

A CONCEPT OF QUALITY OF WORK LIFE IN THE TEXTILE MANUFACTURING INDUSTRY

Anis Hafizah Nuzulizzwan^{1*}, Nur Rifhan A. Rahim², Mohamad Faizal Ramli³

¹Fakulti Pengurusan dan Perniagaan, Universiti Teknologi MARA, Cawangan Johor, Kampus Pasir Gudang, 81750, Masai, Johor

^{2,3}Fakulti Pengurusan dan Perniagaan, Universiti Teknologi MARA, Cawangan Johor, Kampus Segamat, 85000 Segamat, Johor, Malaysia

*Corresponding Author

Email: anishafizah1793@gmail.com¹, rifhan@uitm.edu.my², faizalramli@uitm.edu.my³

Received: 15 November 2024

Accepted: 2 January 2025

ABSTRACT

The manufacturing sector is one of the important sectors of Malaysia's economy. In 2024, this sector is projected to grow by 4.2%, a notable increase from the estimated 1.4% in 2023. This growth rate is higher than other sectors, marking a substantial difference of 2.8% between the years 2023 and 2024. Although it is forecast to expand in 2024 nonetheless, the textile industry within this sector has experienced limited growth, attributed to its perception as labour-intensive. In formulating New Industrial Master Plan (NIMP) 2030, the government recognized 12 key challenges and one of them is the stagnation of labour productivity. This problem arises when the pace of improvement in worker productivity gradually slows down or stops. The Quality of Work Life (QWL) is one of the key factors that impact the workers' productivity. It is applied to ensure the workers can enjoy a good work environment and other practices to boost their job performance and reduce turnover. QWL encompasses various dimensions, including work environment, compensation and reward, job security, and development and opportunities. This paper aims to assess the concept of QWL within the textile manufacturing industry. The review highlights the necessity for textile manufacturers to implement effective QWL strategies to foster a motivated workforce and maintain competitiveness. By prioritizing QWL initiatives, organizations can create a supportive workplace to attract talent and retain skilled employees. This paper contributes to the understanding of QWL as a strategic Human Resource Management (HRM) practice and recommendations for future research and practical applications in this sector.

Keywords: Textile manufacturing industry, Quality of Work Life (QWL)

1.0 INTRODUCTION

The manufacturing sector is one of the important sectors of Malaysia's economy. It has contributed to the country's gross domestic product (GDP), exports, and employment rates. In the third quarter of 2024, Malaysia's GDP of the manufacturing sector has shown a better growth which increased by 5.6% as compared to previous quarter of the same year that recorded 4.7% (Department of Statistics Malaysia, 2024). According to the Ministry of Investment, Trade, and Industry (2023), the manufacturing sector has contributed 24% to Malaysia's GDP and 84% to total exports, as well as employment opportunities for approximately 2.7 million citizens. This sector plays a significant role in boosting Malaysia's

Gross Domestic Product (GDP). Recent data from the Statista Research Department (2023) reveals a consistent rise in the sector's contribution to Malaysia's GDP over the past few decades. Specifically, in 2022, the manufacturing sector made a substantial contribution of RM 364.52 billion, marking a notable increase from around 337.22 billion Malaysian ringgit in 2021. As reported by The Star Online (2023), the boosted growth rate can be attributed to better performance in industries focusing on both exports and domestic markets. It consists of various industries, including electronics, automotive, textile, and food processing.

