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A STUDY ON QUALITY OF WORK LIFE OF PRIVATE SECTOR BANK EMPLOYEES IN COIMBATORE DISTRICT

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ABSTRACT

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management. Overwork is tolerated in emerging private banks unlike public banks as part of the game and work culture. This is so, what with the soaring competition among the tightly contested players. The point is empowerment of workforce in the area of involvement. It is evident that most of the managements are increasingly realising that quality alone stands to gain in the ultimate analysis.

In this study the researcher has emphasised on the quality of work life balance among the private sector bank employees in Coimbatore district with the help of various tools like ANOVA , Chi-Square Test and Multiple regression Analysis.

“The quality of your life is the quality of your relationship”

1.1 INTRODUCTION

India liberalised its economic policies in 1991, since then the economy has responded positively and India is now considered as one of the dynamic emerging nations. At present, the second generation reforms are in progress and the economy seems to be moving on the right track. Recently the World Bank forecasts that by 2020, India could become the fourth largest economy in the world. Owing to such development, a large number of foreign firms have become interested to make business in India. The liberalised policies and the increased level of competition by overseas firms have put pressure on HR functions of domestic companies. To survive and prosper, they have to prepare and develop their employees so as to compete with overseas organisations in skills, efficiency and effectiveness¹.

In the present competitive business environment, Indian organisations are feeling compelled from within to reorient their employment relationships. After years of organisational restructuring and work re-engineering, management comes to recognise that a productive workforce is increasingly important to attain sustainable competitive advantage for business organisations on a global basis². For healthy employee relations (ER) it is necessary to have well defined policies and procedures as because reactive policies can't continue for long. Growing competition, complex economic environment, rising labour costs, etc. compel organisations to adopt proactive strategies towards ER, while having proactive strategies; the organizations have to ensure achievement of corporate objectives through cooperation and commitment of employees.

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. QWL is a comprehensive programme designated to improve employees' satisfaction. It is a way of thinking about people, work and organization and creates a sense of fulfillment in the minds of the employees and contributes toward greater job satisfaction, improving productivity, adoptability and overall effectiveness of an organization, ³proposed that QWL, which is measured by the feelings that employees have toward their jobs, colleagues, and companies, would ignite a chain effect leading to an organisation's growth and profitability in the end. To improve the quality of work life of the employees,

¹ Sparrow, P.R. and Budhwar, P. (2012), "Competition and Change: Mapping the Indian HRM recipe against World Wide Patterns", *Journal of Business World*, Vol. 32, No. 3, pp. 224-242.

² Bohl, D.L.; Slocum, J.W.; Luthans, F. and Hodgetts, R.M. (2013), "Ideas that will shape the future of Management Practice", *Organizational Dynamics*, Vol. 25, No. 1, pp. 6-13.

³ Havlovic, S.J. (1991), "Quality of Work Life and Human Resource Outcomes", *Industrial Relations*, Vol. 30, No. 3, pp. 469-79.

companies are now emphasising on cordial employee relations and adopting a human resource strategy that places high value on employees as organisational stakeholders. In addition, companies with strong employee relations initiatives will benefit because their workforce is highly motivated to expend their best efforts⁴. It involves providing fair and consistent treatment to all employees so that they will be committed to the organization. Thus, good employee relations help in developing satisfied, committed and productive work force that lead towards overall effectiveness of an organisation.

Restructuring the industrial relations in work area is the key for improving the quality of product and the price of the stock. Without creating supportive environment in restructured environment, higher quality of work cannot be extracted.⁵

The Quality of Work Life (QWL) is more concerned with the overall climate of work and the impact that the work has on people as well as on organization effectiveness. The recognized purpose of Quality of Work Life is to change the climate at work so that the human-technological-organizational interface leads to a better Quality of Work Life and eventually to an improved quality of life in community and society. Enhancement of Quality of Work Life also paves the way for the country to keep pace with global level development.⁶ There has been much concern today about decent wages, convenient working hours of conducive working conditions etc. Their term "Quality of Work Life" has appeared in research journals and the press in USA only in 1970s. There is no generally acceptable definition about this term. However, some attempts were made to describe the term quality of work life (QWL). It refers to the favorableness or unfavorableness of a job environment for people, QWL means different things to different people.⁷

