

PERCEIVED QUALITY OF WORK LIFE AMONG THE EMPLOYEES OF SUGAR CO-OPERATIVES

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ABSTRACT

Quality of Work Life (QWL) plays a vital role in enhancing employee satisfaction, productivity, and organizational sustainability, particularly in cooperative-based industries. In sugar co-operatives, understanding employees' perceptions of workplace quality is essential for improving organizational effectiveness. Despite the importance of QWL, limited empirical research exists on its multidimensional assessment in Indian sugar co-operatives. This study addresses this gap by examining employees' perceived availability of QWL attributes in selected sugar co-operatives of South Gujarat. A descriptive cross-sectional research design was adopted, and data were collected from 300 administrative employees selected through simple random sampling from three sugar co-operatives. Perceptions were measured across 48 QWL attributes using a five-point Likert scale. Data were analyzed using weighted mean, Wilcoxon Signed Rank Test, and Principal Component Analysis. The findings revealed an overall neutral QWL perception (mean = 3.23). Constitutionalism at work recorded the highest mean (3.578), followed by social relevance (3.553), while social integration (2.752) and work-life balance (2.772) were rated comparatively lower. The largest negative gap was observed for occupied space by work in life (rank gap = -5). Factor analysis extracted six components, explaining 75.426% of total variance, with KMO value 0.955 indicating excellent sampling adequacy. The results suggest that employees perceive organizational fairness and ethical practices positively, but challenges remain in work-life balance and social integration. The study highlights the need for sugar co-operatives to strengthen flexible work policies, employee engagement initiatives, and participatory management practices to improve QWL and organizational performance.

Keywords: quality of work life, workplace attributes, job satisfaction, work-life balance, organizational well-being

INTRODUCTION

Quality of Work Life (QWL) refers to employees' overall well-being at the workplace, including fair compensation, safe working conditions, career opportunities, social integration, and work-life balance. It significantly influences employee satisfaction, motivation, productivity, and organizational commitment (Saxena and Verma, 2018; Kaur and Sharma, 2019).

In the present organizational context, increasing work pressure and changing employee expectations have made QWL a major concern. Poor QWL often leads to reduced job satisfaction, stress, and low employee engagement (Lee et al., 2023). Although organizations are increasingly focusing on employee welfare, cooperative institutions still face challenges related to work-life balance and workplace

support (Anderson et al., 2024; Neware and Pandya, 2024; Kavadi et al., 2024; Yeragorla et al., 2023).

QWL is particularly important in sugar co-operatives as these institutions contribute significantly to rural employment and economic development. A better work environment improves employee commitment and organizational performance (Shoaib et al., 2017).

Despite several studies on QWL in industrial and service sectors, limited research has examined QWL in sugar co-operatives, particularly in South Gujarat, creating a clear research gap.

Therefore, the present study is significant as it assesses employees' perceptions of QWL attributes in selected sugar co-operatives and provides useful insights for cooperative managers, extension professionals, and policymakers

to improve workplace conditions and organizational effectiveness.

OBJECTIVES

- (1) To study the QWL attributes at the workplace
- (2) To identify perception of employees regarding availability of quality of work life attributes
- (3) To suggest suitable action step / recommendation to improve QWL of employees in sugar co-operatives

METHODOLOGY

Research design

A descriptive cross-sectional research design was used for the study. This research study describes the Quality of Work Life (QWL) of employees in Sugar Co-operatives of South Gujarat at a particular period. Primary data was collected from the respondents – employees of selected Sugar Co-operative only once that is why the study was based on a Descriptive Cross-Sectional Research Design.

Sampling size and sampling procedure

The study was conducted in three randomly selected sugar co-operatives of South Gujarat representing different crushing capacities: large, medium, and small. A total sample of 300 employees was selected, comprising 100 administrative employees from each sugar co-operative, using simple random sampling through lottery method. The sample size was considered adequate to ensure representativeness and statistical reliability for descriptive and multivariate analysis.

