

Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh

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Abstract

Quality of work life is a critical concept with having lots of importance in employee's life. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity and employee's job satisfaction. This research study attempted to find out the factors that have an impact and significance influence on quality of work life of employees in private limited companies of Bangladesh. To begin with the factors are identified through literature review and current context of Bangladesh. Seven factors were found and a quantitative research was done. After developing a questionnaire, survey was conducted among 100 employees. The outcome of the research is that six out of seven factors (work load, family life, transportation, compensation policy and benefits, working environment, working condition and career growth) have significant influence on quality of work life. The study concluded that an appropriate organization culture, compensation policy, career growth and relative facilities can leads to a satisfied employee mindset which ensure the overall organization productivity.

Index terms— Quality of work life, Job satisfaction, Organization Productivity, Career, Organization Culture, Relative Facility.

1 Introduction

In Bangladesh a good number of people are working in private sector and they contribute a certain level of valuable time to their companies. In there, they give their best effort to get an appreciation and for company's goodwill. But quality of work life is such a concept which needs a certain balance both in professional and personal life. This research is all about identifying the factors that directly affects one's quality of work life. It is very important to have a positive quality of work life experience if someone wants to give his or her 100 percent effort to the company. Quality of work life is a philosophy or set of principals which holds that people are trustworthy, responsible and capable of making valuable contribution to the organization (Rose, Beh, Uli & Idris, 2006). However, quality of work life is directly influenced by job satisfaction and external environment and personal like. There should have be a proper level of balance in work life and total life space. In my research, I have identified some major factors that Author : BBA (Marketing & HRM) & MBA (HRM), East West University (EWU, BD). PGD (Marketing Management), Bangladesh Institute of Management (BIM, BD). E-mail : baitul_islam@hotmail.com may directly affect the quality of work life experience and the factors are, work load, working condition and career growth, compensation and benefits, working environment which are directly influence the job satisfaction. These factors are controllable by the company. Besides, family life and transportation facilities are the other factors that directly influenced individual's mental motivation in Bangladesh. However, the meaning of quality of work life may vary to different people. So the primary objective of this research is to test the reliability of identified factors that influenced the quality of work life and the insights are captured from the employees of private limited companies of Bangladesh. Based on the primary objective and data evaluation, a recommendation has been drawn in my research.

44 2 II.

45 3 Background of the Study

46 It is very important for employees to have a sound mindset in their work field in order to utilize their full
47 potential and to add value to the organization. A satisfied employee is an asset for a company as he or she will
48 ensure the full productivity. To begin with, quality of work life is such a concept that directly related to the
49 satisfaction. According to Dolan, Garcia, Cabezas and Tzafrir (2008), quality of work life is a major concern
50 for employees and how organizations compact with this issue is both of academic and practical consequence.
51 Therefore, job satisfaction and satisfaction in private life both are important for having a positive quality of work
52 life experience. Mostly the quality of work life considers the work life and it is to change the climate at work
53 along with human-technological-organizational interface ??Luthans, 1995). According to ??Davis & Cherns,
54 1975; ??ashkin & Burke, 1987), quality of work life is not only enhancing the company's productivity but also
55 employee identification and a sense of belonging and pride in their work. Based on various researches we can
56 identify some determinants of quality of work life which are -adequate and fair compensation, safe and health
57 work environment, opportunity for career growth and security, social integration in the work organization which
58 relates to freedom of speech, work and total life space and the social relevance to the work.

59 In Bangladesh candidate's supply is more than the demand therefore it is difficult to find one's suitable job
60 in the market. Though the private companies are increasing but employee satisfaction is still a major concern
61 for quality of work life. Along with that, in Bangladesh employee satisfaction can be hampered by private life
62 also. Transportation engagement is a major part of private life and in Bangladesh lack of transportation facility
63 is a vital issue for late coming in the office. In this study I have included family life and transportation facility
64 in to the quality of work life concept. These two factors are also related to mental health of employees and a
65 sound mental health is very important to gain enthusiasm in the work. However, I have also included some other
66 factors which works inside the organization and also related to quality of work life of employees.

