

Quality of Work Life of Private Sector Banks Employees: A Discriminant Analysis

B Gupta^{1*}, A. M. Hyde², I. Chhabra³

^{1*}Department of Management, SRGPG Professional Institute, Indore (MP), India, DAVV, Indore, India

²Department of Management, Prestige Institute of Management and Research, Autonomous, Indore, India

³Department of Management, Aryabhata College of Management, RTU, Kota, India

*Corresponding Author: barkhagupta25@gmail.com, Tel.: -(0731) 4012222,2557510

Available online at: www.ijcseonline.org

Abstract— Introduction: Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization. Quality of Work Life refers to the favourableness or unfavourableness of a work environment for the employee.

Purpose: This research work aimed at exploring the key factors which absolutely predict and discriminate High QWL and Low QWL perceiving employees.

Design and Methodology: The study is broadly based on primary data collected from 207 employees of Private Banks in Indore by using convenient sampling. Discriminant analysis was applied to know which factors absolutely predict High QWL Perceiving employees and Low QWL perceiving employees with the help of SPSS.

Results – The study reveals that factors of QWL like ‘healthy working environment’, ‘motivational climate’, ‘productivity’, ‘work redesign’, ‘sense of accomplishment’ ‘Employees’ Democracy’, and ‘stimulating work environment’ are significantly differentiated between High QWL perceiving employees and Low QWL perceiving employees.

Implications- Quality of work life covers various aspects under the general umbrella of supportive organizational behavior. The outcome of this research is beneficial for policymakers, planners and development economists to formulate effective strategy of human resource development in Banking sector and other similar sectors.

Keywords— Quality of Work Life, Discriminant analysis, Private Banks. High QWL perceiving employees, Low QWL perceiving employees.

I. INTRODUCTION

Quality Work Life (QWL) means having good supervision, good working conditions, good pay and benefits and an interesting challenging and rewarding job. High quality work life is sought through an employee relations philosophy that encourages the use of quality work life efforts which are systematic attempts by an organization to give workers greater opportunities to affect their jobs and their contributions to the organization’s overall effectiveness. An organizational culture is the mirror of an organization’s functioning and it can make or break its image and goodwill. Heskett et al. (1997) proposed that QWL, which was measured by the feelings that employees have towards their jobs, colleagues, and companies would enhance a chain effect leading to organization’s growth and profitability. Rise in the Quality of Work Life would help employees’ well being thereby the well being of the whole organization. This is an attempt to capitalize the human assets of the organization. The basic purpose of Quality of Work Life is to develop work environment that are excellent for employees as well as for organization. It aims at healthier, more satisfied

and more productive employees and more efficient, adaptive and profitable organization. Cunningham, J.B. and T. Eberle, (1990) described that, the elements that are relevant to an individual’s Quality of Work Life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Chan, C.H. and W.O. Einstein, (1990) pointed out Quality of Work Life reflects a concern for people’s experience at work, their relationship with other people, their work setting and their effectiveness on the job. European Foundation for the Improvement of Living Conditions (2002) described that the Quality of Work Life is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

The QWL is also useful for controlling attrition rate in the organization. QWL and its relationships with employee attitude and effectiveness must, therefore, become an explicit

objective for many of the human resource policies in modern organizations

It is the responsibility of the management to develop QWL among the employees to reduce the evil effects of lower level of QWL. Banking is essentially a high contact service industry and there is a close interaction between service provider and the customers in the traditional banking scenario. An attempt will be made to study the quality of work life of employees in Private Sector Commercial Banks. Exploratory factor analysis revealed eight factors, which significantly influence the quality of work life: Healthy Working environment, Motivational climate, Stimulating work environment, Productivity, Work Redesign, Sense of accomplishment, Employees' Democracy, Wants to improve life at work.

