

QUALITY OF WORK LIFE IN BANKS - A MICRO LEVEL COMPARATIVE ANALYSIS

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ABSTRACT

The overall organization situation cannot be improved unless good human resource development practices are introduced. To introduce human resource development practices quality of work life is one of the important factors. Quality of work life is the quality of the content relationship between employees and their total working environment. It affects motivation, satisfaction of employee productivity and profitability of an organization. A business has to recognize the importance of its workers as human beings. Banks are basically human organizations. The quality of service in the banking industry depends on the quality of human resources. Therefore, maintaining good quality of work life in the bank is very much essential. Various criteria are used to measure the quality of work life. Among them the seven factors namely job satisfaction, autonomy, physical working environment, salary and other benefits, career advancement and promotion, collegial relation among faculty and relationship with management, are taken for study to analyze the public and private sector bank employee satisfaction towards them. The study revealed that the private sector bank employees are highly satisfied compared to public sector bank. To enhance the quality of work life, the organization should adopt the strategies such as autonomy in work, alternative work schedule, good working conditions, career development, proper grievance handling system and participative management.

Keywords: *Quality of Work Life, Banks, Likert Scaling, Employee satisfaction.*

Introduction:

Employers and employees started realizing the importance of overall development of human resource. In spite of the tremendous development in the areas of technology, marketing and finance overall organizational situation cannot be improved unless good human resource development practice is introduced. To introduce HRD practices, quality of work life is one of the most important factors. It is a new concept in organizational behaviour. Various authors defined quality of work life in different ways. According to skrovan "quality of work life is a value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees". J. Richard and J. Loy define quality of work life as "the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization". Richard Walton has taken up extensive research on quality of work life and he is a major contributor to this concept. According to him, "Quality of work is the work culture that serves as the corner stone", Walton's eight factors are considered as

most comprehensive criteria for measurement of quality of work life. They are adequate and fair compensation, opportunity to develop human capacities, opportunity for career growth, social integration in the work force, constitutionalism, work and quality of work life, and social relevant of work.

Statement of the Problem:

Banking institution has become a vital instrument in the economic development of the country. In the banking industry human resources are the most important factors of production. The quality of human resources in the banks will speak for the quality of the service that is produced. The productivity and performance of service institution is associated with the nature of human resources and their total environment. The quality of work life is important factor that affects motivation, satisfaction of employees and productivity. Human resource is the most expensive, delicate resource, which requires a very gentle handling. Therefore, maintaining good quality of work life is very much important in the banking sector. The present

Table . 1: Job Satisfaction

N.	Opinion	Score	Satisfaction with the job				Working hours				Job security				Social relevance			
			Public Banks		Private Banks		Public Banks		Private Banks		Public Banks		Private Banks		Public Banks		Private Banks	
			Freque	Score	Freque	Score	Freque	Score	Freque	Score	Freque	Score	Freque	Score	Freque	Score	Freque	Score
1.	Strongly Agree	5	10	50	35	175					15	60			15	60	25	125
2.	Agree	4	25	100	15	60	15	60	50	200	35	140	25	100	35	140	25	100
3.	No Opinion	3																
4.	Disagree	2	15	30			35	70					25	50				
5.	Strongly Disagree	1																
	Total		50	180	50	235	50	130	50	200	50	200	50	150	50	200	50	225

Source: Primary data

research is aimed to study the employee satisfaction towards quality of work life in banks.

Review of Literature:

A study on quality of work life in Visakhapatnam port trust was done by K.Benarjee and E.Roja Rani (2004) .It revealed that there is influence of quality of work life and job involvement. It also makes clear that where there is less menial work there is high satisfaction regarding all factors of quality of work life. With improved quality of work life employee is less tired feel more motivated and this leads to greater fulfillment. It is proved in the present organisation the top management should strive to lessen the dissatisfaction of the employees.

