

BANK'S EMPLOYEES' PERCEPTION ABOUT QUALITY OF WORK LIFE AND ITS IMPACT ON JOB BEHAVIOUR IN DISTRICT LUDHIANA

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ABSTRACT

The aim of this study is to analyse the factors that influence the perception of bank's employee about their quality of work life and to study whether there is any significant relationship among QWL and job behaviour (i.e stress, performance, absence and accident and job satisfaction). Survey was conducted with the help of questionnaire in which a likert scale have been used. Data was analysed on the basis of responses provided by 100 respondents of whom 50 were taken from private sector banks and the rest from public sector banks from district Ludhiana. Data was analysed with the help of factor analysis. Carl Pearson correlation was used to understand the relationship between QWL and job behaviour. The implications suggests that there are eight factors that affects the QWL of employees as "Adequate Income & Fair Compensation", "Growth oriented working life", "Organization's culture", "Job security", "Time pressure", "Constitutionalism in work organization", "Social relevance of work" and "Opportunity for continued growth". The test indicated that 1) there is positive and direct relationship between QWL and performance and job satisfaction 2) QWL has a negative correlation with stress and absenteeism and accident. The results of this study may have some practical significance for Human Resource Managers of especially banks in designing their retention and recruitment policies.

Keywords: *QWL, stress, performance, absence and accident and job satisfaction.*

Introduction:

There have been divergent views as to what really is QWL. It has become an umbrella term for a host of activities and has been defined differently by different people at different times. Quality of work life is a philosophy, a set of principles which holds that people are the most important resource in the organization as they are trustworthy, responsible and the capable of making valuable contribution and they should be treated with dignity and respect (Rose et al. 2006; Staw, 1984). The elements that are relevant to an individual's quality of work life includes the task, the physical work environment, administrative system and relationship between life on and off the job (Cunningham & Eberla, 1990). Glasier (1976) thinks that the term QWL more than job security, good working conditions, adequate and fair compensations, more even than an equal employment opportunity. Furthermore, the concept of QWL is considered as multidimensional (Davis and Cherns, 1975; Mirves and Lawler, 1984).

The problem adopted for the research here is- "Banks employee's perception about Quality of Work Life and its impact on Job behaviour". This study is helpful in understanding the various factors of QWL which are considered important by the employees of banks. The study aim at examine the association between QWL and job behaviour (i.e stress, performance, absence and accident and job satisfaction). Moreover the study also suggest some measures to improve the Quality of Work Life in the Indian banks.

Literature Review:

The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991; Scobel, 1975). The recent definition by Serey (2006) on QWL is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work. It

includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favorable to QWL. Walton (1975) proposed eight major conceptual categories relating to QWL as (i) Adequate and fair compensation (ii) Safety and healthy work environment (iii) Opportunity to use and develop human capabilities (iv) Opportunities for continuous growth and security (v) Constitutionalism in the work organization (vi) Work life balance and Social integration at the work place (vii) Protection of individual rights and (viii) Pride in the work itself and in the organization. This review on the definitions of QWL indicates that QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life as is conceptualized by European Foundation for the Improvement of Living Conditions (2002). QWL practice involves acquiring, training, developing, motivating and appraising for the best performance of the employees as per organizational objectives. Indeed, core elements of QWL are of working conditions, employee job satisfaction, employees' behavioral aspects, and employees' financial and non-financial benefits, growth and development, and supervision (Lau & May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972).

Hypothesis & Theoretical Framework:

QWL established a clear objective that high performance can be achieved with high job satisfaction. Many researchers have studied the relationship between perceived organisational support and work life quality of workers and have found it to have a positive impact on organizational commitment, employee performance as well as job satisfaction (Rhoades and Eisenberger, 2002; Dixon and Sages, 2007). Therefore, the following hypothesis is posited:

Ho (1) there is no significant association between quality of work life and job performance.