67 In the context of quality of work life, organizations have policies and benefits for proper employee valuation.
68 Quality of work life is often considered in two direction, one is to removal of negative aspects of work and working
69 conditions and other direction is the modification of work and working conditions to enhance the capability of
70 employees and to promote behavior which important for individual and society ??Kotze, 2005). According to
71 Dessler (1981), quality of work life was seen as the level to which employees are able to satisfy their personal
72 needs not only in terms of material matters but also of self respect, contentment and an opportunity to use
73 their talents make contribution and for personal growth. So it is very important for an organization to provide
74 employees proper valuation which will satisfy them and will ensure the productivity. IV.

75 4 III.

76 5 Research Objectives

77 6 Literature Review

78 Based on researchers analysis numerical articles have been written on quality of work life. In case of Bangladesh
79 the research article on quality of work life is very few. In this study I have tried my best to introduce some
80 concerning factors that affects the quality of work life of those people who are working in private sector of
81 Bangladesh. I do believe several advantages are associated with my study. Quality of work life is such a concept
82 that indicates a balance both in personal and professional life of an individual. Therefore; it can be hampered if
83 someone is not satisfied with his or her work life or family life. However; positive quality of work life experience
84 is very important and it is directly interrelated with job satisfaction and productivity. It is a fact which also
85 controls the mental health. According to Plug, Louw & Gouws (1991) mental health is a state of relative good
86 alteration that is escorted by feeling of satisfaction, a zest for life and the actualization of potential skills as well
87 as absence of psychopathological conditions. So to have a positive quality of work life experience, a good quality
88 of life is very important. Mendola and Pellingrini (1979) summarized quality of life as it is the individual's
89 accomplishment of a satisfactory social situation within the limits of apparent physical ability. Every human
90 has a concern about their life and quality comes out when it the concentrations ends with some specific points.
91 According to Shin and Johnson (1978) Quality of life is the ownership of resources necessary for the satisfaction
92 of individual needs, wants and desires, participation in the activities permitting personal development and self
93 actualization and satisfactory comparison between oneself and others. Moreover, a proper balance in quality
94 of work life can generate more productivity for an organization. A satisfied employee can give more than 100
95 percent contribution to his or her company. If we consider the whole organization as an internal environment
96 then it becomes very important to have optimum work pressure, accurate benefits and enough facility along with
97 career development within the company. All of these interrelated with the job satisfaction and therefore quality
98 of work life. Besides, if we consider the external environment then family life, social status and transportation
99 will be the vital factors. So having a proper balance in these areas is also important.

100 In Bangladesh a great amount of people are working in private limited companies and the number of private
101 company is increasing day by day. Considering the large number of population, in Bangladesh the human resource
102 supply is more than the demand. Therefore, the bargaining power is more for company where candidates are

103 having less bargain power. On the other hand, lots of employees are not running on their suitable jobs. It seriously
104 affects their career development. Most of the employees consider compensation package and benefits, position,
105 work load and career development as their satisfaction benchmark. However, in Bangladesh transportation facility
106 is another very important factor that directly Global Journal of Management and Business Research Volume XII
107 Issue XVIII Version I 2 2012 ear affects employee's mental health. Based on this, some upper level company like
108 Grameenphone limited, Robi, Unilever Bangladesh, Nestle Bangladesh, Banglalink, some private banks, private
109 universities has develop their own culture and working environment. Besides, a good compensation package and
110 benefits are offered by them. All of these are important for job satisfaction and finally quality of work life. In
111 Bangladesh, companies are mainly performance oriented and their organizational culture and work pressure may
112 be the reason of dissatisfaction in quality of work life. As human supply is more so high turnover rate and high
113 competition is also a major concern regarding quality of work life.

