

# Determinants of Quality of Work Life - A win-win Paradigm for Quality of Work Life and Business Performance

Dr.Gajanethi Swathi Kumari

***Abstract---** In today's competitive world the effective and efficient performance of employees gives the company its competitive edge. At the same time retaining them is becoming a major challenge to the HR Department. Salary and monetary benefits are no longer real retention factor, what is gaining importance is providing a quality of life for the employees. The service sectors are more challenging when compared to the other sectors in maintaining relations and job satisfaction of the employees. Quality of Work Life is one of the popular and Global HR Practice for retention and motivation of the employees, hence in this context it is found very relevant to study the quality of work life practices of Banking Sector (Public and Private). The present paper aims to Study and evaluate the opinion and perception of employees with regards to the quality of work life and also to give a key note on ASEAN & BRICS market. A descriptive research study was conducted by choosing a stratified random sampling technique of 50 sample size in Hyderabad. The research could help to give solutions to the management regarding the quality of work life.*

***Key words---** Banking Sector, global HR practice, job satisfaction, motivation, perception, quality of work life, retention.*

---

## 1. INTRODUCTION

India and ASEAN are currently negotiating agreements on trade in services and investment. The services negotiations are taking place on a request-offer basis, wherein both sides make requests for the openings they seek and offers are made by the receiving country based on the requests. India has made requests in a number of areas including teaching, nursing, architecture, chartered accountancy and medicine as it has a large number of English speaking professionals in these areas who can gain from job opportunities in the ASEAN region. India is also keen on expanding its telecom, IT, tourism and banking network in ASEAN countries. The motivations for the birth of ASEAN were so that its members' governing elite could concentrate on nation building. BRICS is an international political organization of leading emerging economies, members are all developing/newly industrialized countries, but they are distinguished by their large economies and significant influence on regional and global affairs

### ***HRM in banking sector***

In 21st century competitiveness in global market place presents the ultimate challenge to policy makers, business leaders and entrepreneur's in any industry, including banking. Those leaders would be successful who would manage the virtues of conflicting paradigms, rather than rely on single set of pre- determined theoretical "right

policies”. This has created in its wake a need for adopting a proactive approach by bankers in all areas of organizational structure, administrative policies, and the most important the HRM. As a result the banks have to continuously strive to give new thrust and direction to equip its employees to meet the emerging challenges. Hence a systematic HRD strategy focused on people is essential. An efficient, effective and disciplined banking system helps the process of economic development as per the national priorities. It functions as catalytic agent for bringing about economical, industrial, and agriculture growth and prosperity of the country.

Objectives of HRM in BANKS are,

1. Creating a climate of openness and trust.
2. Building a collaborative culture whereby every one is an important member of an effective team.
3. Preparing individuals for technological competence.
4. Psychological preparedness for willing participation in change implementation.
5. Promoting human capabilities and competency in the organization.
6. Facilitating building of a strong character of honesty and integrity in performance.
7. Improving quality of work life.

## **2. SIGNIFICANCE OF THE STUDY**

Employee ratings of an Organization’s strengths and weaknesses can identify areas which need focus in order to increase quality of work life. Thus a study on quality of work life will help the management to be in a position to make decisions about what to do in response to employee survey results to improve quality of work life. Quality of Work Life is one of the popular HR Practice for retention and motivation of the employees, hence in this context it is found very relevant to study the quality of work life practices of banking sector.

## **3. LITERATURE REVIEW**

“A great place to work is where you trust the people you work for , have pride in what you do, and enjoy the people you work with” \_\_\_\_ Robert levering

QWL has been defined as “the quality of relationship between employees and the total working environment.” It seeks to create those conditions in the organization which (a)promote individual learning and development, (b)provide individuals with influence and control over what they do and how they do it, and (c)make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means to valued personal rewards

It refers to the favorableness or unfavourableness of a job environment for people. QWL means different things to different people.

J. Richard and J. Loy define QWL as “the degree to which member of a work organization are able to satisfy important personnel needs through their experience in the organization.

Richard E. Watson explains quality of work in terms of eight broad conditions of employment that constitute

desirable quality of work life. He proposed the same criteria for measuring QWL. Those criteria include.