On September 1, 2023, the New Industrial Master Plan (NIMP) 2030 was launched to mark a significant milestone in the nation's journey towards the MADANI economy (Shahril, 2023). It is a commitment to the growth of the nation's manufacturing sector with ambitious microeconomic targets that include boosting the Gross Domestic Product (GDP) of this sector (Shahril, 2023). To position Malaysia as a global leader in industrial development, expanding domestic connections to generate prosperity throughout the nation from manufacturing activities, and reinforcing its standing in the global value chain, the NIMP 2030 was formulated (Ministry of Investment, Trade, and Industry, 2023). This new master plan prioritizes the growth of the nation's economy and aims to ensure resilience in the face of emerging challenges and five megatrends. It goes beyond government initiatives, fostering collaboration with the private sector to jointly work towards the shared objective of elevating Malaysia to a high-income economy with increased economic complexity. In formulating the NIMP 2030, the Malaysian Government recognized 12 key challenges faced by the country and one of them is the stagnation of labour productivity (Ministry of Investment, Trade, and Industry, 2023). According to the Department of Statistics Malaysia (2024), labour productivity, in essence, quantifies the amount of output generated per hour worked or per individual employed. It is often misunderstood as an indicator of how 'hardworking' workers are; however, it more accurately reflects the effectiveness of skills, machinery, and processes in place. Policymakers closely monitor labour productivity, as it serves as a crucial determinant of sustainable economic growth (Department of Statistics Malaysia, 2024). Stagnation of labour productivity occurs when the rate at which labour productivity increases slow down or stops entirely over a period of time. When labour productivity stagnates, it means that despite continued work and potentially even investments in technology or skills, the output generated does not significantly improve.

According to Farhana et al. (2022), Malaysia's textile manufacturing industry face major challenge of the availability of workers due to low population density and a labour deficit. In this industry, the employees are paid below minimum wages, have excessive working hours, and need to work in unsafe working conditions (United Nations Environment Programme, 2020). Therefore, this issue is expected to be solved by migrating skilled workers from other emerging countries. However, this approach raises additional concerns, including issues related to wages and payment, gender, forced labour, trade unions, and employment legal status. Workers in this industry are also being exposed to endotoxins and cotton dust, which threaten their health (Christiani, 2021). The speech of the Chairperson of the Malaysian Textile Manufacturers Association (MTMA), Datuk Seri Tan Thian Poh, further strengthened the allegation of this subsector limiting growth, and he indicated his concern about this issue arising in this industry (Malaysian Investment Development Authority, 2023). The MTMA's chairperson also stated that rather than solely focusing on competition the textile industry should focus on being lucrative through enhancing industry productivity. He also emphasizes that it is necessary to improve the productivity of this industry to ensure its success. Achieving this goal is closely tied to creating a workplace that promotes innovation, efficiency, and high job performance. Currently, there are approximately 1,473 textile factories in all over states of Malaysia, as reported by the Department of Statistics Malaysia (DOSM). The intense competition among local manufacturers striving to produce high-quality textiles and products. The competition of this subsector shows significant impacts of the textile manufacturing industry on Malaysia's GDP, imports, and exports (Farhana et al., 2022). To add, Malaysian textile manufacturers also contribute to supplying a diverse range of high-quality products to

well-known global brands such as Nike, Ralph Lauren, Reebok, Adidas, Gucci, Gap, Puma, Calvin Klein, Walt Disney, Ashworth, Under Armour, and Uniqlo. This reflects the industry's outstanding performance and increasing assurance in the global marketplace (Farhana et al., 2022).

The Quality of Work Life (QWL) within a company is the key factor that impacts the productivity and job performance of the employees and will then improve the growth of the organization (Asharini et al., 2018). Numerous dimensions of QWL have been examined by previous researchers, including those focused on the textile manufacturing sector; however, the findings remain inconclusive. As a result, a more thorough and comprehensive set of dimensions for assessing QWL in this sector has to be developed.

2.0 LITERATURE REVIEW

According to Michael (2022) QWL is an inclusive strategy that aims to improve the work environment while addressing the personal needs of the employees. Past studies examining QWL primarily centered on the work environment, but it is currently shifting to prioritize understanding and fulfilling the needs of the employees. In a nutshell QWL acknowledges and encourages employees' overall needs and goals throughout their employment journey. Saraji and Dargahi (2006), mentioned that QWL is an approach that involves employers making contributions to enrich the lives of their employees. The finding of each past studies differed; for instance, Saraji and Dargahi (2006) found that the dimension of work environment which consists of occupational health and safety, and supportive managers or supervisors together with monetary compensation are the most important factors to increase QWL that contributes to employees' satisfaction, trust and unity and cooperation among workers. Aruldos et al. (2020) stated that QWL consists of multi-faceted dimensions that include elements like job security, training and career advancement, reward and benefit and conducive working environment. By Enhancing QWL it will increase employees' productivity and improve job performance (Asharini et al., 2018). Past studies have shown that various dimensions of QWL have a direct influence on overall job performance (Michael et al., 2022; Suci et al., 2022). The researchers that explored QWL have used a different range of dimensions and factors according to the topics and industries they conducted the study (Ramachari et al., 2013).