Daljeet Kaur (2010) conducted a study to have an insight into the Quality of Work Life in the Branches of ICICI Bank Ltd in Chandigarh and to know the satisfaction level of employees of ICICI bank Ltd. Front office employees working in the Branches of ICICI Bank Ltd in Chandigarh Region were selected for the study. It was found that they were happy with the working conditions of the Bank. They felt that they were safe and secure in Bank. They felt that Bank should start their own transport facilities for the staff. However, the dissatisfaction among them was the less growth opportunities. They were not provided with extra care like health camps etc. They were not happy with the way performance appraisal was done and felt that there management was not flexible with their social responsibilities hence they were less satisfied with the job. Ayesha Tabassum, Tasnuva Rahman & and Kursia Jahan (2011) conducted a study to make a comparative learning of the existing QWL between the employees of the local private and foreign commercial banks through quantitative survey on 50 local and 50 foreign bank's employees. The study revealed that a significant difference exists between the local private and foreign commercial bank's employees perception over QWL and in the following factors of QWL; adequate and fair compensation, work and total life

space, opportunity to develop human capacities, flexible work schedule and job assignment, and employee relations.

Objectives of the Study:

The main objectives of the present study are

- 1.To study the satisfaction of the employees towards quality of work life in banks.
- 2.To study whether there is any influence of quality of work life on job involvement.
- 3.To offer suggestions based on the findings of the study.

Methodology:

The study is based on the primary data. A well-designed questionnaire was administered to extract responses. A pilot study was conducted on a sample of 20 employees. Based on the result of the pre testing some modifications was made in the questionnaire. A questionnaire was prepared on five point Likert scale. Secondary data have been collected from journals, books, magazines and the web sites.

Sampling Design:

The present study was taken in Ramanathapuram District. Using convenient sampling technique 50 employees from private sector banks and 50 employees from public sector banks were selected. They were selected from Ramanthapuram, Paramakudi, Kilakarai and Rameswaram. The selected banks are ICICI, Canara Bank of Private sector and Indian Overseas Bank and State Bank of India of public sector.

Tools of Analysis:

Likert scaling technique is applied to understand the employee satisfaction towards quality of work life. The

Table. 2: Autonomy in Job

S. N	Opinion	Score	Satisfaction with the job				Autonomy in decision making			
			Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Score	Fre	Score	Fre	Score	Fre	Score
1.	Strongly agree	5	10	50	25	125			40	200
2.	Agree	4	10	40	25	100	25	100	10	40
3.	No opinion	3								
4.	Disagree	2	30	60			25	50		
5.	Strongly disagree	1								
	Total		50	150	50	22	50	150	50	240

Source: Primary data

Table. 3: Physical Working Environment

S. N	Opinion	Score	Satisfaction with the job				Autonomy in decision making			
			Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Scor	Fre	Scor	Fre	Scor	Fre	Scor
1.	Strongly agree	5					10	50	25	125
2.	Agree	4	10	40	50	200	10	40	25	100
3.	No opinion	3								
4.	Disagree	2	40	80						
5.	Strongly disagree	1								
	Total		50	150	50	200	50	150	50	225

Source: Primary data

Table. 4: Salary and Fringe Benefits

S. N	Opinion	Score	Satisfaction with salary				Satisfaction with fringe benefits				Satisfaction with retirement benefits			
			Public Banks		Private Banks		Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Score	Fre	Score	Fre	score	Fre	Score	Fre	Score	Fre	score
1.	Strongly agree	5			25	125			25	125			25	125
2.	Agree	4	40	160	10	40	40	160	10	40	40	160	10	40
3.	No opinion	3			15	45			15	45				
4.	Disagree	2	10	20			10	20			10	20	15	30
5.	Strongly disagree	1												
	Total		50	180	50	210	50	180	50	210	50	180	50	195

Source: Primary data

respondents are asked to mark any one of the five degrees of responses viz strongly agree, agree, no opinion, disagree and strongly disagree for each statement. The allotted scores are 5, 4, 3, 2 and 1 respectively. The maximum score of 250 points (50 x 5) indicating strong agreement, 150 points (50x3) denotes neutrality and 50 points, (50x1) shows disagreement for a statement. If the score is between 150 and 250 for a statement indicates satisfaction, the score of 150 shows neutrality, and the score ranging from 50 to 150 denotes dissatisfaction towards the statement.

Result and Discussion:

In the present study the following seven dimensions of quality work life are studied.

