Analysis towards the Quality of Work-Life of Employees Working in New Generation Banks in Kerala

Authors: Jobin Sebastian (Research Scholar Bharathiar University,Coimbatore

Dr KK Ramachandran (Research Guide,Bharathiar University,Coimbatore)

Abstract The Quality of Work-Life is is a widely studied approach to predict the work life experience of employees. This study examines the QWL of employees working in the new generation private banks in Kerala. Since, the new generation private banks generally have lot of pressure to sustain in the market. Naturally such pressure will be influenced on the employees. The main objective of the study is to estimate QWL of employees and classify their level. The study result reveals that 88% of employees are having moderate and high level QWL. The result also depicts that number of earning members in the family is significantly influencing the QWL.

Keywords: Quality of Work-Life, QWL, Bank Employees, New Generation Private Bank

1. INTRODUCTION

Quality of Work-Life (QWL) is a measure of describing the job environment based on the experience of employees. The author R.E.Walton (1973) has defined the QWL as "quality of human experience in the work place". This kind of analysis helps organisation to understand the standard of life of their employees. Extensive number of studies have been carried out in the context of QWL. These studies contain various components according to the organisations and business needs.

None of the organisation been successful without the human workforce at this point of time. The term QWL was known to be in practice after 1960s. Since then, the QWL is getting consistent attraction and applied in various business models. The initial phase of QWL was mainly concentrates on the health workers. But its focus has been now completely changed to the wider scope. Every organization needs to give good environment to their workers including all financial and non-financial incentives so that they can retain their employees for the longer period and for the achievement of the organization goals. It is not only monetary aspects that a modern employee concerns himself with. It is also concerned with conditions of employment, interpersonal conflicts, role conflicts, job pressure, lack of freedom of work and absence of challenging work etc. As the style of management has changed from paternalistic to democratic, so as the expectations of employees with an impending need to achieve more and more productivity efficiently, employees look forward to the conducive and congenial working conditions and favourable terms of employment. As such productivity and efficiency of an organization largely depends upon the quality of work life provided by the organization.

Banking industry plays a vital role in the construction of economic development of the country. The main objective of the bank is to provide the financial convenience to the public. It encourages savings habit among the public. Further, it distributes the money to the government, business organisations and individuals as financial assistance. The Reserve Bank of India (RBI) is the apex regulating body of banking sector in India. The Indian banking industry is broadly classified into two categories known as public banks and private banks. The public sector banks are major types of banks in India, where more than 50% of stake is held by the government. As the name implies, the private sector bank reflects the share holding pattern of the organization. There are twelve public sector banks

and twenty-one private banks in India as of January 2020. During the year 1991, Government of India has permitted new private sector banks in the country based on the Narasimham Committee. Therefore, the bank started after 1991 is considered as new generation bank. In this study, top five new generation banks have been selected based on the number of branches they have possessed. Such as Axis Bank, HDFC Bank, ICICI Bank, IndusInd Bank and Kotak Mahindra Bank.

This paper has proposed fifteen dimensions (components) to measure the QWL among the employees working in new generation banks. The selected dimensions are listed as follows; leadership style, organisation culture, work-life balance, job content, personal traits, fringe benefits, team cohesion, social aspects, career development, job involvement, job satisfaction, organisational commitment, work & family conflicts, supervisor support and health issues. Some of the dimensions considered in this paper covers a wider scope than the actual QWL dimensions. The proposed dimensions were constructed to measure the QWL along with absenteeism and turnover intension of employees. This study combines certain dimensions based on Baba & Jamal (1991), Sirgy et al., (2001), Ellis & Pompli (2002), Cohen et al., (2007) and Nanjundeswaraswamy and Swamy (2013).