2.1 Quality of Work Life in the Textile Industry

The textile industry should mainly focus on improving the quality of work life because it was found that by providing good QWL it will enhance the employees' commitment and engagement towards the work. QWL should become a key Human Resource (HR) strategy, including guidelines and rules for enforcement (Venkateswaran et al., 2023). According to Nanjundeswaraswamy and Beloor (2022), this industry is hard to recruit and retain young workers as this industry seems less attractive to them compared to other industry. Therefore, the researcher stated, it should design better management strategies for better performance to increase attractiveness of this industry and decrease the intention of the workers to quit their job. Nanjundeswaraswamy and Beloor (2022), suggest practical implications for the employers to identify suitable components of QWL to enhance employees' performance as well as hiring plans among skilled and talented employees.

Prior studies examined QWL in certain aspects across a range of sectors, including education, services, tourism, and manufacturing. There are also several studies that have explored the dimensions of QWL, specifically within the textile manufacturing industry. The concept of QWL has evolved from focusing solely on the workplace environment to addressing various worker needs and satisfaction factors. Different studies examine the influence of QWL differently based on the needs of the research that was conducted. Some researchers that conduct their studies in the textile manufacturing to identify the influence of QWL on the turnover intention (Karunanayake & Weligamage, 2016; Indhumathi et al., 2019). However,

most of the researchers conducted their studies in this industry to examine the level of QWL among the workers in order to ensure workers' productivity, satisfaction and job performance (Enamul et al., 2015; Jain et al., 2023; Koruca et al., 2011; Nanjundeswaraswamy & Swamy, 2013; Rathamani & Ramchandra, 2013; Sundarapandian & Kanagaabuselvam, 2013; Venkateswaran et al., 2023).

2.2 Dimensions of Quality of Work Life in the Textile Industry

The quality of work life is one of the key factors that impact the productivity of the workers that is applied to ensure the workers can enjoy good work environment and other practices to boost their job performance and reduce turnover. It can be categorized into a few dimensions, including work environment, compensation and reward, job security, and development and opportunities. For the work environment dimension, it consists of ergonomics and safety measure, physical and psychological work environment, and safe and healthy working conditions (Tarafer, 2019; Rithinyo et al., 2022). Meanwhile, for compensation and reward it consists of financial measure such as wages, salaries, and rewards which maintain productivity and maintain satisfactory performance (Nanjundeswaraswamy & Beloor, 2022). Job security is one of the dimensions that employees desire for their job stability and for them to not being impacted by unpredictable policies which will make them insecure (Swamy & Rashmi, 2015). For the development and opportunities, it consists of sufficient training that provided to the workers for their self-growth opportunities and to develop human capacities (Nanjundeswaraswamy & Beloor, 2022).

2.2.1 Work Environment

The environment in this industry is a crucial factor to ensure the workers are comfortable working in a long period. Workers in this subsector are exposed to a variety of risks and hazards while performing their assigned tasks, which can result in both short-term and long-term injuries. A few researchers such as Tarafer (2019) and Rithinyo et al. (2022) have raised concern of work environment and ergonomics in this industry. Rithinyo et al. (2022) mentioned that repetitive process in a fixed posture can cause musculoskeletal disorders that usually impacts body parts especially in the elbow, shoulders, wrists, hands and back. Previous studies often use the dimensions that relate to the environment such the physical and psychological work environment and the safe and healthy working conditions as one of the QWL dimensions. Venkateswaran et al. (2023) conducted a study to investigate QWL, job satisfaction and employee performance in textile industries during Covid-19. The result of this study found that, compared to male, female workers were highly viewed the environment and safety measures of QWL as it scores the highest mean among other dimensions. The researcher also emphasized that safe working conditions and good relationship with colleagues and supervisors will improve the QWL of the employees.