Conditions of QWL:

1. Adequate and fair compensation
2. Safe and healthy working condition:
3. Opportunity to use and develop human capacities.
4. Social integration in the work force:
5. Constitutionalism in the work organization:
6. Opportunity for career growth:
7. Work and quality of life:
8. Social relevance of work:

Specific issues in QWL:

Klott, Mundick and Schuster suggested 11 major QWL issues. They are:

1. Pay and stable employment:
2. Occupational stress:
3. Organization health programmes:
4. Alternative work schedule:
5. Participative management and control of work:
6. Recognition:
7. Congenial worker-supervisor relations:
8. Grievance procedure:
9. Adequacy of resources:
10. Seniority and merit in promotion:
11. Employment on permanent basis:

Strategies for improving Quality of Work Life:

1. Development of careers and career paths.
2. Work design.
3. Organizational reward system.
4. Design and maintenance of group and inter-group relationships.
5. Managerial practices.
6. Internal and External strategies of change.

### ***Methods to improve QWL***

The concept of QWL aims at identifying and implementing alternative programs to improve the quality of professional as well as personal life of an organization's employees. These programs motivate people by satisfying not only their economic needs but also their social and psychological needs

1. Flexi time
2. Flexi place
3. Part time employment

4. Compressed workweek (CWW)
5. Job enrichment
6. Job rotation
7. Job enlargement
8. Autonomous work groups/ self managed teams

#### ***Quality of work life and human resources development***

Quality of work life is broader than motivation through these two terms seem to be similar. All personnel related activities affect quality of work life. Some examples are:

HR Activity	Effect on Quality of Work Life
Job Analysis	Analyze the job in such a way that human Needs like freedom, challenging work, Autonomy can be satisfied.
Selection	Selecting the right man and placing him in the right position. This satisfies his needs for reward, interesting work etc.
Job Enrichment	Satisfied order needs like pride, ego.
Job Evaluation	Equitable wages.

#### **4. OBJECTIVES**

1. To analyze the Quality of Work Life & explore its dimensions in Banking Sector.
2. To obtain the perception of employees on Quality of Work Life practices.
3. To study the impact of ASEAN & BRICS market on Banking Sector

#### **5. METHODOLOGY**

##### ***Sources of Data***

Primary data: The primary data was collected from the structured questionnaires, personal interviews and observation.

Secondary data: The secondary data was collected from records, manuals, journals, magazines, newspapers and websites.

A structured questionnaire designed for the study which consists of both open ended and closed ended questions comprising of 41 questions.

##### ***Sample Size & Design***

Sample comprised of 50 employees was selected which includes the sample of Bank of India, ICICI, HDFC, HSBC, State Bank of India, Andhra Bank, Punjab National Bank & UCO bank. The sampling technique adopted was convenient stratified random sampling, a sampling method where the population embraces a number of distinct categories; the frame can be organized by these categories into separate strata. A sample is then selected from each stratum separately, producing a stratified sample.