QWL is a key indicator of overall quality of human experience in the workplace. Job satisfaction is one dependent variable of organizational behavior. It becomes primary one of dependent variable because its demonstrated relationship to QWL factors (David et.al.1988). A review supported a positive linear relationship between job satisfaction and QWL. The author agrees that QWL is not job satisfaction which is only one among its many aspects. All aspects that different people will have different perspectives on what makes for high

QWL (Mukerjee, 1989). High QWL has been equated with high employee motivation and also with a high level of employee satisfaction (Lawler, 1975). Therefore, the following hypothesis is posited:

Ho (2) There is no significant association between quality of work life and job satisfaction. Job stress is a serious threat to the quality of working life (QWL) of health-care employees and can cause hostility, aggression, absenteeism and turnover, as well as reduced productivity. In addition, job stress among employees affects the quality of health-care services. An inverse relationship was found between job stress and QWL among hospital employees. The most important predictor of QWL was disturbance handling, followed by job proud, job security and job stress. Finally, while QWL was negatively associated with turnover intentions, job stress was positively related to employees' intention to quit. Since job stress has a strong correlation with employee QWL and turnover intention. Therefore, the following hypothesis is posited:

Ho (3) there is no significant association between quality of work life and job stress.

The cross nation experiences amply demonstrate that improvement in quality of work life has definite potential and scope in improving productivity (Ledford and Lawler, 1982) and overall organizational effectiveness (Buchanan and Boddy, 1982) as also reducing grievances, turnover and absenteeism (Goodman, 1980) and industrial accidents (Havolovic, 1991). Thompson indicated quality of work life programs a movement toward greater engagement with the cooperation, knowledge and tactic skills of the work force. Delamotte and Walker (1974) indicated that the number of emphasis have been made in the humanization of work including: the need to protect the worker from hazards to health and safety, the wage work bargain, the protection of workers from hazards of illness and unemployment and the protection of the worker from arbitrary the authority of management. Yet inspite of the plethora of research on the subject, the efforts on the part of researchers to identify the factors of quality of work life in the Indian context have not been encouraging. Therefore, the following hypothesis is posited:

Ho (4) there is no significant association between quality of work life and job absenteeism and accidents.

Research Instrument and Methods:

Data collection:

This study was restricted to Ludhiana district only. The sample size was 100 employee respondents of banks (50 each from public and private sector). For the purpose of selection of respondents, convenient sampling technique was used. Thirty eight items were used to data collection of QWL in terms of job satisfaction and all statements were positive. A five-point scale with 1 being "strongly disagree" and being 5 "strongly agree" was used. To know the satisfaction level, performance, stress and absenteeism & accidents of public and private sector banks employees a ten - point scale with 1 being "highly dissatisfied" and being 10 "highly satisfied" was used.

Data analysis tools:

A factor analysis was carried out to summarize the structure of the sets of variables. The hypothesis formed for the purpose was tested statistically for their significance. Independence t – test was used to examine the difference between public and private sector banks. To understand the relationship between QWL and job behaviour among employees Karl Pearson correlation was used and a default $\alpha = 0.05$ was used to determine the level of significant. The data was analyzed using SPSS version 11.5 for window through out the study.

Discussion and Results:**Distribution of respondents:**

A total of 100 bank employees participated in the survey. Just over two thirds respondents were non managers. Almost 80 percent were urban and the majority of employees fall in the 25-30 age groups. Majority of the respondents (47.8%) possessed graduation degree, 23.7% with post graduation and 13% with technical diploma. Only 11.1% are getting above 40,000. Over 50% respondents were married and 80% are urban (Table 1).

Factor analysis:

Barlett's test of Sphericity was statistically significant number of correlations among the variables. Kaiser Meyer Oklin measure of sampling adequacy is .784 (which was far greater than .6). Rotation component matrix was used for extracting factors and the number of factors to be retained was based on eigen value. All the factors having eigen value > 1 were retained. Eight factors may be extracted to give valuable results.