Karunanayake and Weligamage (2016) investigated the impact of QWL on the intention of sewing machine operators to quit the Sri Lankan garment sector. The findings of this study revealed that the strong negative relationship for this study was for safe and healthy working conditions. This dimension showed the strongest contribution to explaining turnover intention among operators in the apparel industry. The researcher also emphasized the importance of safe and healthy working conditions that encourage the workers to perform well and positively contribute to the organizational goal. This was supported by a study conducted by Sundarapandian and Kanagaabuselvam (2013), which emphasized the importance of this dimension as the factor of a good work environment. In this study, the researcher measures working conditions through level of dust, adequate ventilation, lighting facilities, working positions, heavy lifting, and level of noise. Nanjundeswaraswamy and Beloor (2022) conducted a study of the QWL of employees that work in the garment industry by using measurement of facility factors by combining transportation facilities, safety measures and safe and healthy facilities with the same factors. The researcher however measured the work

environment factor through a good work environment, rules and regulations, and a motivating work environment.

Jain (2016) stated psychological work environment is one of the dimensions of QWL. In this study, the researcher aimed to investigate the problems of inefficient functioning of the textile industries in Rajasthan which stem from poor QWL. The result of this study showed that psychological environment, for instance, the bonding with the team is one of the crucial factors that needed to enhance QWL in the textile industry. The researcher also concludes the importance of improving interpersonal relations and take proper care of the workers' welfare, safety, and benefit measures to provide the workers with a good and conducive work environment that will improve their performance and productivity. This was supported by the study that conducted by Enamul et al. (2015) in which the researcher also emphasized developing an environment of informal relationships and open communication as one the factors to be considered by the employers to improve QWL in this industry. In a study conducted by Koruca et al. (2011), the researcher focused on the work environment as the dimensions of QWL that classifies to physical and psychological, environment and psychology, education, ergonomics, occupational health, organization, motivation and performance, and work safety. The researcher analyses education through the knowledge and capability of the work environment and work education on site. Education, followed by ergonomics and work safety scored the highest level of satisfaction which result in minimal risk for all operators and in a good level in the factory.

2.2.2 Compensation and Reward

According to Diyana (2024), the issue that arises in most of industries in Malaysia is low minimum wages that is paid to them. The minimum wages of this country is still in planning and has been proposed of raising from RM 1,500 to RM 1,700; however, some economists have strongly suggested that it should be increased at least 33% to RM 2,000 per month because the current wages is below the cost of living in this country (Diyana, 2024). The assistant manager of Institute for Democracy and Economic Affairs (IDEAS), Doris Liew, mentioned that raising wages in the sectors like food and beverage (F&B), as well as textile, wearing apparel, and leather industry where the workers earn less on average will be harder (Diyana, 2024). However, she highlights that these industries should enhance efficiency through technology rather than relying on low-wage workers to save costs (Diyana, 2024).

QWL also can be measured through compensation and rewards given to the workers such as wages, salaries, and rewards. In the study conducted by Nanjundeswaraswamy and Beloor (2022), the researcher categorizes compensation and rewards by measuring wage policies, fine policies, rewards, and salaries that are paid. This dimension played an important role in ensuring satisfaction among employees. This was supported by the result of the study conducted by Venkateswaran et al. (2023), in which the researcher concluded that, the workers tend to be more productive and maintain good performance when they are satisfied with the salary, wages, bonuses and rewards given. The researcher also suggests that in order to increase employee productivity and loyalty, the company should offer them a wage and salary that is comparable with their education and job experience. In a study conducted by Jain (2016), one of the measurements of QWL was related to rules and regulations of compensation in the industry. It was found that the respondents agree that the rules and regulations related to compensation in this industry are adequate and fair. However, the workers of this subsector expected more changes in the salary and monetary benefits offered to them in order to be more satisfied with the existence of QWL in this industry (Jain, 2016). Apart from that, respondents evaluated this dimension as one of the key factors required to improve QWL. The researcher also suggested that textile industries could make better pay changes, increase increments, and adopt fair compensation policies to promote worker performance and productivity. Previous studies have also found the importance of compensation and rewards in reducing turnover intention among the workers that work in the

