

FACTORS AFFECTING QUALITY OF WORK LIFE: A STUDY OF BANK EMPLOYEES IN TIRUNELVELI DISTRICT, SOUTH INDIA

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Abstract Today the Indian banking industry is witnessing boom times better than ever before. The availability of skilled managerial and technical manpower in India will contribute considerably to the prosperity of the banking industry in future. The quality of work life covers a wide range of issues both financial and non-financial matters relating to work context, work contents and work relations. The employees in banking sector are the major human resources who contribute their services by realizing the policies framed for the welfare of the society. In such situation, Quality of work Life of employees in public sector and private sector banks has become an important issue that has to be taken care of in order to achieve ultimate goals of the banking sector which is playing a major role in our county's economy. It is necessary to identify the factors of quality of work life and put them under consideration.

This study attempts to understand the various factors affecting Quality of Work life of Bank Employees in Tirunelveli District. A descriptive research is adopted for this study. The collection of the Primary Data was done through the comprehensive Questionnaire and 5 point Likert scaling technique is used to measure the factors. With the analysis of the outputs, the most affecting factors of Quality of Work Life of Bank employees are assessed in this study.

Keywords Economy, Factors and Banks

INTRODUCTION

Quality of Work Life is a perception of an individual. The comfort and discomfort position of a work environment, which determines the Quality of work life of the employees.

Quality is the degree of excellence of something. It is the ongoing process of building and sustaining relationships by assessing, anticipating and fulfilling stated and implied needs. "Fitness for intended use" is the modern definition of quality derived from Juran.

Work is a physical or mental activity directed towards the production or accomplishment of something. Work can also be defined as the means of earning income or the period of time one spends in paid employment.

Life is literally defined as the state of being which begins with generation, birth or germination and ends with death. Generally, life is defined as a certain way or manner of living with respect to conditions, circumstances, character, conduct and occupation.

The term **quality of life** is used to evaluate the general well-being of individuals and societies. Standard indicators of the quality of life include not only wealth and employment, but also the built environment, physical and mental health, education, recreation and leisure time, and social belonging.

Factors Influencing Quality of Work Life

The common factors that influence quality of work life are reasonable Compensation, good Working Conditions, and prospects for Career Growth etc. QWL provides associations between work life and non-work life. Most significant factors that influence and decide the Quality of work life are Attitude, Environment, Opportunity, Nature of Job, People, and Stress level, Career Prospects, Challenges, Recognition and Rewards.

Applications of Quality of Work Life

The Quality of Work Life refers to the level of satisfaction, motivation, involvement, and commitment; individuals experience with respect to their lives at work. It is the degree to which individuals are able to satisfy their important personal needs while employed by the firm.

Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface.

Employees are the force behind every successful organization. As the composition of workforce continues to change, companies focusing on quality of work life (QWL) of employees are expected to gain leverage in hiring and retaining valuable people.

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BANKING IN INDIA

Banking in India was originated in the last decades of the 18th century. The first banks were The General Bank of India, which started in 1786. The oldest bank in existence in India is the State Bank of India, which originated from the Bank of Calcutta in June 1806. India's central banking authority is the Reserve bank of India.

The Indian Banks Association

The Indian Banks Association (IBA) was formed on the 26th September, 1946 with 22 members. As on March 2012, IBA has more than 173 members comprising of Public Sector banks, Private Sector banks, foreign banks having offices in India, Urban Co-operative banks, Developmental financial institutions, Federations, merchant banks, mutual funds, housing finance corporations, etc. The Banking Regulation Act was enacted which empowered the Reserve Bank of India (RBI), "to regulate, control and inspect the banks in India".

Private Sector and Public Sector Banks

Banks can be broadly categorized into commercial banks, public sector banks, regional rural banks, private sector banks, foreign banks, co-operative banks, and term lending institutions, non-banking finance companies / housing finance companies.