Naming of the factors:

All the factors have been given appropriate names (Adequate Income & Fair Compensation, Growth oriented working life, Organization's culture, Job security, Time pressure, Constitutionalism in work organization, Social relevance of work and Opportunity for continued growth) according to the variables that had been loaded on to each factor. The names of the factors, the statement labels and factor loadings were summarized below (Table 2). Table revealed that factor I was linear combination of variable number 7, 9, 13, 25, 32, 37, 40, 33 and 16 ($\alpha = 9.864$). Factor 2 was linear combination of variable number 26, 14, 34 and 8 ($\alpha = 3.647$). Factor 3 was linear combination of variable number 36, 41, 35, 42, 6 and 15 ($\alpha = 6.452$). Factor 4 was linear combination of variable number 28, 27 and 5 ($\alpha = 4.435$). Factor 5 was linear combination of variable number 16, 18, 24, 38 and 4 ($\alpha = 6.663$). Factor 6 was linear combination of variable number 23, 39, 31, 22, 3, 17, 12 and 30 ($\alpha = 8.899$). Factor 7 was linear combination of variable number 21, 29, 20, 11 and 2 ($\alpha = 5.231$). Factor 8 was linear combination of variable number 19, 10 and 1 ($\alpha = 4.989$).

Factor 1: Adequate Income & Fair Compensation:

Factor 1 has nine items and factor loading range from .431-.869. The factor named as "Adequate Income & Fair Compensation" because it consists items covering satisfaction with pay and equitable treatment in the organization.

Factor 2: Growth oriented working life

Factor 2 consists four items with loading range from .321-662. It has items related to advancement opportunities, training programs and challenging and innovative job. Hence "Growth oriented working life" is the name given for this factor.

Factor 3: Organization's culture:

Factor 3 include 6 items which reveals celebration of functions, operations of routine and repetitive nature, suggestions made by employees, people or staffs are enough to get all the work done, management is always helpful and advancement opportunities. Hence "Organization's culture" name is given to this factor.

Factor 4: Job security:

This factor gives emphasis on income security, termination and technological changes, so "job security" considered appropriate name for this factor. It includes three items and the factor loading range from .645- .721.

Factor 5: Time pressure:

It includes four items and factor loading range from .699-784. it includes items as no requirement to stay at work place beyond work hours, work load, and work schedule allows to as per conveniences and state of mind remains peaceful, hence name "time pressure" appropriate for this factor.

Factor 6: Constitutionalism in work organisation:

This factor includes range from .443- .721 and covering eight items as amount of paper work, almost everyone knows who is working under whom, In this organization employees are insured against life hazards like health accidents, Information passed from one person to another person in this organization is accurate, Enough information to set the job done, Members of senior staff pay attention to grievances of junior staff, correct information about work, duties and Help and equipments. Hence, the therefore considered an appropriate name "Constitutionalism in work organisation".

Factor 7: Social relevance of work:

This factor includes five items and factor loading range from .429-.598. It covering items as fringe benefits and welfare measures, promotion of employee welfare activities, planning and implementation, my job enhances

my social prestige and work assigned as separate whole task.

Factor 8: Opportunity for continued growth:

This factor includes three items and factor loading range from .509- .791. This factor given name as "Opportunity for continued growth" because it involves items as Development of new skills and abilities, Organization provides facility for the self improvement of employees and Opportunities to improve job.

Again the nature of association ship between job performance and the individual QWL factors in terms of coefficients of correlations largely reveal a fair amount of positive relationships, it was found that all the factors of QWL have significant impact on job performance because all the values of r were positive and significant at the 0.01 level. It showed that individual QWL factors were significant predictors of job performance (table 3). Thus null hypothesis that "There is no significant association between QWL and job performance" is rejected.

Table 4 provided the coefficient of correlation between quality of work life and job satisfaction, it described that there was positive correlation between QWL and job satisfaction. Thus null hypothesis that QWL has no association with job satisfaction is rejected. The inferred value was 0.399 and results signify ($p < 0.01$) that there exists significant correlation between QWL and job satisfaction. This study was consistent which was found in another researcher

The correlation table 5 shows there was a significant negative relationship between job stress and QWL. The result significant at 0.01 level. The inferred value was -0.647. Thus null hypothesis that "There is no significant association between QWL and job stress" is rejected.