textile industry (Karunanayake & Weligamage, 2016). The result from this study showed adequate and fair compensation was one the best predictors for determining turnover intention. According to the researcher, the companies should compensate their employees according to their efficiency and establish a fair income distribution among them. Enamul et al. (2015) in the study conducted, found that workers of the garment industry were more likely to disagree with the compensation package that offered. From his study, this dimension scored highest percentage of suggestions recommended by the respondents to provide a better compensation package. Sundarapandian and Kanagaabuselvam (2013) also emphasizes, the workers in this industry expected to increase in pay as fair and equitable wages have become one of the concerns among the workers.

2.2.3 Job Security

Job security is one of the dimensions of QWL where the employees desire job stability and prefer not to be impacted by employers' unpredictable policies that leave them insecure (Swamy & Rashmi, 2015). In the study conducted by Venkateswaran et al. (2023), it was found that all dimensions of QWL including job security are directly influence employees' job satisfaction and performance. In the scenario that happened in the textile industry that is located in Madurai, where the workers' rights were denied and they will be dismissed if they start a trade union or join any existing trade union and their name will be blacklisted so they are unable to obtain work in the region (Sundarapandian & Kanagaabuselvam, 2013). This situation that happened because of the employers' unpredictable policies that will increase job insecurity among workers. The researcher stated a few factors that become insecurity that faced by the workers in the textile industry such as transfer to other duties, threat of dismissal, threat of unemployment, unexpected changes in the work, and intolerable increase of workload. Among these factors, threat of unemployment is the lowest insecurity that faced by the workers. From the result of this study, it can be concluded that one of the expectations of the workers is to assure job security in this industry.

Nanjundeswaraswamy and Beloor (2022), emphasized job security can be measured by fringe benefits, security in the workplace, and social security benefits. The outcomes of the study indicated a high correlation between employees' QWL status and job stability. Hence, job security is the highest predictor of QWL compared to other dimensions that used in this study. However, in the study conducted by Rathamani and Ramchandra (2013), job security was measured by comprehensive work, challenging work, opportunities to improve job, and use of newly acquired knowledge. In this study, job security was then scored the lowest factor to influence employees' QWL as it scored mean value of 2.26 compared to the highest factor which is motivational insights at mean value of 3.00. Job insecurity can affect the business due to the instability in jobs will give major source of stress to workers (Sana & Mohammad, 2022). The study was conducted to examine the cause of job insecurities among employees of textile industry. In this study the researcher stated that when the workers are worried about losing job, they tend to suffer health problems both mentally and physically. It will also increase the intention to quit their job and more care less about the organization (Sana & Mohammad, 2022).

2.2.4 Development and Opportunities

Development and opportunities consist of sufficient training programmes provided to the workers, opportunities for self-growth, opportunities to participate in making decision, and opportunities to develop human capacities. Training and development are one of the crucial dimensions of QWL as it will directly influence employees' job satisfaction and performance (Venkateswaran et al., 2023). Nanjundeswaraswamy and Beloor (2022) measure this dimension through sufficient training programs provided, opportunities for employee's self-growth, and Training programs that are challenging to execute. Karunanayake and Weligamage (2016) emphasize that development of human capabilities is among other factor

that the organization should consider as for young workers who have various skills to polish at the workplace. The researcher also stated that the organization should encourage the younger generation to make decisions and provide training and development for a clear career path. Development of human capabilities among other dimensions that are the best predictors for determining turnover intention among the workers of this industry.

Enamul et al. (2015) stated that workers in the textile industry expected an increase in development opportunities as a desirable factor that employers should consider. In the study conducted by Rathamani and Ramchandra (2013), the researcher examines opportunities to develop human capacities through accurate information, appreciate workers' ideas, technical planning, and information of other departments. Personal growth and career opportunities has been ranked as the third factors that influences the QWL, with the mean score of 2.34 (Rathamani & Ramchandra, 2013). Development and opportunities are closely related to the previous dimension, which is job security. The growth and development of human capacities focused on job design and optimal utilisation of employment skills and abilities to ensure opportunities for job stability (Sundarapandian & Kanagaambuselam, 2013). This is support by Karunanayake and Weligamage (2016), where the research stated that by providing necessary training and development it will then ensure workers' job security.