Variables and operational definition

The dependent variable of the study was Perceived Quality of Work Life (QWL), operationally defined as the employees' perception regarding the availability of workplace

attributes that contribute to their professional and personal well-being. It was measured across eight dimensions: Adequate and Fair Compensation, Working Conditions, Use of Capacities at Work, Opportunities at Work, Social Integration at Work, Constitutionalism at Work, Occupied Space by Work in Life, Social Relevance and Importance of Work. Each attribute was measured using respondents' agreement levels on a five-point Likert scale.

Instrument development process

A structured interview schedule was developed based on an extensive review of literature on QWL and relevant standardized frameworks. The instrument consisted of 48 QWL attributes distributed across eight dimensions. The schedule was prepared in English and Gujarati to ensure respondent comprehension and content validity.

Data collection procedure

Primary data were collected directly from respondents through personal interviews using the pre-coded interview schedule. Secondary data were obtained from annual reports, published literature, journals, and electronic sources.

Data analysis method

Data were analyzed using weighted mean analysis, Wilcoxon Signed Rank Test, and Principal Component Analysis (PCA). The Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity were used to assess sampling adequacy and suitability for factor analysis.

Software used

The collected data were analyzed using IBM SPSS Statistics Version 25.0 and Microsoft Excel 2019 for data tabulation and statistical computations.

RESULTS AND DISCUSSION

Table 1: Perceived Availability of the QWL attributes in sugar co-operatives

(n=300)

Sr. No.	Attributes	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cumulative Score	Mean	Perceived Availability
Adequate and fair compensation									
01	My salary is commensurate with the responsibility and experience	86 (430)	97 (388)	57 (171)	20 (40)	40 (40)	1069	3.56	Agree
02	The salary offered is adequate to maintain their livelihoods	98 (490)	78 (312)	67 (201)	42 (84)	15 (15)	1102	3.67	Agree

Sr. No.	Attributes	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cumulative Score	Mean	Perceived Availability
03	The salary offered here compares well with other similar organizations	55 (275)	65 (260)	68 (204)	57 (114)	55 (55)	908	3.03	Neutral
04	I feel that I am given adequate and fair compensation for the work I do	57 (285)	38 (152)	49 (147)	93 (186)	63 (63)	833	2.78	Neutral
05	My earnings are fair when compared to others doing the same type of work here	113 (565)	46 (184)	65 (195)	17 (34)	59 (59)	1037	3.46	Agree
06	Salary is consistent with the statutory provisions	138 (690)	45 (180)	37 (111)	63 (126)	17 (17)	1124	3.75	Agree
Working conditions									
07	The work environment is neat and clean	113 (565)	41 (164)	31 (93)	110 (220)	05 (05)	1047	3.49	Agree
08	The work environment is comfortable and convenient	25 (125)	14 (64)	35 (105)	125 (250)	101 (101)	645	2.15	Disagree
09	The risk of hazards is low at work	105 (525)	46 (184)	96 (288)	10 (20)	43 (43)	1060	3.53	Agree
10	Essential amenities (like potable water, urinals, and first aid) are readily available at the workplace	144 (720)	43 (172)	20 (60)	78 (156)	15 (15)	1123	3.74	Agree
11	Required working aids and instruments are available at the workplace	125 (625)	30 (120)	95 (285)	11 (22)	39 (39)	1091	3.64	Agree
12	There is no requirement to stay at the workplace beyond office hours	13 (65)	37 (148)	53 (159)	110 (220)	87 (87)	679	2.26	Disagree
Use of capacities at work									
13	There is the least interference from the superior in my work	86 (430)	73 (292)	49 (147)	40 (80)	52 (52)	1001	3.37	Neutral
14	Both planning and implementation are part of my work	16 (80)	44 (176)	51 (153)	91 (182)	98 (98)	689	2.30	Disagree
15	My work is interesting and meaningful	33 (165)	20 (80)	94 (282)	108 (216)	45 (45)	788	2.63	Neutral
16	I have easy access to meaningful information related to my work	97 (485)	95 (380)	41 (123)	45 (90)	22 (22)	1100	3.66	Agree
17	Job responsibility is clearly defined and communicated to all	99 (495)	107 (428)	41 (123)	24 (48)	29 (29)	1123	3.74	Agree
18	My job profile matches with my skill sets	116 (580)	96 (384)	41 (123)	20 (40)	27 (27)	1154	3.85	Agree
Opportunities at work									
19	Training programs are regularly organized to sharpen job-related knowledge and skills	79 (395)	53 (212)	85 (255)	36 (72)	47 (47)	981	3.27	Neutral