Job Satisfaction:

Employees enjoys the quality of work life when he has satisfaction with job, working hours, job security and he feels his working life fits well with his private life. Working hours should not cause any mental strain and stress to the employee. Job security strongly influences the productive efficiency of an organization. Absenteeism, employment turnover, irresponsibility, uncommitment are the result of job insecurity. The worker self esteem would be high if the work is useful to the society. It can be seen from table 1 that the employees of private

Table. 5: Career Advancement and Promotion

S. N	Opinion	Score	Career Advancement				Promotion			
			Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Score	Fre	Score	Fre	Score	Fre	Score
1.	Strongly agree	5	40	200	50	250				
2.	Agree	4	10	40			10	40	35	140
3.	No opinion	3							15	45
4.	Disagree	2					40	80		
5.	Strongly disagree	1								
	Total		50	240	50	250	50	120	50	185

Source: Primary data

Table. 6: Collegial Relation among Faculty

S. N	Opinion	Score	Rapport with Colleagues				Relationship with subordinates			
			Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Score	Fre	Score	Fre	Score	Fre	Score
1.	Strongly agree	5	10	50	40	200	10	50	40	200
2.	Agree	4	15	60	10	40	15	60	10	40
3.	No opinion	3								
4.	Disagree	2	25	50			25	50		
5.	Strongly disagree	1								
	Total		50	160	50	240	50	160	50	240

Source: Primary data

Table .7: Relationship with Management

S. N	Opinion	Score	Cordial relationship with management				Grievance handling				Participative management			
			Public Banks		Private Banks		Public Banks		Private Banks		Public Banks		Private Banks	
			Fre	Score	Fre	Score	Fre	Score	Fre	Score	Fre	Score	Fre	Score
1.	Strongly Agree	5	10	50										
2.	Agree	4	15	60	50	200	15	60	40	160	15	60	25	100
3.	No Opinion	3							10	30			25	75
4.	Disagree	2	25	50			35	70			35	70		
5.	Strongly Disagree	1												
	Total		50	160	50	200	50	130	50	190	50	130	50	175

Source: Primary data

sector banks are highly satisfied with the job, working hours and their attitude towards job security is neutral. The public sector bank employees are satisfied with the job, they are having job security, and they are dissatisfied with the working hours. The employees of the both sector banks have opined that their job is having social relevance.

Autonomy:

Autonomy in work gives employees control over job. It builds a sense of responsibility and gives him satisfaction. The more autonomy on job, employee's involvement in the job will be more.

Table 2 shows that the score of 150 in public sector banks denote the employee's attitude are neutral towards

autonomy in work, and decision making power, but in contrary the score of 225 and 240 in private sector banks show the employees have high degree of autonomy in their work and decision making.

Physical Working Environment:

Employees spent most of their time at their work place and the office is the second home for them. Proper seating, water, good sanitary conditions should be provided to them. Safe and healthy working conditions ensure good health, continuity of services, good labour management relations. Absence of such conditions may lead to job stress.

Table. 8: Quality of Work Life on Job Involvement

S.N	Opinion	Score	Public Banks		Private Banks	
			Frequency	Score	Frequency	Score
1.	Strongly agree	5	25	125	35	175
2.	Agree	4	10	40	10	40
3.	No opinion	3				
4.	Disagree	2	15	30	5	10
5.	Strongly Disagree	1				
	Total		50	195	50	225

Source: Primary data

Table .9 : Overall Satisfaction towards Quality of Work Life

S. N	Factors	Total No of Statement	Public Sector Banks		Private Sector Bank		Total Score
			Score	Percentage	Score	Percentage	
1.	Job Satisfaction	4	710	71%	810	81%	1520
2	Autonomy In Job	2	300	60%	465	93%	765
3.	Physical Working Environment	2	270	54%	425	85%	695
4.	Salary And Fringe Benefits	3	560	75 %	615	82%	1175
5.	Career Advancement Promotion	2	360	61%	435	87%	795
6.	Collegial Relation Among Faculty	2	320	56%	480	96%	800
7.	Relationship With Management	3	420	46%	565	75%	985
	Total		2940		3795		6735

Source: Primary Data

Table 3 reveals that the Private sector bank employees are found to have high level of satisfaction towards well furnished office and working conditions, because their score are 200 and 225 respectively. The score of 120 in public sector bank towards well – furnished office revealed that employees have low level of satisfaction towards it and their attitude towards working condition are neutral.