The findings from previous studies highlight various key dimensions of QWL that depend on the context of each study. The results of studies conducted by Venkateswaran et al. (2023) and Jain (2016) reveal that employees QWL will improve when they receive good compensation and rewards together with a conducive work environment. This is supported by Enamul et al. (2015), that found the most significant element in QWL is compensation packages and followed by safe and healthy working conditions. However, Nanjundeswaraswamy and Beloor (2022) identified job security and the work environment as the highest-ranked components of QWL. Similarly, Rathamani and Ramchandra (2013) stated that safe and healthy working conditions were the most favourable factors selected by respondents, the result also suggest that development opportunities, job security, and compensation and rewards are dimensions of QWL that expected by the employees. Sundarapandian and Kanagaambuselam (2013) emphasized job security as the most important dimension expected by workers to improve QWL. While Karunanayake and Weligamage (2016) highlighted the significance of safe and healthy working conditions in reducing turnover intentions among workers, Indhumathi et al. (2019) prioritized compensation and rewards, opportunities to growth, job security, and a positive psychological environment as significant variables in reducing turnover rates. Despite of all the dimensions that focus by previous researchers, Koruca et al. (2011) only focus on the work environment and in the study, it was found that the level QWL in the textile company was not at an optimal level.

The quality of work life can be categorized into four categories which are work environment, compensation and rewards, job security, and development and opportunities. They are the most used dimensions in previous studies that examine QWL in the textile industry. Hence, figure 1 shows the proposed conceptual framework for this study.

A proposed conceptual model of the quality of work life in the textile manufacturing industry are shown in Figure 1.

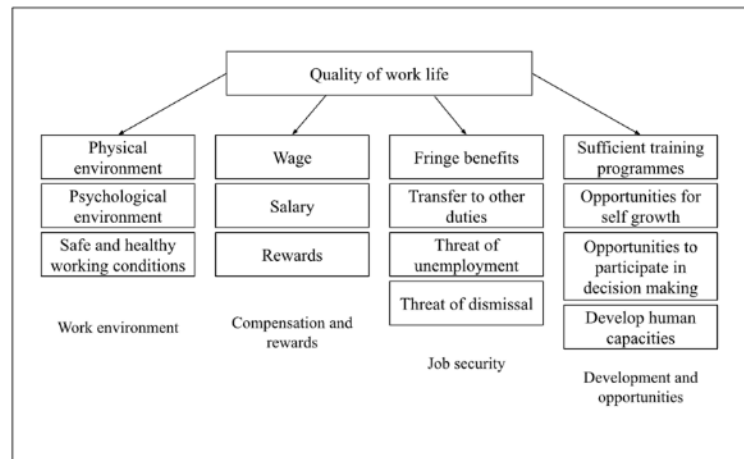


Fig. 1 A conceptual model of quality of work life in the textile manufacturing industry

3.0 CONCLUSION

Previous study that was conducted in the textile manufacturing industry have found the importance of the dimensions of QWL in this industry. The most crucial dimension of QWL is the work environment provided to the workers to ensure their well-being is supported. Most researchers stated their concern of the environment in this industry that threatened workers while completing their job. Apart from that, the next important factor of QWL is the fair and adequate compensation and reward given to the workers. This component is significant in retaining people because previous research has shown that compensation raises are one of the variables that employees expect in order to keep loyal to one organisation. Previous researchers emphasized that development and opportunities and job security are closely related. To ensure that employees feel secure in their jobs, the organisation should give sufficient training and development to allow them to grow and use their optimal skills and abilities. The organization should ensure the workers feel less insecure; therefore, they can perform well without being insecure and stressed.