2. RELATED WORKS

Sundar, K., J. Sundararaj, et al., (2011) studied the performance of women executives among private sector and new generation private sector banks. The study reveals that private sector banks provide strong welfare measure for women executives and job transfer is greatly frustrating them. On the other hand, new generation banks threaten the women executives based on insecurity of job and low remuneration. Commonly, both banks provide a great opportunity to update knowledge and technical exposure for women executives. Anjani, P. K., and D. Dhanapal (2012) examined the employee commitment on readiness for change in banking sector. The study reveals that most of the employees were aware of their job commitment and prepared for the change in banking sector.

Rubel, M.R.Basher, et al., (2014) examined the relationship between quality of work life and in-role performance. The study result reveals that behaviour of supervisor, compensation, benefits and work-life balance factors have found significant influence on the job satisfaction. Further, significant relationship was confirmed between job satisfaction and in-role performance. B.Gupta (2016) examined the factors affecting quality of work life among private bank employees. The study result reveals that healthy work environment, motivational climate, stimulating work environment productivity, work redesign, sense of accomplishment and enthusiasm at workplace factors have found a significant influence with quality of work life.

Sebastian, Roshen Therese, et al., (2016) studied about mentoring and affective commitment among new generation private bank employees. The study result reveals that employees are not emotionally bonded with mentor, facing difficulties to communicate during the working time and attitude of mentor is helpless in the workplace. Chijioke, and Anikwe Cletus (2017) examined the impact of employee training programme reference to the operation of new generation banks in Nigeria. The study result reveals that the employee training programme is very essential and plays a major role in the bank operations.

P. Dhamija, G. Gupta, et al., (2019) examined the association between job satisfaction and quality of work life factors. The study result reveals that unconducive work environment has confirmed the negative association with job satisfaction. Prakash, L. (2019), studied the work-life balance and productivity of new generation bank employees. The study confirms that work-life balance has a significant impact on new generation bank employees. Afolayan, Oluyinka, et al., (2020) examined

the knowledge sharing behaviour, mentoring and motivation as determinants of employee performance in the new generation banks reference to Nigeria. Findings reveals that knowledge sharing, mentoring and motivation jointly influence the employee performance at greater level. Among those factors, motivation plays a major role in the new generation banks.

Mawoli, M. Abubakar, et al., (2020) examined the intention of employees to quit from the new generation banks in Nigeria. The study concentrates on three dimensions such as affective, continuance and normative commitments. The study result reveals that continuance and normative commitments are significantly influence the employee turnover intention in the new generation banks. Therefore, improving the staff welfare can enhance the retention of employees in new generation banks. Similarly, another study by Gowthaman (2020) has been carried out in India which concentrates only on the employee retention among new generation banks. The author acknowledged that employee does not stay in the organisation mainly because of remuneration, job security and job promotion. Further, the author states that employees of new generation banks satisfied with the work environment, preferable job location, products and services offered by their bank.

Mawoli, M. Abubakar, et al., (2021) studied about the employee commitment between old and new generation banks. The study result states that the employee commitment has no significant difference found between old and new generation banks. Further, enhancing the employee commitment will enhance the employee retention, talent attraction, business growth and performance.

3. RESEARCH METHODOLOGY

This study uses descriptive research design to figure out the quality of work-life among employees of new generation banks in Kerala. The questionnaire is used as an instrument to collect data from the employees of selected new generation banks. During the year 1991, Government of India has permitted new private sector banks in the country based on the Narasimham Committee[1]. Therefore, the bank started after 1991 is considered as new generation bank. In this study, top five new generation banks have been selected based on the number of branches they have possessed. Such as Axis Bank, HDFC Bank, ICICI Bank, IndusInd Bank and Kotak Mahindra Bank. Non-probability-based convenience sampling method is applied to figure out the target population. A pilot study was conducted with twenty-five samples. Cronbach's alpha test was carried out to examine the reliability and internal consistency of the questionnaire, which was 0.895. This study contains 250 samples, which is the sum of 50 samples collected from each bank.