Private sector Banks which recorded fast growth owe their success mainly to the customer service of the highest order. Opening of deposit accounts and granting of loans were taken to the door-steps of the customers which were not heard of earlier. Customer service that brought all the laurels and fuelled growth process now appears to be a mighty challenge for the private sector Banks. The challenge faced by private sector banks centres around Human Resource Management practices. The process encompasses challenges at every stage starting from identification, recruitment, training, shaping, motivating and finally retention of employees.

Public sector banks make up the largest category of banks in the Indian banking system. There are 28 public sector banks in India. In the last two decades Public Sector Banks in India have witnessed a transition from traditional banking to modern technology driven banking. Exposure to competition has made these banks re-engineer and re-structure their processes, systems and product line. After economic liberalization these banks have been given enough freedom to do so. However, for various matters Banks are required to follow guidelines issued by Ministry of Finance, Reserve Bank of India and Indian Banks Association.

Public Sector banks have a greater share of government (more than 50%) Whereas Private Sector Banks are those Banks where the Management is controlled by Private Individuals and Government does not interfere much in the management of these banks. Maximising profit is the basic motto. A private bank is one that has few partners, and these partners attend personally to its management. A public bank is one that has numerous partners or shareholders. These partners or shareholders elect from their own body a certain number, who are entrusted with its management.

Human Resources Management in Banks

As the economy grows at a steady rate of around 7-8 per cent, income rise and demographic dividends start accruing, the Banking industry is expected to take a quantum leap forward. But this growth will need a large number of people and considering that there are retirements in lakhs, a defining moment is being presented before the Nationalized Banks to transform. Banking business has brought the disintermediation, deregulation, discontinuity and the techno logical up gradation. Critically the success factor in the 21st century will rest upon professionalism which means continuous, sustained building up of knowledge, education, skills and attitudes among the bank employees thereby encouraging and motivating them to employ all these in their personal and organizational growth. The nature of business requires massive sharpening of skills of the existing workforce and continuous skill up-gradation. In the new millennium bank executives will have to be concerned with HRD and will have to build capabilities in the bank employees and improve the sense of belonging amongst the employees, build challenges in their routine work, improve their productivity, develop team spirit amongst them, get them to make customer as a focus of all their activities and impart their best with sense of involved participation.

Quality of Work Life in Banking Sectors

Two important factors namely Quality of Work life improvements and an increased desire by workers to have input and control over their own and their organization's success, drive the need for exploring even more employee-centred, team-work based approaches to bank administration. First of all, banks thirst for both bottom line and longer – term improvements that more clearly link productivity to enhanced competitive posture through better service quality. By close observation of the employees of banks, it can be suggested that, by enhancing Quality of Work Life through employee involvement, banks experience productivity gains.

Today the Indian banking industry is witnessing boom times better than ever before. The availability of skilled

managerial and technical manpower in India will contribute considerably to the prosperity of the banking industry in future. The quality of work life covers a wide range of issues both financial and non-financial matters relating to work context, work contents and work relations. Hence, there is a dearth of necessity to research the Quality of work life of employees belonging to this sector.

Literature Review

Ganguli and Joseph (1976)¹ studied Quality of Work life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organization, job and community respect, reasonable working hours, etc. are some variables positively correlated with QWL than friendship with colleagues, good work location and physical strain, varsity of skills and risks of injury.

Cohen and Rosenthal (1980)² describes Quality of Work life as an intentionally designed effort to bring out increased labor management and cooperation to jointly solve the problem of improving organizational performance and employee satisfaction.

Higgins.C., Duxbury. L and Irving. R.H. (1992)³ have found that work – family conflict studies have contributed to a better understanding of role conflict and its impact on mental health and the Quality of Work life. Quality of Work life is the quality of content of relationships between employees and their total working environment with human dimensions added to the usual technical and economical factors.

Hoque and Rahman (1999)⁴ found that Quality of work life is important for job performance, job satisfaction, labor turnover, labour management relations which play a crucial role in determining the overall well being of any industrial organization. They found in their study that workers of the private sector textile mills perceived significantly high Quality of work life than the workers of the public sector textile mills.