In conclusion various studies have explored the importance of QWL to ensure employees productivity and their job performance. By improving employee's productivity and performance, it will also increase organization output and will give a positive impact towards the textile manufacturing industry. Research indicates that organizations that prioritize QWL initiatives witness enhanced employee satisfaction, which translates into higher commitment levels and reduced turnover rates. For instance, studies have shown that a supportive work environment, compensation and rewards, job security, and development and opportunities significantly contribute to QWL. Companies that prioritise QWL can build a more engaged and productive staff, resulting in greater success in an increasingly competitive market. Hence, it will achieve the goals of ensuring improvement of this subsector of the manufacturing sector.

4.0 SUGGESTION FOR FUTURE RESEARCH

Future research should broaden this study by viewing other dimensions of QWL that may be a crucial factor in determining the needs of the workers. Some of the dimensions that were mentioned by the previous researchers which received less attention are work schedule, grievance handling, constitutionalism, work, and total life space and working hours. Future research should expand this study to other subsectors of the manufacturing industry in order to acquire a better understanding of QWL. Furthermore, combining measures applied by other researchers may provide a broader view of factors that influence worker satisfaction. By examine a broader range of subsectors and QWL aspects might help identify specific needs and areas for improvement, ultimately enabling increased job satisfaction and well-being among industrial workers.

CO-AUTHOR CONTRIBUTION

Nuzulizzwan, A. H., made an important contribution to the general writing and development of this journal publication. Rahim, N. R. A. took the responsibility of grammar correction and thorough editing to ensure clarity and accuracy throughout the research. Meanwhile, Ramli, M. F played a vital role in organizing and structuring the study's design, assisting in aligning it with the objectives and structure of this journal paper.

ACKNOWLEDGEMENTS

We would like to show our gratitude to Universiti Teknologi Mara Cawangan Johor for the exceptional dedication in providing publication training and necessary research resources. Apart from that, during the preparation of this paper, the authors used the ChatGPT tool for restructuring the flow of the writing for this journal paper. The content afterwards has been reviewed and edited by the authors as needed and take full responsibilities for the content of the publication. This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

CONFLICT OF INTEREST STATEMENT

The authors declare there is no conflict of interest related to this journal paper.

REFERENCES

- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2020). The relationship between quality of work life and work life balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research, ahead-of-print*(ahead-of-print). <https://doi.org/10.1108/jamr-05-2020-0082>.
- Asharini, N. A., Hardyastuti, S., & Irham, I. (2018). The Impact of quality of work life and job satisfaction on employee performance of PT. *Agro Ekonomi*, 29(1), 146. <https://doi.org/10.22146/ae.31491>.
- Christiani, D. C. (2021, March 2). Lung disease in textile workers. CDC. Cdc.gov. <https://blogs.cdc.gov/niosh-science-blog/2021/03/02/textile-workers/>
- Department of Statistics Malaysia. (2024). *Monthly Manufacturing Statistics* (pp. 10–11). Department of Statistics Malaysia.
- Diyana, I. (2024, September 14). Minimum wage: 'Make it at least RM2,000. *NST Online*. https://doi.org/1009103/NST_300x250.
- Enamul, H., Sohel, R., & Zainal, A. (2015). Assessing the quality of work life of garment workers in Bangladesh: A study on garment industries in Dhaka City. *Global Journal of Management and Business Research: E Marketing*, 15(3).
- Farhana, K., Mahamude, A. S. F., & Mica, M. T. (2022). The scenario of textile industry in Malaysia: A review for potentiality. *Materials Circular Economy*, 4(1). <https://doi.org/10.1007/s42824-022-00063-5>.
- Indhumathi, R., Balaji, R., & Hemalatha, S. (2019). A study on the quality of work life and turnover intention of employees in a Textile Mill. *International Journal of Agricultural*, 9(4).
- Jain, V., Ajmera, P., & Mohd, S. (2023). Modelling the factors affecting the QoWL in the employees of manufacturing organisations in India using ISM approach. *International Journal of Process Management and Benchmarking*, 14(1), 1–1. <https://doi.org/10.1504/ijpmb.2023.130450>.
- Karunanayake, D. R. N. S. K., & Weligamage, S. S. (2016). Effects of quality of work-life on turnover intention: Evidence from Sewing machine operators in Sri Lankan apparel