Table 6 showed that null hypothesis that "There is no significant association between QWL and absenteeism and stress" is rejected because there was a significant negative value of r (-.588) at 0.01 significance level.

Summary and Conclusion:

The study found that 1) There is positive and significant association ship between the performance and individual Quality of Work life factors.

2) There is significant positive association ship between QWL and job satisfaction.

3) There is significant negative association ship between QWL and job stress.

4) There is significant negative association ship between QWL and absenteeism and accident.

The findings suggest that quality of work life in banking sector can be enhanced by these factors as "Adequate Income & Fair Compensation, Growth oriented working life, Organization's culture, Job security, Time pressure, Constitutionalism in work organization, Social relevance of work and Opportunity for continued growth". As the banking is foundation of other services sector and industries, so there is great need of development and

promotion of banking sector. The growth of this sector depends on its employees, as concerted and concrete efforts for enhancement of Quality of Work Life would do a lot to improve the morale and motivation of the employees and as a result there would be improvement in the performance and reduction in job stress and absenteeism. Lastly, the nature of correlation between the job satisfaction and QWL dimensions reveal that the Quality of Work life significantly contribute towards increasing satisfaction or dissatisfaction as experienced by the employees in their concerned job depending largely on the perceived positivity or negativity of the relevant dimensions respectively.

Recommendations:

1. When a person initially join the organization, his main motive is only concentrating towards salary but after some time he start thinking about his career and start showing his interest towards his job and look outside for further growth and development. To fulfill these objectives we recommend following points:

Career Balance: There should be harmony between career and social life.

Career Achievement: The banks should provide career opportunities and guidelines to their employees such that they think ahead to expand their career and look for future growth.

Career Satisfaction: Employees should be given that job in which their abilities and skills got fully utilized.

2. The banks should provide enough benefits to their employees such that they maintain themselves on that particular job. They should be provided gross emoluments according to their ability, experience and inputs. There should be job security, equitable treatment and advancement opportunities for personal and career growth. Parity must be maintained between the pay packages of different banks. It is suggested that banks might concentrate on how and what pay system best drive their employees to level of performance. Banks must create trust in their employees and develop a healthy atmosphere; it will encourage team building activities among the employees.
3. Every employee whether lower age or at higher age want praise, rewards and recognition for their work. So the banks should evaluate them according to the job performed by them and provide them rewards according to their contribution in growth of organization.
4. Every employee whether lower age or at higher age wants decision making power. Proper amount of decision making power should be given to employees. It will increase worker's satisfaction with their jobs. By giving employees more information and a voice in decision making organization can surely improving their performance also. Efforts should be initiated to empower all employees, so that they can contribute

for the development of the organization. Employees should be allowed to take part in decision making.

- Bank should provide all facilities relating to information technology, latest computers with internet facility should be made available.

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Table 1 respondent Profile

		Type of bank	Gender	Age	Designation	Income	Marital status	Education	Stratum	Family size
N	Valid	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0
Percentage of Total Respondent										
Type of Banks		Public sector banks				50				
		Private sector banks				50				
Family size	No	6.0		Education	Under graduate		15.5			
	Upto 4	23.1			Graduate		47.8			
	4-6	30.7			Post graduate		23.7			
	Above 6	40.2			Technical		13.0			
Gender	Female	33.7		Income	<30,000		65.7			
	Male	66.3			30,000-40,000		23.2			
					>=40,000		11.1			
Age	<25	23.4		Marital status	Married		56.1			
	25-30	44.3								
	30-40	26.1			single		43.9			
	>=40	6.2								
Designation	Non Managers	70.1		Stratum	Urban		80.2			
	Managers	29.9			Rural		19.8			