II. LITERATURE REVIEW

Many research studies have been carried out to study the Quality of Work Life in employees of different occupations to find out the level of satisfaction they maintain in their personal and professional life with the work pressure they have in their office. QWL has become topic for discussion and research, which is very frequently used by human resource practitioners to frame HR policies and practices. Various authors and researchers have proposed models of Quality of Working Life which include a wide range of factors. Efraty and Sirgy (2001) reported that QWL was positively related to organizational identification, job satisfaction, job involvement, and job effort and job performance. Nayeri Salehi & Noghabi (2001) also claimed a significant relationship between productivity and one's quality of work life. Employees who enjoy their work and feel happy make a very positive judgment about their quality of work life. This enjoyment and/ or happiness, is the outcome of cognitive and affective evaluations of the flow experience (Diener, 2000). When employees are intrinsically motivated, they will continuously be interested in the work they are involved in, therefore being fascinated by the tasks they perform.

QWL is a major issue for employees, and how organizations deal with this issue is both of academic and practical significance. A higher quality of life at work will undoubtedly be determined by elements relating to better or worse relationships, and trust and commitment with bosses and/or subordinates (Requena, 2003). Sekaran Uma (1985) has examined the Quality of Work Life in the Indian (Nationalized) banking industry as perceived by organizational members at different organizational levels and in different job positions. She found that Quality of Work Life in the banking profession is not high. The recruitment of overqualified personnel for rather routine job, inequitable reward system which demotivate the better performing employees, frustration experienced due to lack of alternative

job avenues, scarce chance of promotion, alienation from work etc. are pointed out as the reasons for poor Quality of Work Life in banks. The study suggests that greater decentralization, more autonomy, power and control will facilitate the individual banks to recruit the right people, design the jobs as best, and reward employees based on performance and thus enhance the Quality of Work Life in banks. Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the -basic elements of a good Quality of Work Life as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Hackman and Oldham (1976) observed psychological growth needs as crucial determinant of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They concluded that fulfillment of these needs plays an important role if employees are to experience high Quality of Working Life.

III. OBJECTIVE OF THE STUDY

To discriminate the employees of Banks between High QWL perceiving employees and Low QWL perceiving employees.

IV. METHODOLOGY

This research is exploratory in nature. The employees of Private Banks of Indore city (n=207) were selected the sample of this study. For data collection purposes, Scale of QWL, which was developed by Dhar, S. et al.(2006), Reliability and Validity of the scale is 0.89 and 0.94 respectively has been used. These scale has been widely used in various researches of social science and well accepted to assess QWL of employees of various sectors. The questionnaire was divided in two parts. The first part of the questionnaire included questions about demographic profile of the respondents. Second part of the questionnaire included questions/variables related with dimensions of QWL. All the variables were required to be marked on likert scale in the range of 1 – 5, where 1 represented strongly disagree and 5 represented strongly agree. Data was collected from respondents during Jan –April 2015. Initially 225 questionnaires were distributed Out of the same, 212 questionnaires were received back and 207 questionnaires were finally considered for data analysis. A convenient sampling technique was adapted for the research. For analysis the data Discriminate analysis was applied with the help of Statistical Package for Social Sciences (SPSS version 21.0).

V. RESULTS AND DISCUSSION

Discriminat analysis is used to predict group membership. This technique is used to classify objects into one of the

alternative groups on the basis of a set of predictor variables. Discriminant analysis is used to identify the variables / statements that are discriminating and on which people with diverse views will respond differently.

The mathematical form of the discriminant analysis model is:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k$$

Where, Y = Dependent variable

bs = Coefficients of Independent variable

Xs = Predictor or Independent variable

The method of estimating bs based on the principle that the ratio of ‘between group sum of squares’ to ‘within group sum of squares’ be maximized. This will make the groups differ as much as possible on the values of the discriminant function. After having estimated the model, the b, coefficients are used to calculate Y, the discriminant score by substituting the values of Xs in the estimated discriminant model. The relative importance of the independent variables could be determined from the standardized discriminant function co-efficient and the structure matrix. A rule of thumb the dependent variable should be nominal or ordinal scale with two distinct parameter. So, the scale statement recorded with two factors namely high QWL perceiving employees and low QWL perceiving employees. Respondents who are selecting the option Strongly Agree, Agree, either Agree or Disagree are treated as Perceiving high QWL and Disagree and Strongly Disagree are treated as perceiving low QWL. Further discriminant analysis has been performed to differentiate between High QWL perceiving

and low QWL perceiving employees. For that purpose the factor analysis has been applied and the factor scores are treated as independent variable in discriminant analysis.