1.2 STATEMENT OF THE PROBLEM

A study of quality of work life is a paramount importance, the nature being different for each category of employees depending upon their needs. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of an employees and economic development of the country. So an attempt has been made to know about the employees satisfaction on QWL and its influence on their working and social

⁴ Gomez–Mejia, Luis R.; Balkin, D.B. and Cardy, R.L. (2005), *Managing Human Resources*, New Delhi: Pearson Education, pp.458-459.

⁵ Gardon, Herman (1984), —*Making sense of Quality of work life programmes*

⁶ Buchanan, D. A., & Boddy, D. (1982), "Advanced technology and the quality of Work Life"

⁷ K. Aswathappa (1997) "Human Resources and Personal Management"

environment. Quality of work life is absolutely necessary and beneficial both for the organization as well as the career development of the employee. So each and every organization should measure their employee's Quality of work life for their development and their employee's welfare.⁸ Basically Quality of work life provides an employee with inner motivation and self encouragement so that he or she can give the best to his organization. Normally an employee who is satisfied with his work will facilitate in creating a positive working environment for people around. It will help in boosting the morale of the other employees in the organization. It's a fact that majority of the employees work for money but monetary benefits should not be the sole criteria while selecting a job. It is always recommended that you select a job which provides you with inner satisfaction and happiness.

One of the major problems facing both developing and developed countries is the Quality of Work Life of a vast majority of employees engaged in productive pursuits. This issue is not just one of achieving greater human satisfaction but it also aims at improving productivity, adaptability and overall effectiveness of organizations. Life becomes happier and easier for an employee who is happy with his/her job. Majority of the well reputed companies these days give lot of importance to measure the level of employee satisfaction at the work place. Hence employers these days emphasize a lot on a good HR system in the organization. Against this backdrop, an attempt has been made to identify some of the factors that will influence the Quality of work life of Employee's working in Industries in Coimbatore District.

1.3 SIGNIFICANCE OF THE STUDY

Quality of work life covers various aspects under the general umbrella of supportive organisational behaviour. Thus, the Quality of work life should be broad in its scope. It must be evaluate the attitude of the employees towards the personnel policies. Quality of work life is a prescriptive concept, it attempts to design work environments so as to maximise concern for human welfare. QWL acts in two dimensions. a)Goal b)Process. In the global scenario, there are number of public institutions, banks and private institutions. Almost all the institutions are now setting new goal to compete with others. This may causes the employees to face plenty of stress and therefore affect their satisfaction and even their physical and mental health.⁹

⁸ C.B. Mamoria and S.V Gankar (2001) "Personal Management text & cases"

⁹ John M. Ivancevich (2003) "Human Resources and Personal Management"

1.4 SCOPE OF THE STUDY

The study entitled “**A STUDY ON QUALITY OF WORK LIFE OF PRIVATE SECTOR BANK EMPLOYEES IN COIMBATORE DISTRICT**” encompasses the services from services of employees in private sector banks in Coimbatore District, viz Quality of Work Life. The study helps the organization to gain additional knowledge on various QWL programmes. The study captures the opinion of the employees in terms of their satisfaction with their current QWL practices. The research study will assist the organisation in providing recommendations & suggestions on the improvement of QWL programmes. In the present study an attempt is made to establish the factors which influence the Quality of work life of private sector bank Employees in Coimbatore District.

1.5 OBJECTIVES OF THE STUDY

The study entitled “**A STUDY ON QUALITY OF WORK LIFE OF PRIVATE SECTOR BANK EMPLOYEES IN COIMBATORE DISTRICT**” made an attempt to study on the quality of work life of private sector bank employees in Coimbatore District. following are the objectives:

- To identify the attributes/factors influencing QWL in private sector banks.
- To Study the relationship between the Demographic factors of the employees and factors of Quality of work life.
- To analyze the measures adopted by the organization to improve the quality of work life among employees.