## 6. ANALYSIS AND INTERPRETATIONS

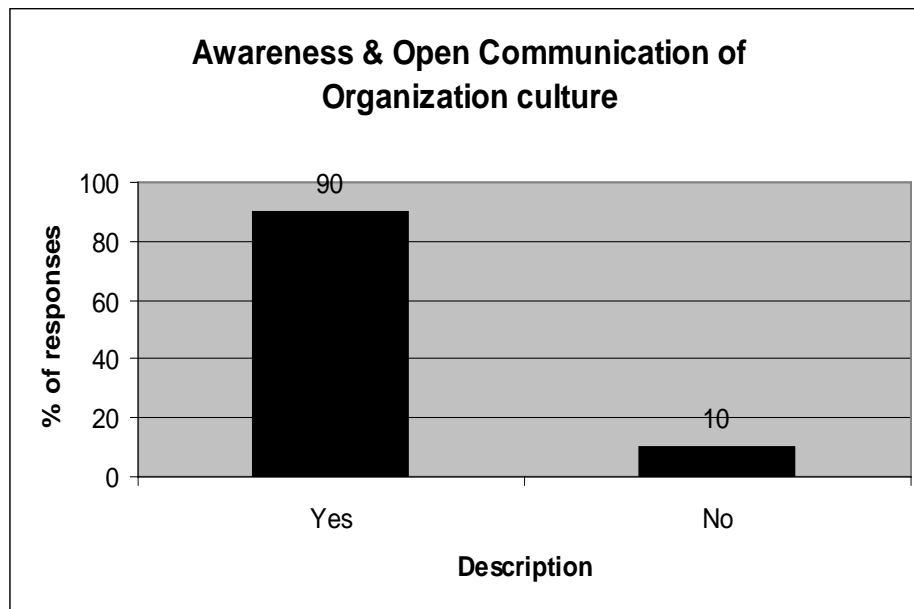
### I. Organization Culture

#### 1. Awareness & Open Communication of Organization Policies and Procedures

Table: 1

S.No.	Description	Responses	% of Responses
1	Yes	45	90
2	No	5	10
Total		50	100

Figure 1



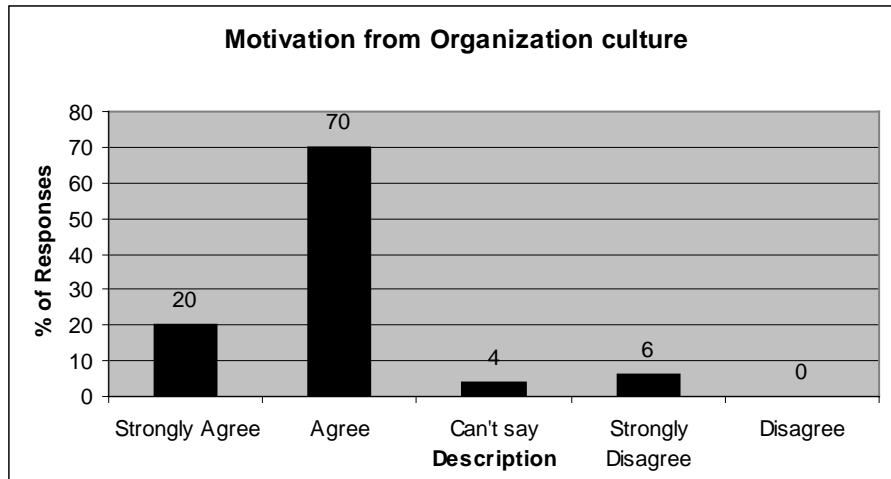
Interpretation: From the above figure1, it is very clear that 90% of the employees aware of culture prevailing in the organization and intends that it is openly communicated.

#### 2. Motivation from Organization Culture

Table: 2

S.No.	Description	Responses	% of Responses
1	Strongly Agree	10	20
2	Agree	35	70
3	Can't say	2	4
4	Strongly Disagree	3	6
5	Disagree	0	0
Total		50	100

Figure 2



Interpretation: The above figure2,shows that most of the employees are motivated by Organization culture.

## II. Social Integration

### 3. Harmonial relationship with peers

Table: 3

S.No.	Description	Responses	% of Responses
1	Strongly Agree	20	40
2	Agree	25	50
3	Can't say	0	0
4	Strongly Disagree	5	10
5	Disagree	0	0
Total		50	100