- industry. *Kelaniya Journal of Human Resource Management*, 11(2), 59. <https://doi.org/10.4038/kjhrm.v11i2.29>.
- Koruca, H. I., Stowasser, S., Ozdemir, G., Orhan, H., & Aydemir, E. (2011). Evaluation of working life quality for a textile company in Turkey: a Case Study. *Gazi University Journal of Science*, 24(1).
- Malaysian Investment Development Authority. (2023, December 21). *Lifestyle*. Malaysian Investment Development Authority. <https://www.mida.gov.my/industries/manufacturing/lifestyle/#:~:text=Despite%20a%20significant%20sales%20decline,rate%20exceeding%204%25%20through%202027>.
- Michael, E., Adeyinka Taoheed, A., & Cynthia Chinedu, O. (2022). Assessment of quality work life on employee job performance : A study of selected staff from Moshood Abiola Polytechnic, Abeokuta, Ogun State. *Journal of Economics, Finance and Management Studies*, 05(03). <https://doi.org/10.47191/jefms/v5-i3-12>.
- Ministry of Investment Trade and Industry. (2023). *Textile, apparel and footwear industry*. Ministry of Investment, Trade and Industry.
- Nanjundeswaraswamy, & Swamy. (2013). Review of literature on quality of worklife. *International Journal for Quality Research*, 7(2), 201–214.
- Ramachari, G., Gayathiri, R., & Ramakrishnan, L. (2013). Quality of work life -linkage with job satisfaction and performance quality of work life -linkage with job satisfaction and performance. *International Journal of Business and Management Invention ISSN*, 2(1), 1-08.
- Rathamani, & Ramchandra, R. (2013). A study on quality of work life of employees in textile industry. *Journal of Business and Management*, 8(3), 54–59.
- Rithinyo, M., Loatong, P., Maichum, K., & Parichatnon, S. (2022). Workstation improvement to reduce muscle aches during silk degumming and dyeing in silk weaving profession in Nakhon Ratchasima province. *Directory of Open Access Journals*, 49(1).
- Sana, A., & Mohammad, M. K. (2022). Causes of job insecurities among employees of textile industry : The case of Zaman Textile Mills Private Limited. *International Journal of Experiential Learning & Case Studies*, 7(2). <https://doi.org/10.22555/ijelcs>.
- Saraji, G. N., & Dargahi, H. (2006). Study of quality of work life (QWL). *Iranian Journal of Public Health*, 35(4).
- Shahril, M. (2023, October 30). Launch of the New Industrial Master Plan 2030 (NIMP 2030). Malaysian Investment Development Authority. <https://www.mida.gov.my/launch-of-the-new-industrial-master-plan-2030-nimp-2030/>.
- Statista Research Department. (2023). Malaysia: gross domestic product from manufacturing 2022. Statista. <https://www.statista.com/statistics/621730/gross-domestic-product-from-manufacturing-in-malaysia/>.
- Suci, R. P., Mas, N., & Risky, M. (2022). The role of job satisfaction in mediating the quality of work life effect on employee performance. *Journal of Economics, Business, & Accountancy Ventura*, 25(2), 217. <https://doi.org/10.14414/jebav.v25i2.3094>.
- Sundarapandian, K., & Kanagaambuselvam. (2013). Quality of work life management in textile industry. *Shanlax International Journal of Commerce*, 1(3).
- Swamy, D., & Rashmi, S. (2015). Quality of work life: Scale development and validation. *International Journal of Caring Sciences*, 8(2).
- Tarafder, N. (2019). Study of ergonomics in textile industry. *Journal of Mechanical Robotics*, 4(3), 32–40. <https://doi.org/10.5281/zenodo.3573916>.
- The star online. (2023, October 13). Economy to improve in 2024. *The Star*. <https://www.thestar.com.my/business/business-news/2023/10/13/economy-to-improve-in-2024>.
- United Nations Environment Programme. (2020). *Global decent work challenges in the sector*. https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/projectdocumentation/wcms_865463.pdf.
- Venkateswaran, P. S., Umamaheswari, R., & Claret, F. (2023). Quality of work life, job satisfaction and employees performance in textile industries in “Covid 19.” *Indian Journal of Natural Sciences*, 10(61).