4. RESULTS AND DISCUSSION

The QWL is a measure used to estimate the total quality of an employee's work-life in the organisation. This kind of estimation is equally important for an employer and employee. Improved QWL will reflect its effectiveness in terms of better service quality to customers, job commitment, team cohesiveness, overall performance of the bank. The intention of this paper is to estimate the quality of work-life of employees working in new generation banks in Kerala. As mentioned earlier, there are forty-five factors considered in this study to evaluate the QWL. Further, it is grouped under fifteen dimensions and each dimension contains three factors. The factor analysis was used to predict the relationship with each other factor in the QWL factors. The analysis result reveals that all factors considered in the QWL are qualified to be grouped together. The following Table-1 depicts the descriptive analysis of QWL score based on the respective dimensions considered in this study.

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[1] https://en.wikipedia.org/wiki/Narasimham_Committee

Table-1: Summary of QWL Dimensional Score

QWL Dimensional Score	Mean	SD	Percent
Leadership Style	10.812	1.722	72.08%
Organisation Culture	9.188	2.054	61.25%
Work-Life Balance	10.104	1.981	67.36%
Job Content	10.512	1.921	70.08%
Personal Traits	11.420	1.690	76.13%
Fringe Benefits	8.396	1.961	55.97%
Team Cohesion	9.796	1.993	65.31%
Social Aspects	10.640	1.819	70.93%
Career Development	9.324	2.001	62.16%
Job Involvement	10.520	1.748	70.13%
Job Satisfaction	10.456	1.810	69.71%
Organisational Commitment	9.116	1.955	60.77%
Work & Family Conflicts	10.472	1.804	69.81%
Supervisor Support	10.104	2.041	67.36%
Health Issues	10.684	1.815	71.23%

The QWL score was obtained from the feedback received from respondents through the Likert's scale[2]. Therefore, mean, standard deviation of QWL dimensions are as follows; Leadership Style 10.812±1.722 (72.08%), Organisational Culture 9.188±2.054 (61.25%), Work-Life Balance 10.104±1.981 (67.36%), Job Content 10.512±1.921 (70.08%), Personal Traits 11.420±1.690 (76.13%), Fringe Benefits 8.396±1.961 (55.97%), Team Cohesion 9.796±1.993 (65.31%), Social Aspects 10.640±1.819 (70.93%), Career Development 9.324±2.001 (62.16%), Job Involvement 10.520±1.748 (70.13%), Job Satisfaction 10.456±1.810 (69.71%), Organisational Commitment 9.116±1.955 (60.77%), Work & Family Conflicts 10.472±1.804 (69.81%), Supervisor Support 10.104±2.041 (67.36%) and Health Issues 10.684± 1.815 (71.23%). It is observed from the result that the respondents are having less agreement with fringe benefits and more agreement with personal traits. Further observed that leadership style, work-life balance, job content, personal traits, social aspects, job involvement, job satisfaction, work & family conflicts, supervisor support and health issues factor's mean values are greater than 10 (66.6%). Therefore, it confirms that there is no abnormality found among the QWL factors.

The following Table-2 exhibits the result of categorical regression analysis for forty-five factors under fifteen sub-dimensions. From the original result, the importance value alone considered for presentation.

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[2] https://en.wikipedia.org/wiki/Likert_scale

Table-2: Categorical Regression Analysis of QWL Dimensions

QWL Dimensions with its Factors	Importance
Leadership Style	
I am happy with the leadership style of my supervisors	0.308
I have full confidence with the management of this organization	0.447
I am receiving adequate level of motivation from the management	0.245
Organisation Culture	
The organization setup helps me to develop my skills	0.350
High degree of employee participation exists in my organization	0.355
My organization is having well defined human resource policy	0.295
Work-Life Balance	
I am able to manage my work and personal life	0.305
My family issues will never affect my work	0.388
I have no additional commitment outside the office	0.307
Job Content	
I have enough freedom & autonomy for taking decisions	0.394
My organization provides adequate job training	0.235
My job role is clearly defined	0.371
Personal Traits	
My self-discipline helps me to overcome the challenges in job	0.386
I am confident about handling my duties efficiently	0.364
I have enough maturity to keep the trade secrets	0.250
Fringe Benefits	
I am getting better salary compare to other organizations	0.335
I am satisfied with health and insurance benefits offered to me	0.356
I am happy with the retirement plan and loan facilities	0.309
Team Cohesion	
I am having good relationship with my fellow employees	0.320
High team spirit exists among the present employees	0.357
Team cohesiveness enhance the overall performance	0.324
Social Aspects	
This job has enhanced my social status	0.377
I feel proud to serve many people	0.207
I understand my social responsibility through the job	0.417