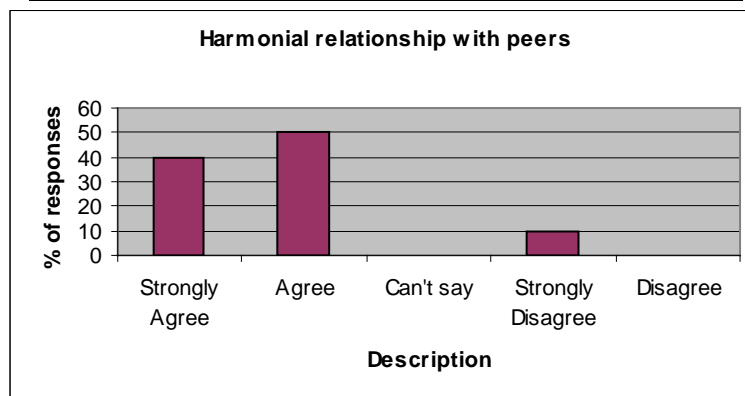


Figure 3

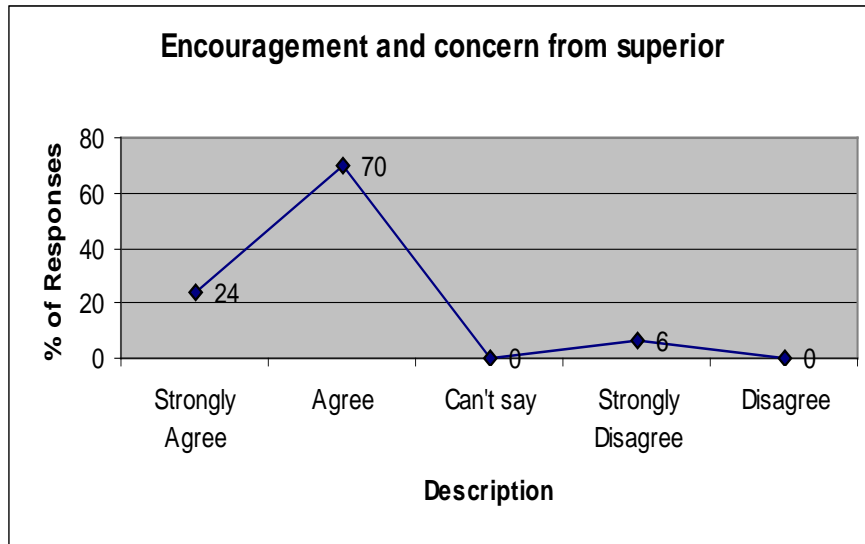
Interpretation: The above figure3,shows that most of the employees agrees that there exists a very good relationship with peers.

4. Encouragement & Concern from Superior

Table:4

S.No.	Description	Responses	% of Responses
1	Strongly Agree	12	24
2	Agree	35	70
3	Can't say	0	0
4	Strongly Disagree	3	6
5	Disagree	0	0
Total		50	100

Figure 4



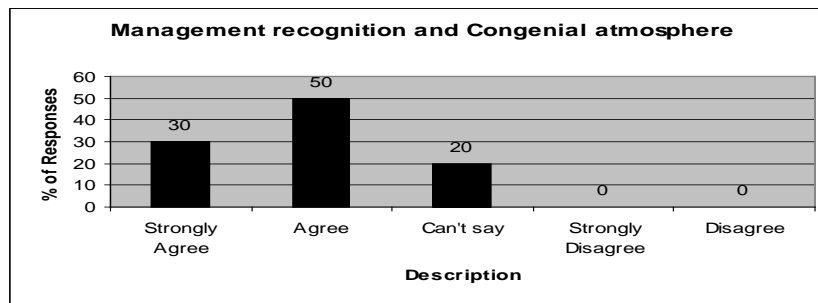
Interpretation: From the above figure4, it is very clear that most of the employees encouraged and concerned by their superiors.

5. Management recognition and congenial atmosphere

Table: 5

S.No.	Description	Responses	% of Responses
1	Strongly Agree	15	30
2	Agree	25	50
3	Can't say	10	20
4	Strongly Disagree	0	0
5	Disagree	0	0
Total		50	100

Figure 5



Interpretation: From the above figure5, it is very clear that 80% of the employees agrees that they have congenial atmosphere and recognized by Management.

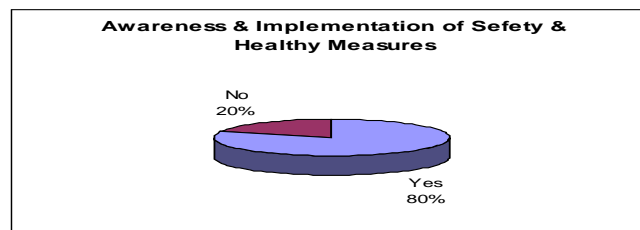
### III. Safety and Healthy Measures

#### 6. Awareness & implementation of safety and Healthy measures

Table: 6

S.No.	Description	Responses	% of Responses
1	Yes	40	80
2	No	10	20
Total		50	100

Figure 6



Interpretation: From the above figure6, it is very clear that 80% of the employees are aware of safety and healthy measures.