114 Quality of work life has been defined in various ways. According to Rose, Beh, Uli and Idris (2006); quality of
115 work life is a philosophy or set of principals, which holds that people are trustworthy, responsible and capable of
116 making a valuable contribution to the organization. It also involves respect and the elements that are relevant
117 to an individual quality of work life include task, working environment, organizational culture, administrative
118 system and the relationship between on the job and off the job life. Serey (2006), define quality of work life as
119 it is a certain and best meet the existing work environment along with meaningful and satisfying work. It also
120 includes: a. an opportunity to implement one's talents and abilities to face challenges that require independent
121 initiative and self direction. b. an activity thought to be valuable by the individual's involvement. c. an activity
122 in which the role of individual in achievement of some overall goals is understandable. d. a sense of taking pride
123 in what one is doing and in doing it well. Lau, Wong, Chan and Law (2001) measures quality of work life as
124 the favorable working atmosphere that chains and promotes satisfaction by giving employees with rewards, job
125 security and career development opportunity. Therefore quality of work life and its relationship with employee
126 health and performance has become an explicit objective for many of the human resource policies in modern
127 organizations (Dolan, Saba, Jackson & Schuler, 2007). Heskett, Sasser and Schlesinger (1997) summarize quality
128 of work life as the outlook that employees have towards their job, colleagues and organization that light a chain
129 leading to the organization's growth and profitability.

130 Quality of life is such a concept which is basically associated with satisfaction mainly in the work life and
131 Mirvis and ??awler (1984) highlighted that salary, working hours, working condition, safe working environment
132 and opportunities for advancement describes-the basic components of a good quality of work life. Hackman
133 and Oldhams (1980) suggest the constructs of quality of work life in relation to the interaction between work
134 environment and personal needs. Along with structural modification good relation between supervisor and
135 subordinates is important for a good quality of work life ??Bertrand and Scott, 1992). Quality of work life
136 refers the quality of life that is associated with job characteristics and work conditions as well as capability of
137 shaping a job with an employee's option, interest and needs ??Lawler 1982; ??nd Beukema 1987; ??atta 1999)
138 To conclude, most of the studies on quality of work life are focused on personality and job satisfaction in where
139 some studies also focused on motivation, organization culture and individual's needs and desire. In the context of
140 Bangladesh the most important factors that directly affect the quality of work life are work load, compensation
141 and benefits, colleagues and supervisor, working condition and career development, working environment, family
142 life and transportation facilities. After evaluation of studies and considering the nation these factors individually
143 has an impact on quality of work life.

144 V.

145 **7 Conceptual Framework**

146 (Figure 1) that is one of the relative construct of this study.

147 **8 VI.**

148 **9 Hypotheses Development**

149 **10 Research Methodology**

150 The type of research used in this article is of descriptive nature. Through this descriptive research, the article
151 sought to determine the answers to why, what, where and how questions of the existing employees in public
152 sector of Bangladesh and their expectations. It also involves collecting information that explain people's beliefs,
153 knowledge, attitude and behavior ??Fink, 1995 ?? Sommer & Sommer, 1996).Primary data was collected through
154 telephone and online survey for analysis and secondary data was be used as a support tool. A total of 100 sample
155 size considered to be adequate for my study. Each and every response is checked thoroughly for incomplete and
156 missing response. The questionnaire has two parts in were the first part contains some demographic information.
157 Table 1 gives a proper summary of this sort of information. In the second part, the questionnaire contains
158 32 items to construct the seven independent variables along with a dependent variable in my study. The
159 selected independent variables are: work load, compensation and benefits, colleagues and supervisor, working
160 environment, working condition and career growth, family life and transportation. A five point Likert scale (1=
161 Strongly Disagree to 5= Strongly Agree) was used to collect data from the respondents. The questionnaire was

16 III. LIMITATION

162 outlined in English and understandable. Reliability analysis was done to identify the reliability of my study.
163 Beside this, regression analysis, hypothesis testing was done for a proper justification and to draw an appropriate
164 recommendation in my study.

165 11 VIII.

166 12 Data Analysis and Findings a) Demographic Data Analysis

167 My study contains 69% male respondent and 31% female respondent (Table 1). Among them 94% respondent's
168 age is in between 21-30 years and rest of 6% respondents is under 31-40 years of age. However, 44% respondents
169 already have 2-3 years of professional experience in where 27% respondents have 3-5 years of experience. Moreover,
170 some fresher's are having 1-2 years of experiences are also included in my study and the percentage is 23%.