Table 2: Naming of Factors

Factor Name	Sr. No	Item No	Total (Eigen value)	% of explained Variance	Variables	Factor Loading
Adequate Income & Fair Compensation	1	7	5.954	9.864	satisfied with income from work	.869
	2	9			Grievance handling procedure	.792
	3	13			Rules are equally applicable to all	.760
	4	25			The management consults employees	.744
	5	32			Hard work and achievements are recognized appropriately	.671
	6	37			Gross emoluments commensurate with ability to pay	.662
	7	40			Gross emoluments commensurate with its ability to pay	.521
	8	33			Performance appraisal and promotions	.504
	9	16			Receive equal treatment in all matters like employee compensation, job security etc.	.431
Growth oriented working life	10	26	1.957	3.647	Advancement opportunities	.662
	11	14			Quality of work performance	.543
	12	34			Meaningful training programs	.431
	13	8			Most of activities at work are challenging and innovative	.321
Organization's culture	14	36	3.189	6.452	Celebration of functions	.743
	15	41			Operations of routine and repetitive nature	.569
	16	35			Suggestions made by employees	.479
	17	42			People or staffs are enough to get all the work done	.470
	18	6			Management is always helpful	.465
	19	15			Advancement opportunities	.463
Job security	20	28	2.075	4.435	No need to worry about the termination	.721
	21	27			Technological changes	.709
	22	5			Income from job	.645
Time pressure	23	18	3.02	6.663	no requirement to stay at work place beyond work hours	.784
	24	24			Work load	.774
	25	38			Work schedule allows to As per conveniences	.763
	26	4			State of mind remains Peaceful	.699
Constitutional ism in work organisation	27	23	4.569	8.899	The amount of paper work in this organization is reasonable	.731
	28	39			almost everyone knows who is working under whom	.729
	29	31			In this organization employees are insured against life hazards like health accidents	.726
	30	22			Information passed from one person to another person in this organization is accurate	.720
	31	17			Enough information to set the job done.	.621
	32	12			Members of senior staff pay attention to grievances of junior staff	.612
	33	30			I get correct information about work, duties, etc	.599
	34	3			Help and equipments	.443
Social relevance of work	35	21	2.455	5.231	Fringe benefits and welfare measures	.598
	36	29			Promotion of Employee Welfare activities	.560
	37	20			planning and implementation	.437
	38	11			My job enhances my social prestige	.431
	39	2			Work assigned as separate whole task	.429
Opportunity	40	19	2.061	4.989	Development of new skills and abilities	.791

for continued growth	41	10			Organization provides facility for the self improvement of employees	.761
	42	1			Opportunities to improve job	.509

Table 3 correlation between individual QWL factors and job performance

Factors of QWL	r	P*
Adequate Income & Fair Compensation	.679	.000
Growth oriented working life	.432	.000
Organization’s culture	.625	.000
Job security	.846	.000
Time pressure	.543	.000
Constitutionalism in work organization	.439	.000
Social relevance of work	.430	.000
Opportunity for continued growth	.568	.000

* Correlation is significant at the 0.01 level (1-tailed).

Table 4: Correlations between QWL and job satisfaction

		Job satisfaction	Quality of work life
Job satisfaction	Pearson Correlation	1	.399(**)
	Sig. (2-tailed)		.003
	N	100	100
Quality of work life	Pearson Correlation	.399(**)	1
	Sig. (2-tailed)	.003	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

Table 5: Correlations between QWL and job stress

		Job stress	Quality of work life
Job stress	Pearson Correlation	1	-.647(**)
	Sig. (2-tailed)		.003
	N	100	100
Quality of work life	Pearson Correlation	-.647(**)	1
	Sig. (2-tailed)	.003	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

Table 6: Correlations between QWL and absenteeism and accident

		Absenteeism and accident	Quality of work life
Absenteeism and accident	Pearson Correlation	1	-.588(**)
	Sig. (2-tailed)		.002
	N	100	100
Quality of work life	Pearson Correlation	-.588(**)	1
	Sig. (2-tailed)	.002	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).