#### 7. Employee safety is the high priority of Management

Table: 7

S.No.	Description	Responses	% of Responses
1	Strongly Agree	5	10
2	Agree	30	60
3	Can't say	10	20
4	Strongly Disagree	5	10
5	Disagree	0	0
Total		50	100



Figure 7



Interpretation: From the above figure7, it is very clear that most of the employees agree that management gives high priority on employee safety.

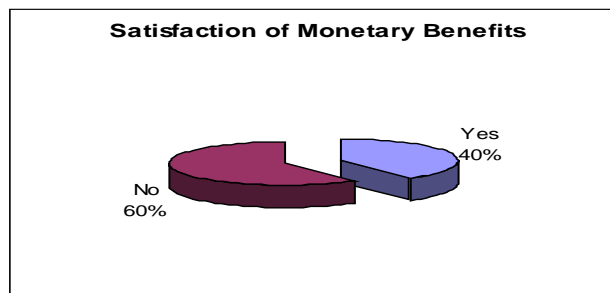
**IV. Salary and Additional Benefits**

**8. Satisfaction of Monetary benefits**

Table: 8

S.No.	Description	Responses	% of Responses
1	Yes	20	40
2	No	30	60
Total		50	100

Figure 8



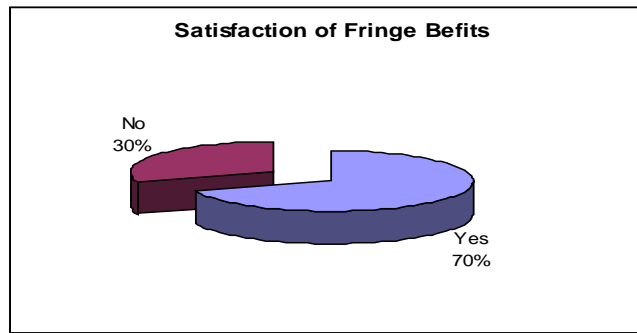
Interpretation: From the above figure8, it is very clear that 60% of the employees are not satisfied with the compensation package provided by the organization.

**9. Satisfaction of Fringe Benefits**

Table: 9

S.No.	Description	Responses	% of Responses
1	Yes	35	70
2	No	15	30
Total		50	100

Figure 9



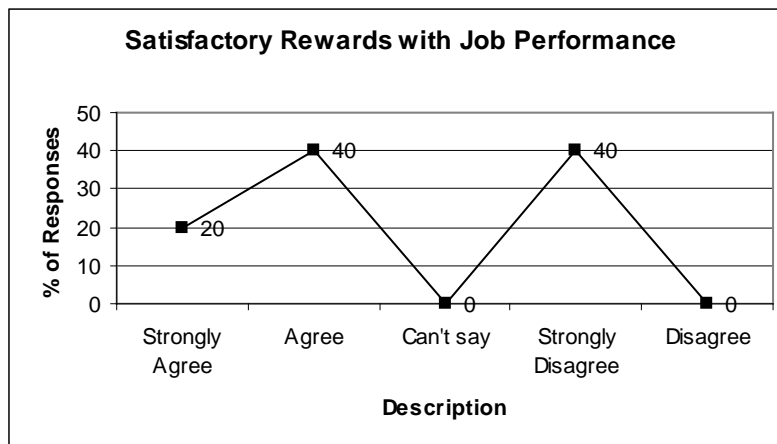
Interpretation: From the above figure6, it is very clear that 70% of the employees are f satisfied with fringe benefits.

10. Satisfactory Rewards with Job Performance

Table: 10

S.No.	Description	Responses	% of Responses
1	Strongly Agree	10	20
2	Agree	20	40
3	Can't say	0	0
4	Strongly Disagree	20	40
5	Disagree	0	0
Total		50	100

Figure 20



Interpretation: From the above figure10, it is very clear that only 60% of the employees agree that rewards are intern with job performance.