171 13 b) Secondary Data Analysis

172 A reliability analysis is commonly used to identify the internal consistency of the variables. However, Cronbach's
173 alpha is commonly used to test the reliability and the range of alpha coefficient value is in between 0 to 1. The
174 higher value indicates the higher reliability ??Hair, et al., 1992). A value more than .70 is significantly good
175 measure for sufficient scale of reliability ??Cronbach, 1951 ?? Nunnally, 1987). According to the Cronbach's
176 alpha test the value of alpha in my study is 0.732 (Table 2 & Table 3) which is higher than minimum acceptable
177 value. Therefore, 73.20% of data are reliable in my study. This reliable analysis has been done for all dependent
178 and independent variables and so far I am satisfied. Besides, this reliability test contains 32 items based on which
179 I make my hypothesis test. A mean scores of the factors of QWL with standard deviation also shown (Table 4)
180 in my study.

181 14 i. Hypotheses Testing

182 To conduct the hypothesis test a regression analysis has been done and seven factors which have an effect in
183 quality of work life are considered. However, details of the influence of independent variable over dependent
184 variable have been shown in Table ??.

185 15 ii. Regression Analysis

186 From the regression analysis (Table 5), I found the R square value to be 0.425 meaning 42.5% of the variability
187 in the quality of work life of employees in the private limited companies in Bangladesh can be explained by
188 these seven independent factors. In this case the independent variables are work load, family life, transportation,
189 compensation policy and benefits, colleagues and supervisor, working environment and working condition and
190 career growth. From the ANOVA table we see that the significance value is 0.000 (Table ??lobal Journal of
191 Management and Business Research Volume XII Issue XVIII Version I 2 2012 ear First hypothesis was ?? 1 ,
192 Word load has an impact on quality of work life of the employees. According to the analysis, the significance value
193 for the hypothesis is 0.000, which is less than level of significance ? = 0.05. So, null hypothesis is rejected and ??
194 1 is accepted. Second hypothesis was ?? 2 , Family life affects the quality of work life of the employees. According
195 to the analysis, the significance value for the hypothesis is 0.000, which is less than level of significance ? = 0.05.
196 So, null hypothesis is rejected and ?? 2 is accepted. Third hypothesis was ?? 3 , Transportation facilities affect
197 quality of work life of the employees. In this case, the significance value for the hypothesis is 0.007, which is less
198 than level of significance ? = 0.05. So, null hypothesis is rejected and ?? 3 is accepted. My fourth hypothesis
199 was ?? 4 , Compensation and benefits affects quality of work life of the employees. Here, the significance value
200 for the hypothesis is 0.000, which is less than level of significance ? = 0.05. So, null hypothesis is rejected and ??
201 4 is accepted. My fifth hypothesis was ?? 5 , Colleagues and supervisor relationship affects quality of work life
202 of the employees. According to the analysis, the significance value for the hypothesis is 0.332, which is greater
203 than level of significance ? = 0.05. So, null hypothesis is accepted and H 5, is rejected. Sixth hypothesis was ??
204 6, working environment has an impact over quality of work life of the employees. The significance value for the
205 hypothesis is 0.014, which is less than level of significance ? = 0.05. So, null hypothesis is rejected and ?? 6 is
206 accepted. Final hypothesis was ?? 7 working condition and career growth opportunities affects quality of work
207 life of the employees. The significance value for the hypothesis is 0.009, which is less than level of significance
208 ? = 0.05. So, null hypothesis is rejected and ?? 7 is accepted. 6), thus proving that the model is valid and
209 significant. However, among 7 factors six of them (work load, family life, transportation, compensation policy
210 and benefits, working environment, working condition and career growth) have positive and significance influence
211 on quality of work life. Only single factor named colleagues and supervisor has no significance impact on quality
212 of work life. Probably, respondents have given less notice on it.

213 16 iii. Limitation

214 This research study has some limitation and the major limitation factor for this report is complexity of the topic.
215 Since the survey will be conducted on questionnaire therefore it is a great challenge to ensure the actual validity
216 of the response. In some cases, the topics were not understood by the employees who have minimal idea about

217 the quality of work life. Respondents are selected only from Dhaka city; therefore this research does not reflect
218 the perception of employees of each corner of Bangladesh. However unwillingness of respondents was another
219 limitation of my study. Moreover, R Square (0.425) is comparatively low which means that other factors can also
220 influence the quality of work life of employees in private limited companies of Bangladesh.