Career Development	
My org. offers timely promotion, increment and transfer	0.334
My org. is always concerned about employee dev. activities	0.353
My org. provides right opportunity for the right candidate	0.313
Job Involvement	
I am highly involved in my job	0.259
I love to spend time in my office	0.356
The working environment helps me to involve in the job fully	0.386
Job Satisfaction	
I am happy with my profession	0.365
I am satisfied with day-to-day activities in the job	0.282
My job timing is satisfactory	0.353
Organisational Commitment	
I do not feel emotionally attached to this organization	0.311
I have too few options to consider leaving this organization	0.346
My job is a matter of necessity as much as desire	0.343
Work & Family Conflicts	
I am staying along with my family	0.391
I am getting enough time for leisure, family care & personal dev.	0.270
My family members are very cooperative for my job	0.339
Supervisor Support	
I am getting enough support from my supervisor	0.355
I often seeking assistance from the supervisor	0.303
My supervisor adheres the strictness on duty	0.342
Health Issues	
My health status is comfortable for this job	0.206
I am doing medical check-up every year	0.447
My family members are in good health condition	0.347

It is observed from Table-2 that "I have full confidence with the management of this organisation" factor under Leadership Style attracts 44.7%, "High degree of employee participation exists in my organisation" factor under Organisation Culture attracts 35.5%, "My family issues will never affect my work" factor under Work-Life Balance attracts 38.8%, "I have enough freedom & autonomy for taking decisions in my job" factor under Job Content attracts 39.4%, "My self-discipline helps me to overcome the challenges in job" factor under Personal Traits attracts 38.6%, "I am satisfied with health and insurance benefits offered to me" factor under Fringe Benefits attracts 35.6%, "High team spirit exists among the present employees" factor under Team Cohesion attracts 35.7%, "I understand my social responsibility through the job" factor under Social Aspects attracts 41.7%. Similarly, "My organisation is always concerned about employee development activities" factor under Career Development attracts 35.3%, "The working environment helps me to involve in

the job fully" factor under Job Involvement attracts 38.6%, "I am happy with my profession" factor under Job Satisfaction attracts 36.5%, "I have too few options to consider leaving this organisation" factor under Organisational Commitment attracts 34.6%, "I am staying along with my family" factor under Work & Family Conflicts attracts 39.1%, "I am getting enough support from my supervisor" factor under Supervisor Support attracts 35.5% and "I am doing medical check-up every year" factor under Health Issues attracts 44.7%.

All forty-five factors considered in this study refers to measure the QWL. Thus, sum of all those feedbacks of respective factors is referred to as QWL score. In a general context, the QWL score is a single value for each respondent. The comparison between QWL score and demographic profile (Table-3) depicts the degree of variance among mean QWL score on each demographic factor. The demographic profile contains nine factors such as Gender, Age Group, Educational Qualification, Marital Status, Type of Family, Number of Children, Number of Members in Family, Number of Earning Members and Nature of Residence.