Sr. No.	Attributes	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cumulative Score	Mean	Perceived Availability
20	I am made aware of the opportunities for upward movements	73 (365)	57 (228)	58 (174)	77 (154)	35 (35)	956	3.19	Neutral
21	Knowledge acquired through current activities here is useful in future higher roles also	105 (525)	89 (356)	40 (120)	42 (84)	24 (24)	1109	3.70	Agree
22	Advancement opportunities in my organization compare well with opportunities elsewhere	102 (510)	87 (348)	43 (129)	45 (90)	23 (23)	1100	3.66	Agree
23	Superiors regularly guide in career-related matters	84 (420)	45 (180)	47 (141)	97 (194)	27 (27)	962	3.20	Neutral
24	Organisations offer sufficient opportunities to develop my abilities	91 (455)	96 (384)	54 (162)	37 (74)	22 (22)	1097	3.66	Agree
Social integration at work									
25	Relations with colleagues are a rich source of socio-emotional support in my organization	107 (535)	47 (188)	35 (105)	22 (44)	89 (89)	961	3.20	Neutral
26	There is no leg-pulling and internal politics in my organization	51 (255)	29 (116)	46 (138)	70 (140)	104 (104)	753	2.51	Disagree
27	There is cooperation among all the departments to achieve the goals	33 (165)	76 (304)	37 (111)	110 (220)	44 (44)	844	2.81	Disagree
28	Informal gatherings, social get together and celebrations are regularly organized	26 (130)	45 (180)	31 (93)	101 (202)	97 (97)	702	2.34	Disagree
29	The top management and superiors are always supportive	47 (235)	95 (380)	49 (147)	69 (138)	40 (40)	940	3.13	Neutral
30	I feel like a family at my workplace	44 (220)	33 (132)	60 (180)	60 (120)	103 (103)	755	2.52	Disagree
Constitutionalism at work									
31	Meritorious employees can easily move to higher levels in my organization	95 (475)	69 (276)	56 (168)	31 (62)	49 (49)	1030	3.43	Agree
32	There is no fear of reprisals when one differs from the view of superiors	108 (540)	86 (344)	53 (159)	34 (68)	19 (19)	1130	3.77	Agree
33	Rules are equally applicable to all in my organization	101 (505)	82 (328)	52 (156)	43 (86)	22 (22)	1097	3.66	Agree
34	I can easily share my opinions in the workplace	55 (275)	76 (304)	108 (324)	24 (48)	37 (37)	988	3.29	Neutral