221 **17 iv. Conclusion and Recommendation**

222 This research study is tried to examine the factors that have an impact on quality of work life of employees
223 of private limited companies in Bangladesh. The seven factors are work load, family life, transportation,
224 compensation policy and benefits, colleagues and supervisor, working environment and working condition and
225 career growth. The outcome of the research indicates that six out of seven factors (work load, family life,
226 transportation, compensation policy and benefit, working environment and working condition and career growth)
227 have significant influence on quality of work life and the remaining factor (colleagues and supervisor) has no
228 significant influence on quality of work life.

229 From the finding, it can be recommended that quality of work life is such a critical concept that might be
230 disturbed due to dissatisfaction of mind set. However, the companies can focus on their employee's welfare by
231 providing them a better and attractive compensation policy, optimum work load and by providing a superior
232 work environment. The private companies should create a career growth opportunity within their environment
233 that may lead to a better performance and therefore a better productivity. Moreover, participation management
234 will increase the enthusiasm of employees as they will have an opportunity to participate with their ideas. So
235 the private companies of Bangladesh can focus on it. On the other hand, transportation is such a factor which
236 is seriously involve in mental satisfaction. Therefore, if the companies can provide a transportation facility then
237 they might grab a positive impression from employees and the employees may not need to harass by external
238 environment. However, the government of Bangladesh can take some steps to provide adequate and affordable
239 transportation facilities for the local people. Finally, I think if the company could manage our work life along
with the transportation facility, our family or private life could be managed as we will be mentally happy. ¹



Figure 1: ??

Figure 2:

17 IV. CONCLUSION AND RECOMMENDATION

1

Gender(%)	Age (%)	Position (%)	Year of (%)	Experience (%)
Male 69.00	21-30 years	Executive 94.00	48.00	1-2 Years 23.00
Female 31.00	31-40 years	Sr. Executive 6.00	4.00	2-3 Years 44.00
	40 years and an	Officer 0.00	19.00	3-5 Years 27.00
		Sr. Officer	4.00	5-7 Years 4.00
		Asst. Manager	6.00	8 Years and 2.00
		Manager	2.00	
		Merchandiser	2.00	
		Asst. Territory Officer	3.00	
		Territory Manager	3.00	
		Management Trainee	2.00	
		Teacher	4.00	
		Specialist	3.00	
Total 100.00	Total 100.00	Total 100.00	Total 100.00	Total 100.00

Figure 3: Table 1 :

2

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.732	.786	32

Figure 4: Table 2 :

3

Factor's Name	Items	Values
Quality of Work Life (Dependent)	4	0.796
Work Load (Independent)	4	0.60
Family Life ((Independent))	4	0.825
Transportation (Independent)	4	0.526
Compensation Policy and Benefits (Independent)	4	0.821
Colleagues and Supervisor (Independent)	4	0.927
Working Environment (Independent)	4	0.809
Working Condition and Career Growth (Independent)	4	0.471

Figure 5: Table 3 :

4

Factors	Mean	Std. Deviation
Workload	3.0800	.50861
Family Life	3.4350	.94054
Transportation	3.4900	.86524
Compensation Policy	2.5325	1.02473
Colleagues and Supervisor	4.0325	.74845
Working Environment	3.8700	.76581
Working Condition and Career Growth	3.4850	.64630

Figure 6: Table 4 :

5

Figure 7: Table 5 :

6

2012	ear	2	and Business Research	ModelR	R Square	Adjusted R Square	R	Std. Error of the Estimate
			Volume XII Issue XVIII					
			Version I					
Global Journal of Management	ModelRegression	Sum	of	df	Mean	F	9.718	.48666g.
	1 .652(a)	Squares		7	Square			.000(a)
		16.072	.425		2.296	.381		
	1 Residual	21.735		92	.236			
	Total	37.807		99				

[Note: a. Predictors: (Constant),]

Figure 8: Table 6 :

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