**V. Job Stress**

**11. Frequency of Falling Sick**

Table: 11

S.No.	Description	Responses	% of Responses
1	Always	0	0
2	Sometimes	5	10
3	Never	45	90
Total		50	100

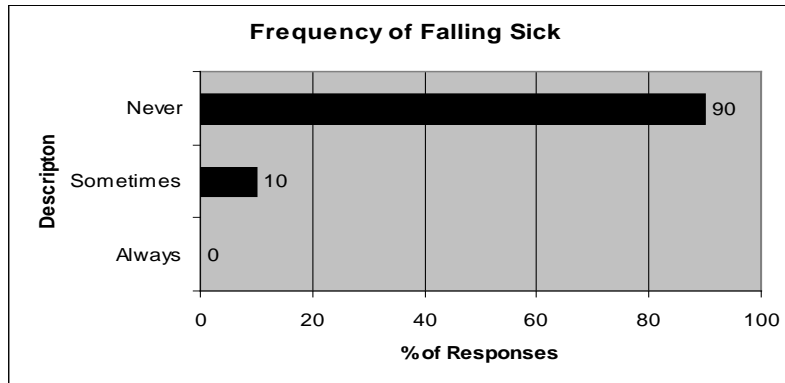


Figure 11

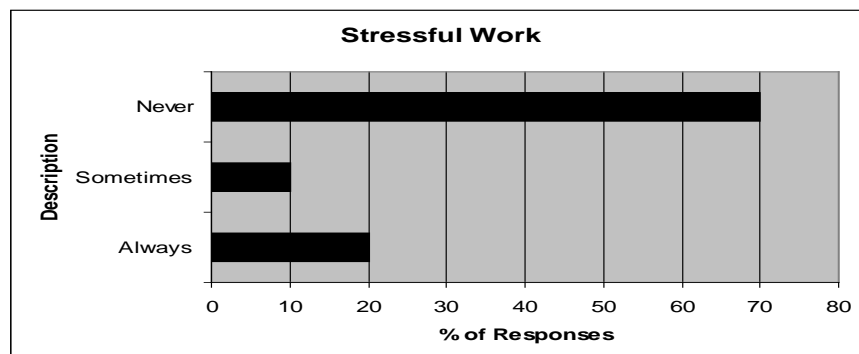
Interpretation: From the above figure11, it is very clear that Organization climate will not affect the health of the employees and they rarely fall sick during working hours.

**12. Stressful Work**

Table: 12

S.No.	Description	Responses	% of Responses
1	Always	10	20
2	Sometimes	5	10
3	Never	35	70
Total		50	100

Figure 32



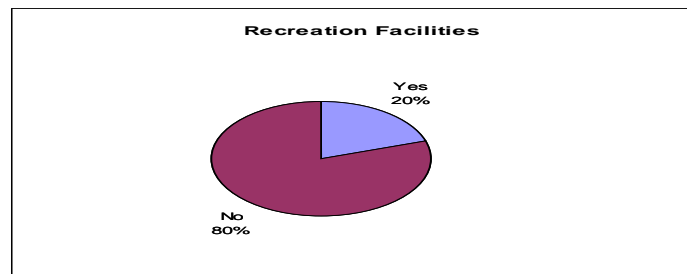
Interpretation: From the above figure12, it is very clear that most of the employees will not undergo stressful work.

13. Recreational facilities

Table: 13

S.No.	Description	Responses	% of Responses
1	Yes	10	20
2	No	40	80
Total		50	100

Figure 13



Interpretation: From the above figure13, it is very clear that Organization climate will not have proper recreation facilities.

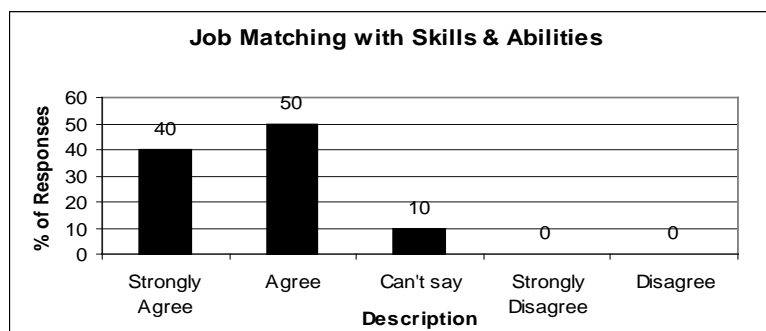
**VI. Job Challenge, Skills, Abilities**