Sr. No.	Attributes	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Cumulative Score	Mean	Perceived Availability
35	The employment practices of my organization are not biased	106 (530)	89 (356)	51 (153)	25 (50)	29 (29)	1118	3.73	Agree
36	Grievances are sorted promptly without any prejudices through a well-structured Grievance Redressal Procedure	101 (505)	77 (308)	47 (141)	49 (98)	26 (26)	1078	3.59	Agree
Occupied space by work in life									
37	I can relax at home without unnecessarily worrying about work	55 (275)	24 (96)	37 (111)	76 (152)	108 (108)	742	2.47	Disagree
38	Leave can be availed easily as and when required	89 (445)	25 (100)	29 (87)	106 (212)	51 (51)	895	2.98	Neutral
39	It is easy to take time off during our work to take care of personal or family matters	29 (145)	47 (188)	77 (231)	101 (202)	49 (49)	815	2.72	Neutral
40	I get enough time to pursue my hobbies	52 (260)	51 (204)	38 (114)	60 (120)	99 (99)	797	2.66	Neutral
41	I rarely miss family events because of work	48 (240)	32 (128)	59 (177)	72 (144)	89 (89)	778	2.59	Disagree
42	I don't feel any occupational role stress	52 (260)	90 (360)	59 (177)	66 (132)	33 (33)	962	3.21	Neutral
Social relevance and importance of work									
43	I feel proud to be working for my present organization	109 (545)	79 (316)	50 (150)	32 (64)	30 (30)	1105	3.68	Agree
44	Top management is always concerned about the quality of service rendered to the stakeholders	80 (400)	84 (336)	42 (126)	59 (118)	35 (35)	1015	3.38	Neutral
45	Stakeholder's complaints are handled promptly and effectively	86 (430)	85 (340)	56 (168)	37 (74)	36 (36)	1048	3.49	Agree
46	My organization does not indulge in unethical practices	94 (470)	70 (280)	45 (135)	52 (104)	39 (39)	1028	3.42	Agree
47	My organization supports noble causes of education, sports, culture, religion, etc	90 (450)	98 (392)	58 (174)	38 (76)	16 (16)	1108	3.69	Agree
48	The public image of my organization is excellent	108 (540)	74 (296)	55 (165)	35 (70)	28 (28)	1099	3.66	Agree

Table 2: Overall Level of Perceived Availability of the QWL attributes in sugar co-operatives

(n=300)

Sr. No.	Attributes	Mean	Cumulative Mean	Interpretation	Rank
Adequate and fair compensation					
01	My salary is commensurate with the responsibility and experience	3.56	3.375	Agree (Good)	4
02	The salary offered is adequate to maintain their livelihoods	3.67			
03	The salary offered here compares well with other similar organizations	3.03			
04	I feel that I am given adequate and fair compensation for the work I do	2.78			
05	My earnings are fair when compared to others doing the same type of work here	3.46			
06	Salary is consistent with the statutory provisions	3.75			
Working conditions					
07	The work environment is neat and clean	3.49	3.135	Neutral (Average)	6
08	The work environment is comfortable and convenient	2.15			
09	The risk of hazards is low at work	3.53			
10	Essential amenities (like potable water, urinals, and first aid) are readily available at the workplace	3.74			
11	Required working aids and instruments are available at the workplace	3.64			
12	There is no requirement to stay at the workplace beyond office hours	2.26			
Use of capacities at work					
13	There is the least interference from the superior in my work	3.37	3.258	Neutral (Average)	5
14	Both planning and implementation are part of my work	2.30			
15	My work is interesting and meaningful	2.63			
16	I have easy access to meaningful information related to my work	3.66			
17	Job responsibility is clearly defined and communicated to all	3.74			
18	My job profile matches with my skill sets	3.85			
Opportunities at work					
19	Training programs are regularly organized to sharpen job-related knowledge and skills	3.27	3.446	Agree (Good)	3
20	I am made aware of the opportunities for upward movements	3.19			
21	Knowledge acquired through current activities here is useful in future higher roles also	3.70			
22	Advancement opportunities in my organization compare well with opportunities elsewhere	3.66			
23	Superiors regularly guide in career-related matters	3.20			
24	Organisations offer sufficient opportunities to develop my abilities	3.66			

