



Quality of Work Life and Its Impact on Job Performance: A Study of S.B.I & HDFC Banking Professionals



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Abstract

Quality of work life is a process of work organizations, which enables its members at all levels to actively participate in shaping the organization, environment, methods, and outcomes. This value-based process is aimed towards meeting the twin goals of the enhanced effectiveness of the organization and improved quality of life at work for the employee. The paper conducted a study on work-life quality of the workforce in the banks of district Yamuna Nagar, Haryana where the aim was to find out the different factors which influence the job performance. The result of the study shows that there is high impact of quality of work life on the performance of the employees and out of the perceptual factors of quality of reward, management support, challenging work content and career & growth opportunity are the main factors which the employees think are the important factors of quality of work life which leads them to perform well.

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1. Introduction

Banking system occupies an important place in a nation's economy and an indispensable institute in modern society. It plays a pivotal role in the economic and social development and forms the core of the money market in any country. In India, though the money market is still characterized by the existence of both the organized and unorganized segments. Institutions in the organized money market have grown significantly and are playing an increasingly important role. The unorganized sector, comprising the moneylenders and indigenous bankers, caters to the credit needs of a large number of groups/persons, especially in the countryside. Commercial banks began their active participation after the nationalization of major banks in 1969. Banks have also diversified their activities in new products and services that include opportunities in credit cards, consumer finance, wealth management, life and general insurance, investment banking, mutual funds, pension fund regulation, stock broking services, custodial services, and

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private equity etc. The expansion of this sector and involvement of other financial instruments in these sectors have created a number of opportunities in the banking sector.

The concept of work life quality is based on the assumption that employees have the potential of making valuable contributions to the organization and increasing the capacity for improvement. The term Quality of work life (QWL) first appeared in late 1960's in connection to the study of the impact of work on the state of personal health and general wellbeing and the possibilities to improve the quality of a person's work experience. The term made its first appearance in the academic journals in the USA in the 1970's. Ever since then there have been efforts to unite the usage of the term, which in general refers to the favorableness or unfavorableness of the job environment.

J. Richard and J. Loy define QWL as "the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization. Quality of work life is a process of work organizations, which enables its members at all levels to actively participate in shaping the organization, environment, methods, and outcomes. This value-based process is aimed towards meeting the twin goals of the enhanced effectiveness of the organization and improved quality of life at work for employees.

Working-life quality deals with these four elements: personal quality of life in your work, developing mastery, experiencing real fellowship with colleagues and managers and contributing to the creation of real value for customers and the surrounding world through your job. The degree to which a person enjoys his/her work is the important possibilities of his/her quality life. Possibilities result from the opportunities and limitations each person has in his/her life and reflect the interaction of personal and environmental factors.

Enjoyment has two components: the experience of satisfaction and the possession or achievement of some characteristic. Three major life domains are identified: Being, Belonging and Becoming. The conceptualization of Being, Belonging, and Becoming as the domains of quality of life were developed from the insights of various writers.

Review of Literature

Review of related literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. Greens et al; (2010) examine the effects of QWL on job performance. They revealed that the perception on pay, advancement and development opportunities in the job have a significant positive impact on the job performance among the employees. Saragi and Dargahi (2006) promoted that the work-life among the employees increases their imitativeness, assertiveness, group cohesiveness, imitativeness and team spirit among the employees. Wright and Gopanzano (2004) mentioned that the better quality of work life among the employees result in their better psychological well-being in job performance. They also revealed the importance of QWL in the environment of job performance among the employees.

Magnuson and Ken (2009) identified the importance of QWL in developing individual skills and efficiency to perform in a better manner for organizational performance. Pranee (2010) revealed the importance of QWL for sustainable development of the employees. The development areas of the individual are personal efficiency, team efficiency, and inter-personal relationship. Noor and Sahibzada (2012) and Syed et al., (2013) found that the pay package and job security is closely linked with the quality of work life. Franklin D. Becker, (1987) conducted a study focusing on the physical environment of work, which he felt was important, but an often-overlooked dimension of the QWL. He felt that other than the mental conditions the physical conditions of work also contributed to a sense of competence, Job satisfaction, and performance.