14. Job Matching with Skills & Abilities

Table: 14

S.No.	Description	Responses	% of Responses
1	Strongly Agree	20	40
2	Agree	25	50
3	Can't say	5	10
4	Strongly Disagree	0	0
5	Disagree	0	0
Total		50	100

Figure 14



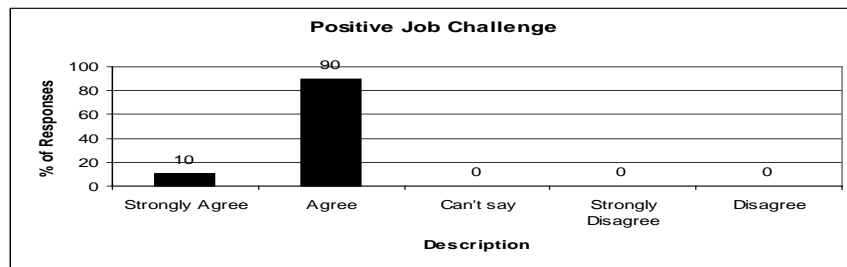
Interpretation: From the above figure14, it is very clear that 90% of the employees agree that their job will have correlation with skills and abilities.

15. Positive job challenge

Table: 15

S.No.	Description	Responses	% of Responses
1	Strongly Agree	5	10
2	Agree	45	90
3	Can't say	0	0
4	Strongly Disagree	0	0
5	Disagree	0	0
Total		50	100

Figure 15



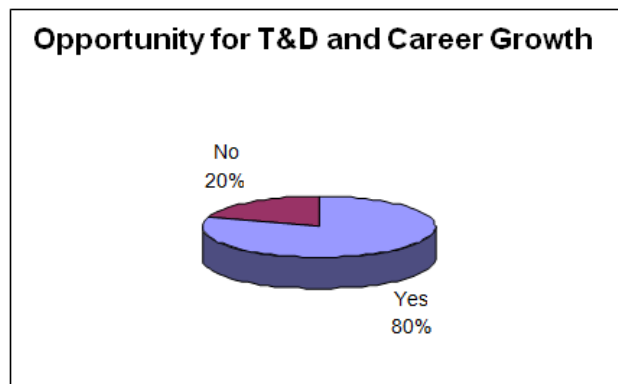
Interpretation: From the above figure15, it is very clear that job provides positive challenge.

16. Opportunity for Training & Development and Career growth

Table: 16

S.No.	Description	Responses	% of Responses
1	Yes	40	80
2	No	10	20
Total		50	100

Figure 16



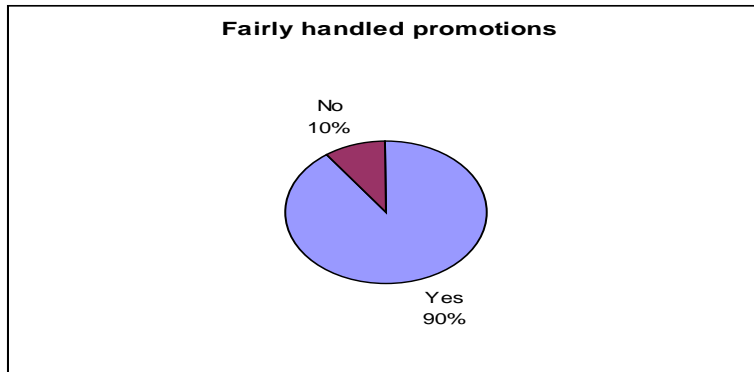
Interpretation: From the above figure16, it is very clear that 80% of the employees agree that Organization provides career growth opportunities.

17. Fairly handled Promotions

Table: 17

S.No.	Description	Responses	% of Responses
1	Yes	45	90
2	No	5	10
Total		50	100

Figure 17



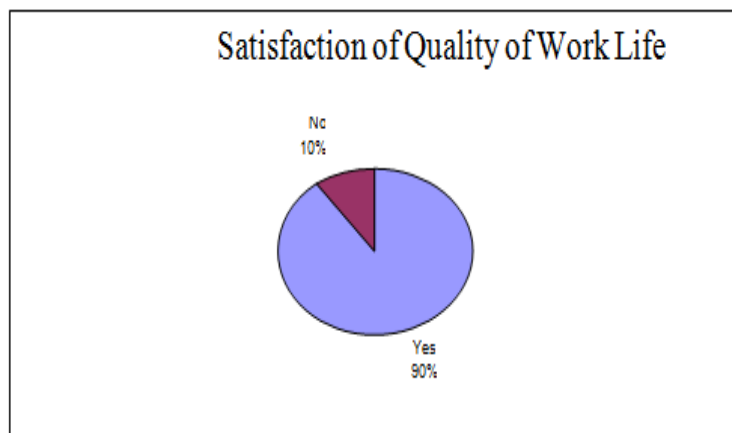
Interpretation: The above figure17 shows that Organization handles promotions fairly.