Hypothesis: The mean QWL score has not found the significant difference on demographic profile

Table-3: Comparing the Mean QWL Score with Demographic Profile Categories

Demographic Profile	F-value	p-value
Gender	0.068	0.794
Educational Qualification	0.570	0.451
Type of Family	1.076	0.301
Age Group	1.857	0.137
Marital Status	0.474	0.623
Number of Children	1.129	0.340
No. of Members in Family	0.383	0.765
No. of Earning Members	2.936	0.045
Nature of Residence	1.425	0.242

The ANOVA analysis was performed to test the significant difference on the mean QWL score among the respective demographic factors. It is observed from Table-3 that F-value and p-value of demographic profile characteristics are as follows; Gender (F-value = 0.068, p-value = 0.794), Educational Qualification (F-value = 0.570, p-value = 0.451), Type of Family (F-value = 1.076, p-value = 0.301), Age group (F-value = 1.857, p-value = 0.137), Marital Status (F-value = 0.474, p-value = 0.623), Number of Children (F-value = 1.129, p-value = 0.340), Number of Members in Family (F-value = 0.383, p-value = 0.765), Number of Earning Members (F-Value = 2.936, p-value = 0.045), and Nature of Residence (F-value = 1.425, p-value = 0.242). It is clear from the result that the p-value of number of earning members in the family is less than the level of significance 0.05. Among the list of demographic factors considered in this study, number of earning members in the family is found a significant difference in the mean QWL score. Hence, the hypothesis is rejected on number of earning members in the family and accepted on all other cases.

The subsequent Table-4 depicts the comparison between mean QWL score and official profile of the respondents. The official profile contains six factors such as name of the bank, current designation, total working experience of the respondents, experience in the organisation, monthly income and number of times received transfer in the job.

Hypothesis: The mean QWL score has not found the significant difference on official profile

Table-4: Comparing the Mean QWL Score with Official Profile Categories

Official Profile	F-value	p-value
The Bank	0.843	0.499
Current Designation	0.395	0.756
Total Working Experience	1.812	0.145
Experience in the Organisation	2.759	0.043
Monthly Income	0.200	0.897
No. of Times Transferred	1.101	0.349

The ANOVA analysis was performed to test the significant difference on the mean QWL score among the respective official profile factors. It is observed from Table-4 that F-value and p-value of official profile characteristics are as follows; The Bank (F-value = 0.843, p-value = 0.499), Current Designation (F-value = 0.395, p-value = 0.756), Total Working Experience (F-value = 1.812, p-value = 0.145), Experience in the Organisation (F-value = 2.759, p-value = 0.043), Monthly Income (F-value = 0.200, p-value = 0.897) and Number of Times Transferred (F-value = 1.101, p-value = 0.349). It is clear from the result that experience in the organisation is found a significant difference in the mean QWL score. Hence, the hypothesis is rejected on experience in the organisation and accepted on all other cases.

There are about two-hundred and fifty (250) respondents participated in this study. The classification of QWL into Low, Moderate and High seems more meaningful than overall score. K-means clustering is applied to classify the data into three groups based on the overall score of QWL, which is depicted in Table-5.

Table-5: Classifying the Respondents through QWL Score using K-Means Clustering

QWL Classification	N	Mean	SD
Low	30	138.47	3.44
Moderate	104	148.11	2.71
High	116	158.01	4.08
Total	250	151.54	7.56
F-Value = 459.20, p-value < 0.001			

The Table-5 depicts k-means clustering analysis, which is used to classify the respondents based on mean value obtained through the result. The perfect classification is confirmed through the significant difference among the categories. In this case, the F-value is 459.20 and its p-value is less than 0.01. Since the p-value is less than the level of test significance 0.05, the classification is approved. Therefore, the mean and standard deviation of each category is as follows; Low QWL 138.47±3.44 (30 respondents), Moderate QWL 148.11±2.71 (104 respondents) and 158.01±4.08 (116 respondents). It is concluded that majority of the respondents are having high QWL. It means that new generations banks in Kerala provides high Quality of Work-Life to its employees.

5. CONCLUSION

This paper emphasizes the Quality of Work-Life of employees in new generation private banks in Kerala. The employees were selected from five banks based on the wider range of branches. Fifteen dimensions were considered to estimate the QWL. The analysis result reveals that number of earning members in the family have found a significant difference in the QWL. Similarly, experience in the organization also significantly influence the difference in QWL. It is clear that 46.4% of employee's quality of work-life seems good.

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