Seema and Ilyas (2013) found that perceived value of work, work climate, work-life balance and satisfaction with relationships in life were the major factors which shaped work attitudes and employee perception of overall Quality of Work Life. Sirgy et al., (2001) revealed that the QWL has been associated with basic job characteristics such as salary, wages or compensation, the physical or psychological environment at work; workload and stress at work, and equitable chances of promotion and professional growth. Tuomi and Vanhala (2002) showed that the scope of teamwork, good opportunities for staff training and development, and advanced organization of the working process showed a positive correlation with competitiveness, staff commitment, and development.

Objectives

The purpose of this study are:

- a) To predict the impact of quality of work life on the employee's job performance.
- b) To study the perceptual factors with regard to quality of work life of employees in the banking sector.
- c) To study the relation between quality of work life & Job Satisfaction, Contribution, loyalty and working condition of the employees.
- d) To study the impact of adequate compensation, reward, task content, career progress, opportunities, autonomy, management support on the quality of work life of employees.
- e) To study recognition aspect of an employee in the organization.

Sample design

The organizations selected for the study are of the banking sector.

- a) Type of the study
The present study is Descriptive in nature, as it seeks to discover ideas and insight to bring out a new relationship. A quantitative survey was used as the major method to examine the perception of respondents on quality of work life and its impact on the job performance of bank employees. This is the most commonly used technique in research (Veal, 2006).
- b) Sampling unit
Sampling unit for the research is the employees of two Banks (HDFC, SBI) of Yamuna Nagar.
- c) Sample size
The recommendation for a minimum sample size of 100 to 200 observations is probably based on the argument that a correlation coefficient becomes an adequate estimator of the population. The final sample size obtained was comprised of 100 respondents.
- d) Data collection technique
The type of data that was used for the study was primary data. Questionnaire method was used to collect responses, to obtain accurate and adequate information relating to the research work.
- e) Sampling design
The respondents have been selected by using Probability sampling Selection among different levels, different authorities and different departments.
- f) Limitations
 - 1) The undertaken research is only related to the quality of work life of the banking sector employees only.
 - 2) The study is with reference to bank employees in Yamuna Nagar region only.
 - 3) Sometimes manager denied disclosing some important financial matters, which can be helpful in this study.
 - 4) The survey excludes the unemployed and the self-employed, so the level of imbalance in the population as a whole may vary.
 - 5) There is future scope for doing a research on a wider basis for the whole state of Haryana.

2. Material and Methods

Application to the workplace

Quality of work life is specifically related to the level of happiness a person derives for his career. Each person has different needs when it comes to their careers; the quality level of their work life is determined by whether those needs are being met. Employees who are generally happy with their work are said to have a high quality of work life, and those who are unhappy or unfulfilled by their work are said to have a low quality of work life.

Requirements

While requirements for a high quality of work life vary from person to person, certain factors are generally required for anyone to have a high quality of work life. These minimum factors are the equivalent of health, food, and shelter for standard quality of life; however, they are more specific to careers or jobs. For example, to have a high quality of work life, generally, a person must be respected at work. Co-workers and senior level employees must treat them fairly and politely. The work must not cause the employee any physical discomfort or mental anguish. The employee must feel as though he is doing something enjoyable or at least not unpleasant. The worker must feel the salary he is paid is sufficient for the work he is doing. Finally, the employee must feel valued or appreciated, as though he is doing something of importance for the company.

Achieving a high quality of work life

To achieve a high quality of work life, it is essential to choose a job that fulfills your needs. First, you must determine what those needs are. If you want a job that engages your mind and challenges you, it is important to understand that in advance so you can earn the qualifications that will allow you to obtain such a job. It is helpful if you choose a job you are interested in. You need to consider what your interests are and research jobs within those areas. Make a list of things you are looking for in a job and speak with a career counselor or attend career fairs to determine which jobs are most likely to fulfill those needs. Finally, pay attention to your interaction with existing employees when you go for interviews---the way you are treated by your boss and co-workers will have a tremendous impact on your quality of work life. You will want to ensure the culture of the business matches your own comfort level.