18. Satisfaction level of Quality of Work Life in Organization

Table: 18

S.No.	Description	Responses	% of Responses
1	Yes	45	90
2	No	5	10
Total		50	100

Figure 18



Interpretation: From the above figure18, it is very clear that 90% of the employees are satisfied with Quality of Work Life System in Organization.

## 7. CONCLUSION

Management has to take an active role in building a good relation with the employee. Special workshops and training and development programmes can be conducted to improve the interpersonal skills of employees. Salary and fringe benefits should be designed in order to compete with the remuneration of the other company and their reward in return to their performance is not matching. So management has take proper steps to have a salary survey and make plans to redesign the wage structure. Opinions of the employees have to be considered by the management. Employee participation will increase the quality of information and decisions in the organization. Management has to communicate their plans to the employees and discuss the issues with the employees to seek their opinions. Indian banking is at a point of inflexion. They are facing intense competitive pressures like other sectors of industry and services. The challenge for the banking sector is not only to come on top of the competition, but also provide funds at internationally competitive rates. The recent initiatives of the finance ministry have largely accelerated the reform process. There is still much to be done by way of disinvestments and decontrol of public sector banks, introducing innovative banking, etc.

## REFERENCES

- [1] Daljeet Kaur, "Quality of Work Life in ICICI Bank Ltd, Chandigarh", International Research Journal, 2010. ISSN 0975 – 3486 vol I ISSUE(11).
- [2] Dr. T. G. Vijaya, R. Hemamailini, "Impact of Work Life Balance on Organizational Commitment] among Bank Employees". Asian Journal of Research in Social Science and Humanities. ISSN 2249 – 7315. Vol 2. Issue 2 2012.
- [3] Esra, Zeynal. (2012). The effects of work motivation in quality of work life and A study on] Gupta, B.,]banking sector. 3rd International Symposium on Sustainable Development. & Anukoolhyde, M. (2012). Quality of work Life in Banks: An empirical study. Pacific Business Review International, 5(4).
- [4] Haque, ABMZ (1992): "QWL & Job satisfaction of industrial workers in relation to size of the organization", Bangladesh journal of psychological studies, 2,1, 43-45.
- [5] Jeyarathnam. M, Malarvizhi .V.R (2011) , "Quality Of Work Life Among Sugar Mill Employees – A Study In Tamilnadu " - Zenith International Journal of Business Economics & Management Research Vol.1 Issue 3, December 2011.
- [6] Johns, G]& Alan, M. S. Organizational Behaviour: Understanding Life at Work, Scott Foresman and Company.
- [7] Kothari .C.R., Research Methodology, Vikas Publication House, New Delhi, 1967.
- [8] Lokanadha Reddy. M , Mohan Reddy.P (2010) "Quality of work life of employees: Emerging Dimensions" - Asian Journal Of Management Research, Vol.1, Jun 2010.
- [9] Mu. Subramanian, N.Anjani , "Constructs of Quality of Work Life – A Perspective of Textile and] Engineering Employees" – Asian Journal of Management Research, 2010, ISSN 2229 – 3795
- [10] Praneer C. "Quality of Work Life for Sustainable Development", International Journal of] Organisational Innovation. Vol 2(3), 2010, pp.124 – 137.
- [11] Rishu Roy,2006: "Impact of Quality of work life on Job performance: A study of Print Media Employees" ICFAI journal of organizational behavior- Vol V No.1 January 2006 page 30.
- [12] S.K. Chakraborty.,(1990)," Managerial Effectiveness and Quality of Work Life: Indian Insights." Tata MC Graw Hill, New Delhi.