accurate picture of employee opinions. People learn about the least desirable companies to work at from former and current employees. Employee sentiment analysis can help organizations evaluate whether these opinions are based on inaccurate perceptions. If an inaccurate opinion is harming the company's image, human resources personnel can take actions to foster more positive impressions.
- **analysing emails -** This is one of the most renowned ways to combine sentiment analysis within the cultures of workplaces. To assess how committed workers are during the day, sentiment analysis instruments can be configured. The email-based sentiment analysis tool can benefit to infer observations based on departmental or individual levels by recognising precise terms and phrases. Such informative information may then be used to resolve particular concerns or implement organizational-wide improvements to strengthen the community.
- **Gauging Intent from Comments on Public Platforms-** A great way to use the technology of sentiment analysis is to draw inspiration from the reviews and comments shared by workers on the public channels of the business, inter* net or performance appraisal platforms. Machine learning software can analyse the data connected to social commentary to recognize the elementary sentiment and attitude of the workers.
- Sentiment analysis may categorise feedback to generate a general impression of how committed and happy workers are on the job by defining negative or positive issues.
- **Analysing Employee Feedback-** It is a common practise among businesses to gather input from workers on various aspects, such as work culture, workplace climate, relationships with colleagues and what they experience when working. Sometimes, this system of listening to the staff is not accompanied by substantive decision making as companies lack the technologies to analyse the vast amount of unstructured data.

Conclusion: This is the conceptual study mainly focuses on the concept and techniques used in the field of Employee Sentiment Analysis. Researcher have noted important types of Employee Sentiment Analysis, namely Fine-grained, Emotion detection, Aspect-based and Intent sentiment analysis. The contribution of this study takes a brief look at importance of employee sentiment analysis from the HR perspective. It enables HR to make use of the organization's unstructured, qualitative data by deciding whether, and to what degree, it's positive, negative or neutral. Qualitative data covers remarks, suggestions on boarding and off boarding, probation reviews, performance reviews, compliance with policies, employee target discussions and organisation feedback requests. It helps HR to more easily and effectively obtain useful insights about what employees think about the organization by analysing how they communicate in the office environment. It also allows HR to keep a close eye on the language, tone and desires of employees in email messages and other platforms to assess whether employees are happy or dissatisfied with their role in the company. This paper would be useful for new researchers and who has a desire to work in sentiment analysis field.

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