Sr. No.	Attributes	Mean	Cumulative Mean	Interpretation	Rank
Social integration at work					
25	Relations with colleagues are a rich source of socio-emotional support in my organization	3.20	2.752	Neutral (Average)	8
26	There is no leg-pulling and internal politics in my organization	2.51			
27	There is cooperation among all the departments to achieve the goals	2.81			
28	Informal gatherings, social get together and celebrations are regularly organized	2.34			
29	The top management and superiors are always supportive	3.13			
30	I feel like a family at my workplace	2.52			
Constitutionalism at work					
31	Meritorious employees can easily move to higher levels in my organization	3.43	3.578	Agree (Good)	1
32	There is no fear of reprisals when one differs from the view of superiors	3.77			
33	Rules are equally applicable to all in my organization	3.66			
34	I can easily share my opinions in the workplace	3.29			
35	The employment practices of my organization are not biased	3.73			
36	Grievances are sorted promptly without any prejudices through a well-structured Grievance Redressal Procedure	3.59			
Occupied space by work in life					
37	I can relax at home without unnecessarily worrying about work	2.47	2.772	Neutral (Average)	7
38	Leave can be availed easily as and when required	2.98			
39	It is easy to take time off during our work to take care of personal or family matters	2.72			
40	I get enough time to pursue my hobbies	2.66			
41	I rarely miss family events because of work	2.59			
42	I don't feel any occupational role stress	3.21			
Social relevance and importance of work					
43	I feel proud to be working for my present organization	3.68	3.553	Agree (Good)	2
44	Top management is always concerned about the quality of service rendered to the stakeholders	3.38			
45	Stakeholder's complaints are handled promptly and effectively	3.49			
46	My organization does not indulge in unethical practices	3.42			
47	My organization supports noble causes of education, sports, culture, religion, etc	3.69			
48	The public image of my organization is excellent	3.66			
Overall QWL			3.23	Neutral (Average)	

Table 3: Range and its meaning for perceived availability of QWL attributes in sugar co-operatives (n=300)

Sr. No.	Range	Perception Level	Interpretation
1	01-1.80	Strongly Disagree	Unsatisfactory
2	1.81-2.60	Disagree	Poor
3	2.61-3.40	Neutral	Average
4	3.41-4.20	Agree	Good
5	4.21-5.00	Strongly Agree	Excellent

Table 4: Gap between Importance and Perceived Availability of the QWL attributes in sugar co-operatives:

(n=300)

Sr. No.	QWL Attributes	Importance Rank	Perceived Availability Rank	QWL Gap	Wilcoxon Signed Ranks test
01	Adequate and Fair Compensation	01	04	-03	6
02	Working conditions	08	06	02	2.5
03	Use of capacities at work	07	05	02	2.5
04	Opportunities at work	06	03	03	6
05	Social integration at work	05	08	-03	6
06	Constitutionalism at work	03	01	02	2.5
07	Occupied space by work in life	02	07	-05	8
08	Social relevance and importance of work	04	02	02	2.5
Mean Score		18			
SD		7.14			

The findings of the present study revealed that the overall perceived Quality of Work Life (QWL) among employees of sugar co-operatives was **neutral (mean = 3.23)**, indicating moderate satisfaction with workplace conditions. Among the eight dimensions, **Constitutionalism at Work (mean = 3.578)** and **Social Relevance and Importance of Work (mean = 3.553)** received comparatively higher ratings, suggesting that employees positively perceived fairness in organizational rules, grievance handling mechanisms, and the social image of their organizations. This may be attributed to the cooperative structure, which generally promotes democratic functioning and employee participation.

However, lower mean scores for **Social Integration at Work (2.752)** and **Occupied Space by Work in Life (2.772)** indicate concerns related to interpersonal relationships, work-life balance, and workplace support systems. The highest negative gap observed in work-life balance (**rank gap = -5**) suggests that employees place high importance on this aspect but perceive its availability as inadequate.

These findings are consistent with the studies of Lee et al. (2023), who reported that limited workplace flexibility significantly reduces employees' QWL, and Shoaib et al.

(2017), who identified work-life balance as a key determinant of organizational commitment. Similarly, the positive perception regarding fairness and ethical practices supports the findings of Anderson et al. (2024), which highlighted organizational justice as a major contributor to employee satisfaction.

The disagreement with some earlier studies reporting high social integration in cooperative organizations may be due to changing workplace dynamics, increased work pressure, and reduced opportunities for informal interaction within sugar co-operatives. The results indicate that while structural fairness is maintained, greater managerial focus is required on employee engagement, social bonding, and flexible work arrangements to improve overall QWL.