Demet Lablebici, (2012)⁵ examined the relationship between the workplace physical conditions and employees' productivity in foreign private Bank in Turkey. The results proved that workplace environment affects employee performance but behavioural workplace environment has greater effect on employees' performance.

Barkha Gupta., et.al. (2012)⁶ conducted a research to study the quality of work life in Nationalized and Private Banks of Indore District in concurrence with the ascertained importance of an employees' role in the service exchange process. The study revealed that there is a significant difference between quality of work life of Managerial and Non- Managerial employees in Nationalized Banks.

Anbarasan, Vanmathy; Mehta, Nikhil (2010)⁷ conducted a study to explore the Quality of work life perceptions among the sales executives in pharmaceuticals, banking, finance and insurance sectors. Results revealed that sales people are aware about their job requirements and committed to their work.

A survey was applied by Esra, Zeynel (2012)⁸ on bank employees in terms of assessment of the effect of motivation in raising the quality of work life of bank employee. The results implied that happy and productive working life of employees in having a sense of belonging in the institution can be used effectively in improving the motivation factor. The higher motivation increases the productivity of employee, institutional effectiveness and quality of working life.

SIGNIFICANCE OF THE STUDY

Due to the pluming growth of this sector, the banking sector has undergone various structural changes over the past two decades which lead to work pressure for the Bank Employees. Bank employees have perhaps felt the maximum work pressures and they are in need to meet organizational goals and ensure customer satisfaction. The Banking sector which is growing day by day may attain long term sustainable service responsiveness and lead to better productivity and

1 Ganguli, O.N. and Joseph, J.S. (1976). "Quality of working life: work prospects and aspirations of young workers in Air India, Bombay". Central Labour Institute

2 Cohen, R. and Rosenthal, E. (1980). "Should union participate in quality of work life activities", "The Quality of work life – the Canadian scene, Vol.1, No.4, pg 7- 12.

3 Higgins, C., Duxbury, L. and Living, R.H. (1992). "Work family conflict in the dual career family Organizational Behaviour and Human Decision Processes", 51: pg 51-75.

4 Hoque, M.E. and Rahman, A. (1999). "Quality of working life and Job Behavior of workers in Bangladesh: A comparative study of private and public sectors", Indian Journal of Industrial Relations, Vol.35, no.2, pg 175 – 184.

5 Demet Lablebici, 2012. 'Impact of Work place Quality on Employees' productivity': Case Study of A Bank In Turkey', Journal of Business, Economics and Finance, Vol.1:1.

6 Gupta Barkha, Manish Anukoolhyde, 2012. 'Quality of work Life in Banks: An empirical study.' Pacific Business Review International. Vol. 5(4).

7 Anbarasan, Vanmathy, Mehta, Nikhil, 2010. 'Quality of working life among sales professionals in pharmaceuticals, insurance, banking & finance companies.' Indian Journal of Industrial Relations, Vol.46 (1).

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higher economic growth of our country.

The study aims to explore the Quality of Work Life of bank employees. Also this study brings out the various factors influencing the quality of work life of Bank employees in the light of current realities as the employees are paramount to the Banking Sector which affects the Country's economy.

METHODOLOGY

With the objective to explore and gain better understanding of Quality of Work Life the author has adopted Quantitative research design and conducted a systematic process for obtaining quantifiable information about the Quality of work life of the Bank Employees. The collected information is presented in numerical form and analyzed through the use of statistics by which the cause and effect of relationships and factors are examined.

The bank employees in the study District was listed for the study. The criteria for selection of respondents for the study were Branch Managers, Probationary Officers, Clerks and Cashiers. Ten Branches from each sector was selected using convenient sampling method. The bank employees of the selected branches is observed to be around 2638. In order to make every element of the population experience equal chance of being selected, Random or probability sampling technique is adopted by the researcher.