The Following Table 1 shows the recorded information about the perception of employees in Private Banks with respect to QWL.

Table 1

Particulars	Number of Respondents	Percent
Employees Perceiving High QWL	115	55.56
Employees Perceiving Low QWL	92	44.44
Total	207	100

From Table 2 it seems to be a difference in the means of the variables like Healthy Working environment, Motivational climate, Productivity, Work Redesign, Sense of accomplishment, Employees’ Democracy and Stimulating work environment in the two groups. High QWL perceiving employees scores high on these variables as compare to Low QWL perceiving employees. It may mean that High QWL perceiving employees are more motivated, wants to redesign their working style, working standards, working environment, having more sense of accomplishment etc as compare to Low QWL perceiving.

Table 2 Group Statics

group	Mean	Std. Deviation	Valid N (listwise)		
			Unweighted	Weighted	
Low QWL	Healthy Working environment	28.2391	7.38928	92	92.000
	Motivational climate	11.8261	4.04809	92	92.000
	Productivity	12.6630	3.76005	92	92.000
	Work Redesign	8.8696	3.28572	92	92.000
	Sense of accomplishment	9.4239	3.48697	92	92.000
	Employees’ Democracy	5.0217	1.65734	92	92.000
	Want to improve life at work	3.4022	1.16788	92	92.000
	Stimulating work environment	17.0109	5.55985	92	92.000
High QWL	Healthy Working environment	50.2000	9.28421	115	115.000
	Motivational climate	19.4609	5.52552	115	115.000
	Productivity	19.7043	5.31957	115	115.000
	Work Redesign	12.7826	3.45848	115	115.000
	Sense of accomplishment	13.7913	3.24306	115	115.000
	Employees’ Democracy	7.0348	1.82541	115	115.000
	Want to improve life at work	3.6261	1.14295	115	115.000
	Stimulating work environment	23.1043	5.77255	115	115.000
Total	Healthy Working environment	40.4396	13.83765	207	207.000
	Motivational climate	16.0676	6.21268	207	207.000
	Productivity	16.5749	5.84865	207	207.000
	Work Redesign	11.0435	3.89710	207	207.000

Sense of accomplishment	11.8502	3.99050	207	207.000
Employees' Democracy	6.1401	2.01564	207	207.000
Want to improve life at work	3.5266	1.15667	207	207.000
Stimulating work environment	20.3961	6.42716	207	207.000

Table 3 shows the significance of the discriminate model. The value of Wilk's Lambda is 0.478 i.e., 47.8percent of the variables not explained by the group differences. The Wilk's Lambda takes a value between 0 and 1 and lower the value of Wilk's lambda, the higher is the significance of the discriminant function. The statistical test of significance for Wilk's lambda is carried out with the chi-squared transformed statistic, which in our case is 106.296 with 8 degrees of freedom (degrees of freedom equals the number of predictor variables) and a P value is 0.000 which is less than the cutoff point 0.05. Therefore that there is a relationship between dependent and independent variables and this shows that our discriminate model is significant.

Table 3 Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.478	106.296	8	.000

In Table 4 testing the equality of groups means was carried out and it was found that the variables like healthy working environment, motivational climate, productivity, work redesign, sense of accomplishment and stimulating work environment are statistically significant. The results are in the tune with the result obtained in Table 2. However ,can say with confidence that individually, statistically difference exist in these variables among two groups.