1.6 METHODOLOGY

- ✓ Selection of the Sample
- ✓ Formation of the Questionnaire
- ✓ Collection of Data
- ✓ Consolidation of Data
- ✓ Analysis of Data

1.6a Selection of the Sample

In the primary stage of methodology is related to selection of the sample. This study will be conducted within the campus of industries found in Coimbatore District. Among the workers in industries sample respondents are to be selected, since it is difficult to contact the entire population, convenient sampling technique was adopted. The employees were interviewed (wherever found necessary) using structured questionnaire method..

1.6b Formation of the Interview schedule

The second stage of methodology is related to the formation of Interview schedule to obtain necessary particulars pertaining to the study. The researchers will interview the sample respondents with the help of pre-constructed Interview schedule.

1.6c Collection of Data (Methods of data collection)

There are two major approaches for gathering data.

- ❖ Primary data
- ❖ Secondary data

PRIMARY DATA: Primary data is the data which is collected for the first time by investigators. Primary data will be collected by using well structured Interview schedule.

SECONDARY DATA: Secondary data refers to the data which is originally collected and published by the authorities other than who require it. It will be collected from books, websites and few journals and news paper.

1.6d Consolidation of Data

The collected data will be consolidated in the form of schedules for the purpose of interpretation; tabulation and formation of master table for analysis purpose. After the classification, the data will be processed (analysis) by using various statistical tools and diagrammatic illustration.

1.6e Analysis of Data

The Following Tools will be applied to analyse the data

- ✓ **Simple percentage Analysis :** Helps to simplify the collected data, All the data collected through the Questionnaire and interview schedule was converted to percentage, one main reason is many of the tool in the statistics rely upon percentage and next when data is converted to percentage it is easy to understand and draw inference.

- ✓ **Likert-type Scale:** has helped to evaluate how well a particular item discriminates between those particulars whose total score is high and those whose score is low.
- ✓ **Chi-Square:** was employed to know whether the attributes are associated with each other. All the Five services in the study were associated with the results to know the relationship.
- ✓ **ANOVA:** Analysis of variance- t test and f test are performed here; it is another statistical technique that it is used to make multiple comparisons. This is common throughout statistics, as there is many times where we want to compare more than just two groups. Typically an overall test suggests that there is some sort of difference between the parameters that are studied, and an analysis to decide which parameter differs.

1.7 FRAMED HYPOTHESIS

The following hypotheses has been framed for the purpose of the analysis

Ho: The socio economic factors do not significantly impact the level of work life balance.

Ho: The socio economic factors do not significantly influence the level of overall work life balance.

1.8 LIMITATIONS OF THE STUDY

- ❖ The study is confined to the respondents who are employees working in the manufacturing units of Coimbatore District only.
- ❖ Co-operation from the administrative side may not be possible.
- ❖ In any study having a bearing on attitude, incomplete, wrong information and non-responses to some questions could not be avoided. However, considerable care was exercised in making the study as objective and systematic as possible.
- ❖ The primary data were collected through interview schedule method which is subjected to recall bias. However, sufficient care was taken at every stage to reduce the error through cross checks.

1.9 ANALYSIS AND INTERPRETATION

Table 1.1: ANOVA (Socio economic factors and level of work life balance)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15455.283	5	1245.51	19.631	.001
	Residual	244521.511	336	18.67		
	Total	3541225.548	341			
a. Dependent Variable: Level of work life balance						
a. Predictors: (Constant), Gender, Age group, Family type, Monthly income, Monthly savings, Saving in insurance, Monthly expenses, Type of house, Number of earning members, Distance travel, Mode of transport, Nature of job, Total work experience, Experience in the present organization, Job status, Opinion on monetary benefits, Opinion on non monetary benefits, Working environment, Opinion on team spirit, Organization commitment, Communication network, Work load and Job satisfaction.						

The above ANOVA table shows the significant variance between the socio economic factors and level of work life balance of the respondents. P value (0.001) shows that there is significant variance between the groups and within the groups which the researcher selected.