Table 5: Result of KMO and Barlett's test (n=300)

KMO and Barlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.955
Barlett's Test of Sphericity	Approx. Chi-Square	15997.922
	Df	1128
	Sig.	0.000

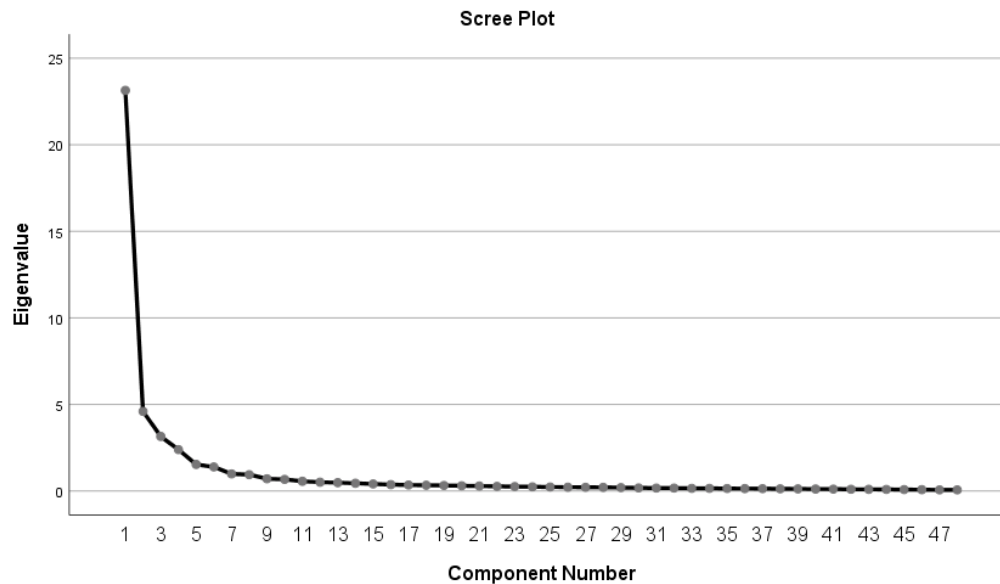


Fig. 1: Screen plot for eigen values (Principal component analysis)

Figure 1 shows the scree plot obtained from Principal Component Analysis (PCA), which helps determine the number of significant factors to retain. The plot indicates a sharp decline in eigenvalues from the first to the sixth component, after which the curve becomes relatively flat.

The distinct elbow point observed after the sixth component confirms that **six factors** are appropriate for retention, as the remaining components contribute only

marginally to explaining variance. These six components together explain **75.426 per cent** of the total variation in employees' perceptions of Quality of Work Life.

This indicates that employees' QWL perceptions in sugar co-operatives are mainly explained by six underlying dimensions, validating the factor structure extracted through PCA and confirming the adequacy of the six-factor solution for the study.

Table 6: Principal component analysis: rotated component matrix

(n=300)

Comp- onent	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Component Name
I	There is cooperation among all the departments to achieve the goals	0.616	08.497	17.702	Workplace Culture and Support
	Informal gatherings, social get together and celebrations are regularly organized	0.717			
	The top management and superiors are always supportive	0.740			
	I feel like a family at my workplace	0.801			
	Meritorious employees can easily move to higher levels in my organization	0.726			
	There is no fear of reprisals when one differs from the view of superiors	0.761			
	Rules are equally applicable to all in my organization	0.766			
	I can easily share my opinions in the workplace	0.798			
	The employment practices of my organization are not biased	0.759			
	Grievances are sorted promptly without any prejudices through a well-structured Grievance Redressal Procedure	0.694			
	I can relax at home without unnecessarily worrying about work	0.601			