Table 4 Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Healthy Working environment	.375	341.546	1	205	.000
Motivational climate	.625	122.843	1	205	.000
Productivity	.640	115.122	1	205	.000
Work Redesign	.750	68.387	1	205	.000
Sense of accomplishment	.703	86.687	1	205	.000
Employees' Democracy	.753	67.416	1	205	.000
Want to improve life at work	.991	1.924	1	205	.167
Stimulating work environment	.777	58.842	1	205	.000

The Eigen values describe the effectiveness of discriminant function. Larger Eigen values indicate that the discriminant function is more useful in distinguishing the groups and

canonical correlation indicates a function that discriminates well. The canonical correlation is equal to .807 and its square equals to .6512 which means 65.12% of the variations in discriminating model between a prospective group Perceiving High QWL / perceiving low QWL is due to the changes in the seven predictor variables, namely Healthy Working environment, Motivational climate, Stimulating work environment, Productivity, Work Redesign, Sense of accomplishment, Employees' Democracy, want to improve life at work. (Table 5 Eigenvalues)

Table 5 Eigenvalues

Funcio n	Eigenval ue	% of Variance	Cumulative %	Canonical Correlation
1	1.871 ^a	100.0	100.0	.807

a. First 1 canonical discriminant functions were used in the analysis.

The unstandardized discriminant function can be obtained from the results given in Table-6 Canonical Discriminant Function Coefficients . The equation of discriminate function is

$$D = -5.354 + (\text{Healthy Working environment} * .114) + (\text{Motivational climate} * .056) + (\text{Productivity} * -.040) + (\text{Work Redesign} * -.061) + (\text{Sense of accomplishment} * .018) + (\text{Employees' Democracy} * .011) + (\text{Want to improve life at work} * .044) + (\text{Stimulating work environment} * .038).$$

Table 6

Canonical Discriminant Function Coefficients

	Function
	1
Healthy Working environment	.114
Motivational climate	.056
Productivity	-.040
Work Redesign	-.061
Sense of accomplishment	.018
Employees' Democracy	.011
Want to improve life at work	.044
Stimulating work environment	.038
(Constant)	-5.354

Unstandardized coefficients

The standard canonical discriminant co- efficient can be used to rank the importance of variables in the analysis. A high standardized function co – efficient describes that the grouped variables differ a lot among the variables in the group. The following Table 7 shows the standardized canonical discriminant function co-efficient. Table 7

provides an index of the importance of each predictor through standardized regression coefficient. It indicates that Factor Healthy Working environment, followed by Factor Motivational climate, factor Stimulating work environment, factor Work Redesign are the four variables with large coefficients stand out as those the strongly predict allocation to the High QWL perceiving employees and Low QWL perceiving employees. All the remaining 4 variables are less successful as predictors.

Table 7
Standardized Canonical Discriminant Function Coefficients

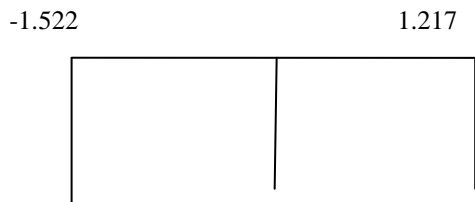
	Function
	1
Healthy Working environment	.966
Motivational climate	.275
Productivity	-.190
Work Redesign	-.207
Sense of accomplishment	.060
Employees' Democracy	.019
Want to improve life at work	.051
Stimulating work environment	.215

The value of the unstandardized discriminant function evaluated at group means is given in table and is called function at group centroid. The cut off point for classification is obtained by taking the average of the two groups as shown below:

Table 8 Functions at Group Centroids

Group	Function
	1
Low QWL	-1.522
High QWL	1.217

Unstandardized canonical discriminant functions evaluated at group means



Low QWL perceiving -0.1525 High QWL perceiving

Now if an employee score is greater than -0.1525, he/she would be classified perceiving high QWL whereas if the score is less than -0.1525 the person will be classified as perceiving low QWL.

Table 9
Classification Results^{a,c}

		group	Predicted Group Membership		Total
			Low QWL	High QWL	
Original	Count	Low QWL	83	9	92
		High QWL	8	107	115
	%	Low QWL	90.2	9.8	100.0
		High QWL	7.0	93.0	100.0
Cross-validated ^b	Count	Low QWL	82	10	92
		High QWL	14	101	115
	%	Low QWL	89.1	10.9	100.0
		High QWL	12.2	87.8	100.0

- a. 91.8% of original grouped cases correctly classified.
- b. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.
- c. 88.4% of cross-validated grouped cases correctly classified.