The sample was collected from 356 Bank employees in both the sectors. By surveying a sample of the population, the researcher could find that there's a 95% chance that he's within the margin of error of the correct answer. The literature review pertaining to Quality of Work life was considered to pool up the 'Quality of work life constructs' for the construction of Questionnaire. In addition, some items were

collected from other related variables semantically similar to the factors of Quality of Work life. With the probable factors being decided upon and item pool of 52 items was constructed constituting the various factors of Quality of Work Life. The data collection spanned the period during the year 2013. The Data Collection work was carried out during lunch time and off Banking hours. Basic formalities were followed to administer the questionnaire among the respondents. The Bank employees were instructed very clearly about the pattern of answering the questionnaire and also they spared enough time to answer all the statements.

RESULTS

Coefficient of Variation

The coefficient of variation is the percentage variation in mean, standard deviation where the variation in mean, standard deviation being considered as the total variation in the mean. The researcher aims to measure the identified factors influencing Quality of Work Life of employees of banking sectors using coefficient of variation. The series of data in which the coefficient of variation is large indicates that the group is more variable and it is less stable or not uniform. If the coefficient of variation is small it indicates that the group is less variable and it is more stable and has uniformity.

Employees belonging to banking sectors have much influence on factors such as Remuneration, Recognition, Inter-relationship, Morale, Career advancement, Job Security, Training and Development and Leadership.

The study revealed certain findings with regard to the factors influencing 'Quality of Work Life' of employees belonging

Table 5.1. Factors Affecting Quality of Work Life of Employees In Private Sector Banks

Factors	Mean	Std. Deviation	Coefficient of Variation	Rank
Job Security	13.74	1.16	8.43	1
Training and Development	7.60	0.89	11.66	2
Inter Personal Relationship	28.84	3.43	11.89	3
Career Advancement	13.37	1.99	14.85	4
Leadership	13.51	2.17	16.07	5
Remuneration	15.14	2.52	16.65	6
Morale	6.98	1.18	16.90	7
Autonomy	9.74	1.70	17.48	8
Recognition	14.28	2.61	18.25	9
Work Environment	16.24	4.02	24.76	10

Source : Primary Data

Table 5.2. Factors Affecting Quality of Work Life of Employees in Public Sector Banks

Factors	Mean	Std. Deviation	Coefficient of Variation	Rank
Leadership	14.15	1.33	9.38	1
Inter Personal Relationship	29.21	2.76	9.45	2
Autonomy	18.98	1.94	10.24	3
Remuneration	15.95	1.68	10.54	4
Recognition	14.75	1.71	11.62	5
Career Advancement	14.04	1.94	13.82	6
Job Security	14.24	2.04	14.31	7
Morale	7.17	1.19	16.64	8
Training and Development	7.13	1.29	18.07	9
Work Environment	11.02	1.99	18.09	10

Source : Primary Data

to banking sectors. Job Security measures first in influencing Quality of work life of Employees in Private Sector Banks. Training and Development stands second. Interpersonal Relationship stands third. These two factors measure the same with very thin variations.

Leadership style is observed to be measuring first in influencing Quality of work life in Public Sector Bank employees. Inter Personal relationship is measured second. Autonomy measures third. Unlike Private Sector Bank employees, Public Sector Bank employees feel secured in their jobs. Hence, the employees' morale appears to be good in Public Sector Banks.

T- TEST

Levene's Test for Equality of Variances reflects whether the factors have approximately equal variance on the dependent variable. If the Levene's Test is significant (the value under "Sig" is less than 0.05), the variances are significantly different. If the Levene's Test is not significant, we can conclude that the variances have not shown enough deviation and hence the variances are approximately equal. Finally the results of Independent Sample Test are observed.