Comp- onent	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Component Name
II	My salary is commensurate with the responsibility and experience	0.823	07.351	15.314	Compensation and Fairness
	The salary offered is adequate to maintain their livelihoods	0.837			
	The salary offered here compares well with other similar organizations	0.772			
	I feel that I am given adequate and fair compensation for the work I do	0.844			
	My earnings are fair when compared to others doing the same type of work here	0.783			
	Salary is consistent with the statutory provisions	0.762			
	The work environment is neat and clean	0.713			
	The work environment is comfortable and convenient	0.703			
	The risk of hazards is low at work	0.693			
	I am made aware of the opportunities for upward movements	0.513			
III	Essential amenities (like potable water, urinals, and first aid) are readily available at the workplace	0.583	07.173	14.944	Workplace Resource and Job Engagement
	Required working aids and instruments are available at the workplace	0.658			
	There is no requirement to stay at the workplace beyond office hours	0.636			
	There is the least interference from the superior in my work	0.600			
	Both planning and implementation are part of my work	0.794			
	My work is interesting and meaningful	0.781			
	I have easy access to meaningful information related to my work	0.755			
	Job responsibility is clearly defined and communicated to all	0.735			
	My job profile matches with my skill sets	0.633			
	Training programs are regularly organized to sharpen job-related knowledge and skills	0.552			
IV	Top management is always concerned about the quality of service rendered to the stakeholders	0.786	04.636	09.658	Organizational Ethics and Reputation
	Stakeholder's complaints are handled promptly and effectively	0.808			
	My organization does not indulge in unethical practices	0.846			
	My organization supports noble causes of education, sports, culture, religion, etc.	0.828			
	The public image of my organization is excellent	0.777			
	I feel proud to be working for my present organization	0.566			
V	Knowledge acquired through current activities here is useful in future higher roles also	0.672	04.490	09.353	Career Development and Workplace Relationship
	Advancement opportunities in my organization compare well with opportunities elsewhere	0.697			
	Superiors regularly guide in career-related matters	0.680			
	Organisations offer sufficient opportunities to develop my abilities	0.634			
	Relations with colleagues are a rich source of socio-emotional support in my organization	0.566			
	There is no leg-pulling and internal politics in my organization	0.561			
VI	Leave can be availed easily as and when required	0.608	04.058	08.454	Work Life Balance and Personal Wellbeing
	It is easy to take time off during our work to take care of personal or family matters	0.669			
	I get enough time to pursue my hobbies	0.719			
	I rarely miss family events because of work	0.734			
	I don't feel any occupational role stress	0.720			
	Cumulative % of variation	-	-	75.426	-

CONCLUSION

The study examined employees' perceptions regarding Quality of Work Life (QWL) attributes in selected sugar co-operatives of South Gujarat to identify workplace strengths and areas requiring improvement. The findings revealed that the overall perceived QWL was moderate, indicating that while employees acknowledged the presence of several positive workplace attributes, important gaps still exist in certain dimensions. Higher perception scores for constitutionalism at work and social relevance of work suggest that employees positively viewed organizational fairness, ethical practices, and institutional reputation. In contrast, lower perceptions regarding social integration and work-life balance indicate concerns related to interpersonal workplace relationships, flexibility, and personal well-being.

The statistical evidence, including the significant gap between importance and perceived availability of selected QWL attributes and the extraction of six major factors explaining substantial variance in employee perceptions, confirms that QWL in sugar co-operatives is shaped by multiple interrelated organizational dimensions. These findings directly address the study objectives by identifying the existing QWL attributes, assessing employees' perceptions, and highlighting priority areas for intervention.

The study contributes scientifically by extending empirical evidence on QWL within cooperative institutions, a relatively underexplored context in organizational research. Practically, the results suggest that sugar co-operatives need to strengthen employee-centered policies, particularly in the areas of work-life balance, social interaction, and participatory management. Improving these dimensions can enhance employee satisfaction, organizational commitment, and overall institutional effectiveness, thereby supporting the long-term sustainability of sugar co-operatives.

RECOMMENDATIONS

Based on the findings, it is recommended that it is highly imperative for the sugar co-operatives to focus on:

- (1) **Strengthen work-life balance practices** by introducing flexible leave policies, rotational work scheduling, and periodic employee wellness programs to reduce occupational stress and improve personal well-being.
- (2) **Enhance social integration at the workplace** through regular team-building activities, inter-departmental meetings, and informal employee engagement programs to promote collaboration and improve workplace relationships.

- (3) **Promote participatory management practices** by involving employees in planning, decision-making, and grievance redressal processes through structured feedback mechanisms and regular consultation meetings.

These measures can improve employees' Quality of Work Life, leading to higher job satisfaction, stronger organizational commitment, and improved operational efficiency in sugar co-operatives.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest related to this research.

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