The classification ability of the model is given in Table 9. It can be seen from Table 9 that out of 92 Low QWL perceiving employees, 83 have been classified correctly. Similarly, out of 115 High QWL perceiving employees, 107 have been classified correctly. The hit ratio is 91.8% which is reasonably good. The result of cross-validation indicates the accuracy of 88.4%.

VI. SUMMERY OF FINDING

It was seen that estimated discriminant function was significant and therefore used for further analysis. The Healthy Working environment, Motivational climate, Stimulating work environment, Productivity, Work Redesign, Sense of accomplishment, Employees' Democracy were found to be important variables that discriminant between High QWL perceiving employees and Low QWL perceiving employees. The hit ratio is 91.8% which is reasonably good.

The result of cross-validation indicates the accuracy of . 88.4%.

VII. CONCLUSION

QWL is a key indicator of the overall quality of human experience in the work place. Quality of work life is the experience which an employee feels about the job and work place QWL expresses a clear way of thinking about people, their work, and other organization in which their career are fulfilled. QWL establishes a clear objective that high performance can be achieved with high job satisfaction. Unclear targets and objectives and poor communications can contribute to dissatisfaction and eventually lead to poor work performance.

Want to improve life at work was found less important factor of discriminating two groups via High QWL perceiving employees and Low QWL perceiving employees, it may be the reason that every employees whether he/she perceive High QWL or Low QWL wants to improve life at work. All employees are expecting improvement of working environment from organization.

VIII. LIMITATIONS OF THE STUDY

The current study has certain limitations attached with it. First, the size of sample (207) studied is not considered as large enough to generalize the findings of the study. A larger sample would be more appropriate which may facilitate in validating the findings. Second, the sample has been chosen from different Private Banks in Indore and nearby areas, and so it still needs to be explored whether the findings of this study can be replicated in different sectors and geographical area for further verification and generalization.

IX. IMPLICATION AND DIRECTIONS FOR FUTURE RESEARCH

As banking sector is becoming increasingly important to the economies of developed nations, the organization affirm that their employees are the most valuable asset .if employees will perceiving good QWL, and then it is likely that employees will report higher levels of performance and job involvement. In concurrence with the ascertained importance of an employee's role in the service exchange process, therefore, the present research is an attempt to study QWL and found the factors which discriminate between High QWL perceiving employees and Low QWL perceiving employees, where experience help in retain employees and help them towards career development, increasing managerial effectiveness and organization commitment. Based on the limitation of the study, the suggestions for future research are as under: The study can be extended to identify the pattern of relationship among different

dimensions of QWL of Banking sector employees. QWL of other professionals like academicians, BPO employees, insurance sector employees, manufacturing industry employees, IT sector employees and scientists can be explored and compared with that of Banking sector employees.