Table 1
The conceptual framework of quality of work life

B E I N G	Physical Being	1. Being physically able to get around.
	Psychological Being	2. My nutrition and the food I eat.
	Spiritual Being	3. Being free of worry and stress. 4. The mood I am usually in. 5. Having hope for the future. 6. My own ideas of right and wrong.
B E L O N G I N G	Physical Belonging	1. The house or apartment I live in. 2. The neighborhood I live in.
	Social Belonging	3. Being close to people in my family. 4. Having a spouse or special person.
	Community Belonging	5. Being able to get professional services (medical, social, etc.) 6. Having enough money
B E C O M I N G	Practical Becoming	1. Doing things around my house. 2. Working at a job or going to school.
	Leisure Becoming	3. Outdoor activities (walks, cycling, etc.)
	Growth Becoming	4. Indoor activities (TV, cycling, etc.) 5. Improving my physical health and fitness.

N G	6. Being able to cope with changes in my life.
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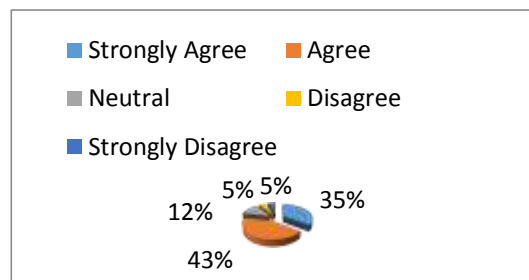
Source: *Quality of life Research Unit, University of Toronto.*

There are twelve factors that interact to explain and predict the quality of working life

1. Challenging work Content	2. Working condition
3. Reward	4. Adequate Compensation
5. Employee Welfare	6. Employee benefits
7. Democracy	8. Autonomy
9. Social relation	10. Work balance
11. Recognition	12. Management support.

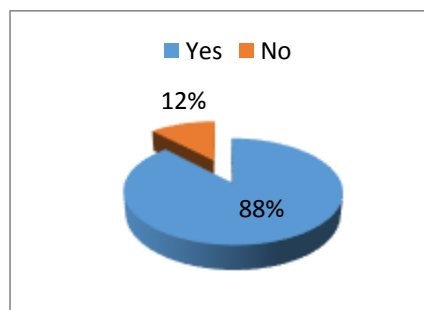
3. Results and Analysis

3.1 How do you feel about the working conditions in your organization?



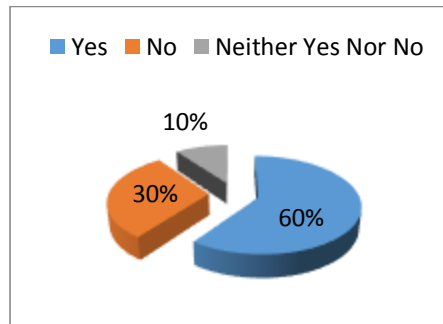
From the results, it is quite evident that 35% (strongly agree) respondents interpreted working conditions as Better of their bank and 43% (agree) of the respondents say good. This means that employees feel good about the working conditions of their bank and it has a greater impact on their performance.

3.2 Do you think adequate compensation is the major component of quality of work life?



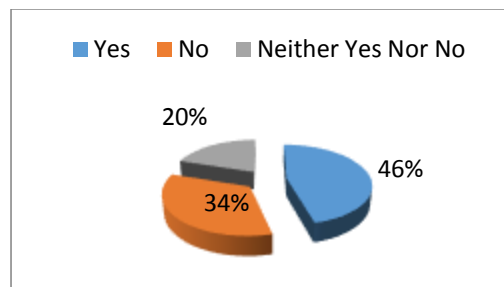
The above results show that 88% respondents said yes and 12% of the respondents said no which means that all most all employees agree that adequate compensation identifies the high quality of work life.