The statistical hypothesis is given by $H^0: \mu^1 = \mu^2$ & $H^1: \mu^1 \neq \mu^2$

From the Levene's test, it is found that there is no significance

Table 5.3. Two Sample T-Test for Equality of Means for Quality of Work Life in Private Sector and Public Sector Banks

Variance Assumption	Equal Variance Assumed								
	Levene's Test for Quality of Variance		t- test for Equality of Means						
	F	Sig	T	Df	Sig. (2-tailed)	Mean Diff	Std. Error Difference	Lower	Upper
Remuneration	27.341	.000	3.569	354	.000	0.81	0.226	1.252	0.362
Recognition	61.210	.000	2.048	354	0.041	0.48	0.233	0.935	0.01
Interpersonal Relationship	15.325	.000	1.123	354	0.262	0.37	0.329	1.017	0.278
Work Environment	114.728	.000	8.230	354	.000	2.74	0.333	3.391	2.083
Leadership	1.139	0.287	6.477	354	.000	1.28	0.197	1.662	0.888
Career Advancement	0.420	0.518	3.221	354	0.001	0.67	0.208	1.080	0.261
Training and Development	48.740	.000	4.006	354	.000	0.47	0.118	0.240	0.703
Morale	3.893	0.049	1.491	354	0.137	0.19	0.126	0.435	0.060
Job Security	56.262	.000	2.834	354	0.005	0.50	0.177	0.848	0.153
Autonomy	1.139	0.287	6.477	354	.000	1.88	1.97	1.662	0.888

Source: Primary Data

in the factors namely remuneration, recognition, work environment, leadership, career advancement. Also, there is no significance for the factors training and Development, job security and autonomy. The test clearly states that the factors Interpersonal relationship and morale is much significant. Hence, there is a significant difference between the independent variables and the dependent variable which is said to be Quality of work life.

DISCUSSION

From the analysis of Coefficient of Variations, it is understood that the employees in private sector bank are feeling that their job is not secured. Though they have given adequate training to the employees to develop their career, their performances are always questionable. These in turn affects their morale, and are not able to reproduce innovativeness in their work. The leaders are not in a position to give autonomy to their subordinates in decision making process and the subordinates are supposed to follow their superiors' instruction which hinders them to complete a job in a smart way. However, the private banks are providing adequate infrastructure to their employees which makes them feel good about their work environment.

The employees in public sector banks feel that the quality of work life depends on the leadership style and the people skill also plays a vital role to maintain peaceful work life. The employees in public sector banks expect more autonomy to do their work efficiently. Their attitude towards their remuneration shows that they are not fully satisfied on their salary. Further, the performance of employees has to be appreciated and given due reward and recognition. Since the public sector bank employees feel secured about their job their morale toward their career development and work environment is good.

From the Levene's test, the author could find out that the significant value is less than 0.05 for the factors remuneration .000, recognition 0.041, work environment .000, leadership .000, career advancement 0.001 and training and development .000. It is inferred that the above said factors do not affect the quality of work life of bank employees. Also the significant value is less than 0.05 for the factors job security and autonomy with the values 0.005 and .000 respectively.

CONCLUSION

The Banking sector leverages our country's economy with the people's earnings. It needs to update and improve the quality of work life of the employees who make better contribution to production, quality and productivity.

Also the bank employees may be made known about their vital role in building up the country's economy and their

responsibility in handling the revenue of the country. This is made possible through periodical seminars and conferences within the branches and between branches.

Also the Banking sector may provide exclusive work atmosphere with periodical refreshments like fun games and sports where the employees can develop the personal insight necessary to work effectively with people. In due course these kinds of activities will facilitate the bank to maintain good relationship with their colleagues. When the employees are able to positively influence people around them, they will have their relationships improved wherein their stress level is dropped, to contribute more in their work.

The growth of the banking sector is inevitable in today's competitive world. The certainty in the role of man power in banks compels the organization to provide good quality of work life so that a good morale is maintained in the work place. The quality of work life will assist the employees to feel a sense of belongingness which ultimately lead them to contribute in their work towards the progress of their organization.

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