Hypothesis: The socio economic factors do not significantly impact the level of work life balance.

Table 1.2: Chi square test – Work life balance and socio economic factors

Variables	Chi Square value	P Value	Result
Gender	13.215	0.001	Significant
Age group	54.332	0.001	Significant
Family type	1.245	0.128	Not significant
Monthly income	14.667	0.008	Significant
Monthly savings	27.611	0.001	Significant
Saving in insurance	58.887	0.001	Significant
Monthly expenses	12.379	0.001	Significant
Type of house	3.882	0.451	Not significant
Number of earning members	34.335	0.001	Significant
Distance travel	13.376	0.011	Significant
Mode of transport	46.177	0.001	Significant
Nature of job	30.198	0.001	Significant
Total work experience	23.106	0.001	Significant
Experience in the present organization	4.661	0.461	Not significant
Job status	51.637	0.842	Not significant
Opinion on monetary benefits	11.315	0.038	Significant

Opinion on non monetary benefits	55.154	0.001	Significant
Working environment	41.336	0.001	Significant
Opinion on team spirit	122.652	0.001	Significant
Organization commitment	44.378	0.001	Significant
Communication network	5.049	0.348	Not significant
Work load	6.104	0.442	Not significant
Job satisfaction	5.331	0.605	Not significant

Source: Computed data

Hypothesis: The socio economic factors do not significantly influence the level of overall work life balance.

Result

Gender, age group, monthly income, monthly savings, saving in insurance, monthly expenses, number of earning members, distance travel, mode of transport, nature of job, total work experience, opinion on monetary benefits, opinion on non monetary benefits, working environment, opinion on team spirit and organization commitment are significantly influence the overall work life balance at 5% significant level, hence null hypothesis is rejected and the same time the remaining socio economic variables do not significantly influence the overall work life balance.

Multiple Regression Analysis – Private Sector Bank Employees

The regression was used to find the whether the socio economic factors impact the level of work life balance. The R value and R^2 value to be calculated to find whether the data are fit to do the regression. The ANOVA value also was calculated to find the variance between the socio economic factors and level of work life balance alone, then the next step was to go for multiple regression. It shows the impact value. The following table shows the above mentioned tools output and fitness results.

Table 5.212 : Model Summary – Level of Work life balance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806	.649	.127	2.804

- a. Predictors: (Constant), Gender, Age group, Family type, Monthly income, Monthly savings, Saving in insurance, Monthly expenses, Type of house, Number of earning members, Distance travel, Mode of transport, Nature of job, Total work experience, Experience in the present organization, Job status, Opinion on monetary benefits, Opinion on non monetary benefits, Working environment, Opinion on team spirit, Organization commitment, Communication network, Work load and Job satisfaction

The above table shows the R (.806) value and R^2 value (.649), and it shows the fitness of the data to apply regression analysis for this present study.

1.10 CONCLUSION

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management. Over the years, since industrial revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Thanks to the revolution in advanced technology, the imperative need to look into QWL in a new perspective is felt and deliberated upon. Major companies are tirelessly implementing this paradigm in Human Resources Development (some call it People's Excellence).¹⁰

QWL deals with the relationship between every employee and his or her work organization. This relationship is formal in sometimes less formal. This contract is psychological; contract. "Psychological contract is the set of expectations held be the individual specifying what the individual and the organization expect to give and receive from each other in the course of their working relationship". This contract represents the expected exchange of values that encourages the individual to work for the organization and motivates the organization to employ that person, (i.e.) Contribution and Inducements. This is the way for organization to create healthy psychological contract and Jobs satisfaction for their members is to provide them with High QWL environment.¹¹

Finally Quality of work life is an environment that promotes and maintains employee satisfaction with an aim to improve working conditions for labours and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity in textile industry. Allowing employees who have knowledge, skill and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

¹⁰Delamotte, Y. and Walker, K. F., (2014) "Humanisation of Work and the Quality of Working Life-Trends and Issues

¹¹ Gosh, Subratish (1992),-"Quality of Work Life in Two Indian Organizations Decisions"