3.3 Do you think high quality of work life provides by your bank increases your recognition in work situation?



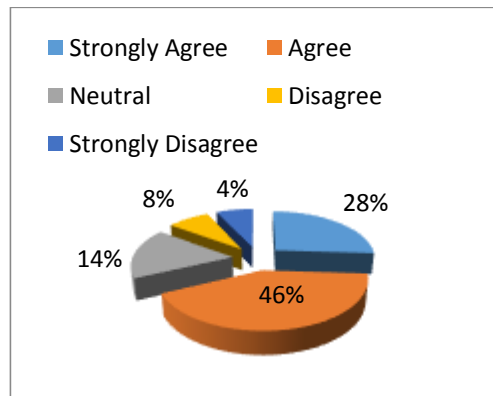
As the above result state that 60% of employees said yes and 30% of the respondents said nowhere the 10% said neither Yes nor No. This means that most employees accept that quality of work life provided by the bank increases their efforts in work situation.

3.4 Do you think challenging work content given to you leads you to perform well?



As the response is shown above that 46% said yes and 34% said no were as 20 are neutral. This means that most employees agree that challenging work content of job identifies the good quality of work life.

3.5 Do you think management support provided to you is the adequate sign of the good quality of work life?



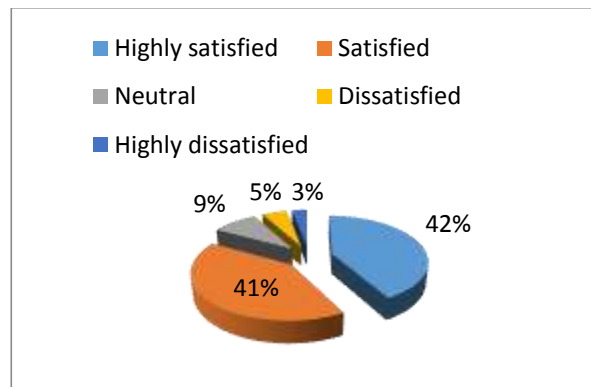
From the above diagram, it is quite evident that 46% strongly agreed and 28% of the respondents agreed which clearly states that more than 70% employees believe that management support is the adequate sign of the good quality of work life.

3.6 Do you think reward nature of job identifies the good quality of work life?



The above results state that 55% respondents said Excellent and 35% said well. This means that most employees agree that reward nature of job identifies the good quality of work life.

3.7 Do you perceive career & growth opportunities provided by the bank to you helps you to improve your performance?



The above diagram shows that 42% are highly satisfied and 41% of the respondents satisfied which clearly states that around 80% employees agree that career & growth opportunities in the bank are the major component of quality of work life.

4. Conclusion

On the basis of the literature reviewed above, the following major conclusions can be drawn:

- Reward, challenging work content, mgt. support, and career & growth opportunity, work balance are the most important factors of quality of work life.
- Results indicate that high quality of work life provided by the bank increases the employee's efforts in a work situation.
- Most of the employees agree that the extent of reward given to the employees leads to increase the employee's satisfaction.
- The research indicates that the challenging work content given to leads the employees to perform well.
- There is the positive attitude of employees towards the organization.

QWL takes a holistic view of the employee at the workplace. The focus has shifted from time to time; several approaches have emerged to analyze as to what really is QWL-it tries to conceptualize issues regarding people in their

work environment and link it to organizational effectiveness. QWL related activities are several but revolve around work restructuring, job design, participative problem solving, reward systems, and work environment.

In the banks (HDFC & SBI) the reward, challenging work content, mgt. support, career & growth opportunity, work balance were highly correlated with each other. It is found that there is no significant impact of quality of work life on employee performance. There is the positive attitude of employees towards the respective organization, thus we can say that employees performance highly depends on the quality of work life. Organizations are having a good quality of work life by which employees perform well in the organization.

Recommendation

- a) The sample for the study was selected from two Banks of Yamuna Nagar region. The study can be replicated in a large number of Banks across the country involving employees working at varied levels.
- b) The study can also be replicated for other industries.
- c) The banks should work on reducing the employee's high work stress.
- d) Working conditions of the banks need to be linked to training and development and promotion, career progression, company's objectives etc.
- e) The various goals should be set at the individual level.
- f) The employees should be encouraged that if they perform their work very well then they must be awarded.

Conflict of interest statement and funding sources

The author(s) declared that (s)he/they have no competing interest. The study was financed by personal funding.

Statement of authorship

The author(s) have a responsibility for the conception and design of the study. The author(s) have approved the final article.

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