REFERENCES

- [1] Chan, C.H. and W.O. Einstein(1990), "Quality of Work Life (QWL): What can unions do?;", SAM Advanced Management J., Vol. 55, pp. 17-22.
- [2] Cunningham, J.B. and T. Eberle. (1990), "A guide to job enrichment and redesign", Personnel, Vol. 67, pp.56-61.
- [3] Dhar Upinder , Dhar Santosh , Roy Rishu (2006), Quality of Work Life Scale. National Psychological Corporation.
- [4] Diener, E. (2000), "Subjective well-being: the science of happiness and a proposal for a national index", In M. E. P. Seligman and M. Csikszentmihalyi (ed.), Special issue on happiness, excellence and optimal human functioning. American Psychologist, Vol. 55, pp. 34-43.
- [5] European Foundation for the Improvement of Living Conditions ((2002), New Work Organization, Working Conditions and Quality of Work: Towards the Flexible Firm? Online available at www euro found.eu.int on 8-6-2013. <http://www.human-resources-health.com/content/10/1/30>
- [6] Hackman, J. R., & Oldham, G.R. (1976), Motivation through the design of work: Test of a theory, Organizational Behaviour Human Performance, Vol. 16, pp. 250-279.
- [7] Heskett, JL, Sasser WE Jr, Schlesinger LA. (1997), The Service Profit Chain, New York, NY: Free Press; 1997.
- [8] Mirvis, P.H. and Lawler, E.E. (1984), "Accounting for the Quality of Work Life", Journal of Occupational Behavior. Vol. 5, pp. 197-212.
- [9] Nayeri, Salehi & Noghabi.(2001),"Quality of work life and productivity among Iranian nurses.", Advances in Contemporary Health Care for Vulnerable Populations. Vol 39 No.1, PP:106 - 118
- [10] Requena, F. (2003), "Social capital, satisfaction and quality of life in the workplace", Social Indicators Research, Vol. 61, pp. 331-360.
- [11] Sekaran, U. (1985),"Perceived Quality of Work Life in Banks in Major Cities", Prajnan, Vol. 14, No. 3, pp.273-284.
- [12] Sirgy M. J., Efraty D., Siegel P., and Lee D. J. (2001), "A new measure of quality of work life (QWL) based on need satisfaction and spillover theories", Social Indicators Research, Vol. 55, No. 3, pp. 241-259.

Authors Profile

Dr. Barkha Gupta is Assistant Professor at S.R.G.P. Gujrati Professional Institute, Indore (MP). She has done her Ph.D. on "A comparative study of Quality of Worklife of managerial and non managerial employees in banks". She served R.P.L.M. College, Indore as regular faculty and served Arihant College, Indore, Cloth Market College of Professional Studies, Indore, Imperial College of Professional Studies, Indore (MP). Her area of interest is HRM, O.B. , H.R.D. and Managerial Skills .Her papers have been published in National, International conferences and journals like Pacific Asia Journal of Management, Udaipur, Anvesha , OORja, Prestige Institute of Management and

Research, Indore, International Science Congress
Association, VISION (MDI, Gurgaon).

Dr. Anukool Manish Hyde

Ph.D., M.P.A. & L.W., PGDPM, B.Sc.

Professor and Head : HR and General Management

He joined the Institute on August 08, 2007 as Reader. Currently he is Professor and Head (HR and General Management) at the Institute. He is approved Ph.D. guide in Management for DAVV, Indore. Nine research scholars have done Ph.D. under him. He has more than twenty one years of teaching experience and has industrial experience in Personnel Department. He has been awarded “**Best Teacher**” by PIMR in International Conference held in 2009. His areas of interest include Human Resource Management, Human Resource Development, Industrial Relations and Labour Laws, Organisation Behaviour. He was Organising Secretary for Second International Conference 08 at PIMR. He was Coordinator for National Research Methodology and National Case Writing Workshops at PIMR. He has attended several conferences and his many papers have been published in reputed Journals which are ABDC and UGC listed. His manuals on Emotional Intelligence Scale and Organisation Commitment have been published. He has attended FDPs which were sponsored by AICTE, New Delhi. He has conducted Personality Development sessions, Mock Interviews for CAs and Management Students. He has conducted sessions for Platoon Commanders at Rustamji Armed Police Training College, Indore, NGO and various organisations. He is an Editorial member for many reputed journals.

Dr. Inderpreet Chhabra, Ph.D. (HR), MBA (CM), M.Com (EAFM), B.Sc. is associated with Aryabhata College of Management, Ajmer as a Professor and Principal. She is having an experience of 10 years in academics and research. During this span she has organized various Seminars and Workshops. She has guided almost 35 MRPs of management students.

Dr. Chhabra has published many research papers in reputed National and International Journals. She has also attended a number of International, National Conferences, Seminars, Workshop and FDPs. She has represented as a member of organizing committee for various events.

Her areas of interest include Information Technology, Human Resource Management, SHRM, MIS, Organizational Behaviors, Business Communication, Business Management, Banking and other allied subjects.