Salary and Other Benefits:

The compensation received by employee helps in maintaining a socially desirable standard of life. The Fringe benefits, received by the employee's results in improvement of productivity, reduces absenteeism, labour turnover. Retirement benefits include provident fund, pension and gratuity. The employer provides it to create a feeling of security about the old age.

It is observed from table 4 that the private sector bank employees seem to be highly satisfied with the salary, fringe benefits and retirement benefits. Since they scored more than 150 public sector bank employees are satisfied with these benefits but their level of satisfaction is low compared to private sector bank employees.

Career Advancement and Promotion:

An employee is satisfied when he is given an opportunity to use and develop his capabilities. Training facilities for advancement is necessary for continuous growth. Career advancement programme helps to increase the knowledge

and skill and over all personality of an individual. Promotional policies should be fair in order to ensure higher quality of work life.

It is clear from table 5 that public and private sector bank employees strongly agreed that career advancement is on the basis of merit and their score are 240 and 250 respectively. The private sector bank employees are satisfied with promotion policy but in public sector banks it is contrary.

Collegial Relation among Faculty:

The relationship among colleagues and with the subordinates facilitate open communication, building trust, team spirit and it leads to fulfillment of individual and organizational goals.

Table 6 makes clear that the employees in private sector banks are maintaining very good rapport among their colleagues and with subordinates. Public sector bank employees are maintaining good relationship with their colleagues and subordinates.

Relationship with Management:

Harmonious employee and management relationship gives the employee a sense social association, belongingness, achievement of work as well as improve organizational efficiency. This, in turn leads to better quality of work life. Employees have a sense of fair treatment when the company gives them the opportunity to ventilate their

grievances. Worker participation can redistribute social power, promote interest, psychological satisfaction.

It can be seen from table 7 that private sector bank employees are maintaining cordial relationship with the management compared to public sector banks. Public sector bank employees are dissatisfied with grievance handling system and participative management but the private sector bank employees are satisfied with these two factors.

The concept of job involvement is playing pivotal role in providing a link between performance and quality of work life. Individuals could be job involved if their needs are satisfied. Job involvement is index to quality of work life. It is obvious from table 8 that the score of 195 and 225 in public and private sector banks indicated the employees are having opinion that job involvement depends on quality of work life.

It is inferred from table 9 that the private sector banks employees have been satisfied with all the factors of quality of work life. Public sector bank employees attitude towards autonomy in job are neutral. They dissatisfied with physical working environment and relationship with management and they are satisfied with other factors.

As regards overall performance the total score of 2940 in public sector banks and 3795 in private sector bank falls between 2700 and 4500. In terms of percentage it is 65.33% and 84.33% in public and private sector banks respectively. Hence, both sector bank employees are satisfied with the quality of work life. But their level of satisfaction is high in private sector banks compared to public sector banks.

Suggestions:

1. A manager should give high degree of autonomy to the workers to carryout the work and freedom in decision making which gives him immense satisfaction, increasing his responsibility and the involvement in the job will be more.
2. Poor intolerable working conditions irritate the workers and it leads to in efficiency and absenteeism. Therefore, effective arrangement should be made for proper lighting, seating, drinking water, ventilation in the office and the office room should comfortable to the workers.
3. The manger must understand the courses, which lie behind grievances and find out the best possible methods of settling them at the earliest. Failing which the whole edifice of the organization may tremble down.
4. The scheme of workers participation in management creates feeling of belongingness, recognition of the employee. It helps in maintaining industrial peace and

goodwill of the organization. Realizing the benefits of participative management the management should allow the employees to participate in the management decisions.

5. Besides this in order to enhance quality of work life and productivity the organizations should adopt the strategies such as self-managed work teams, effective leadership and supervisory behaviour, job enlargement, job rotation, job enrichment, alternative work schedules, job security, administrative justice and career development.

Conclusion:

The success of any organization depends on how it recruits, motivates and retains its work force, Today's organization need to be more flexible to develop their workforce and enjoy their commitment. Quality of work life as a human resource strategy is being recognized as the ultimate key for development among all the work system. Quality of work life concerns about improving employee satisfaction strengthen workplace learning and better manage the on going change and transition. The organizations are required to implement more quality of work life programme in order to satisfy both the individual and organizational objectives.

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