

QUALITY OF WORK LIFE AND THE LEVEL OF ACCEPTANCE IN PUBLIC AND PRIVATE SECTOR BANK EMPLOYEES IN MADURAI DISTRICT

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ABSTRACT

Quality of work life indicates a proper balance both in work and personal life which also ensures the organizational productivity and employee's job satisfaction. It is one of the major parts for the employees' motivation in an organisation. It may reflect the working conditions and employees' mind set to accept the prevailing conditions in the organisation. The intervention in the quality of work life makes full use of a worker's potential, it ensures greater participation and involvement of workers, and it can make work more easy, quality improvement and increasing the efficiency. In this paper, an attempt has been made to analyse the quality of work life and the level of acceptance in public and private sector bank employees in Madurai district. This research attempts to correlate the nine dimensions of quality of work life and demographic variables of employees in both the public and private sector banks in Madurai district. The opinion was collected from 600 employees, and a detailed analysis is made to arrive at the conclusion.

KEYWORDS: Quality of Work Life, Level of Acceptance, Demographic Variables, Working Conditions, Awards and Recognition

INTRODUCTION

Quality of work life indicates a proper balance both in work and personal life which also ensures the organizational productivity and employee's job satisfaction. It is one of the major parts for the employees' motivation in an organisation. It may reflect the working conditions and employees' mind set to accept the prevailing conditions in the organisation. The intervention in the quality of work life makes full use of a worker's potential, it ensures greater participation and involvement of workers, and it can make work more easy, quality improvement and increasing the efficiency. Life deals with the issue like, rewarding or satisfying time spent in the workplace. As such, the quality of work life may reflect in working conditions and contextual issues such as the relationship with others and the intrinsic acceptance of the job itself. In this paper, an attempt has been made to analyse the quality of work life and the level of acceptance in public and private sector bank employees in Madurai district. This research attempts to correlate the nine dimensions of quality of work life and demographic variables of employees in both the public and private sector banks in Madurai district. The opinion was collected from 600 employees, and a detailed analysis is made to arrive at the conclusion.

STATEMENT OF THE PROBLEM

There are great number of common demands between the employees list and the employers list. To attract and

retain employees, companies need to be exploiting those points of convergence and continuously work with employees to redesign the work, eliminate job stress, increase job autonomy, provide learning and training opportunities and to handle such problems, examining the perception of the employees and evolve suitable parameters to improve their quality of work life. The results of the present study might contribute to a better understanding of the importance of quality of work life to match the changing environmental demands and employee needs so as to enhance employees' commitment and improve the internal climate of public and private sector banks in Madurai district. In this context, the researcher has proposed to study the quality of work life of employees in the public and private sector bank employees in Madurai district.

OBJECTIVE

To analyse the level of acceptance in employees and the quality of work life in public and private sector banks in Madurai district.

METHODOLOGY AND SAMPLE DESIGN

The study is mainly based on the primary data, obtained through a well designed schedule and open discussion with employees from the selected public and private sector banks. For the purpose an interview schedule was prepared, covering all aspects of quality of work life. The interview schedule was finalised after conducting a pilot study among the sample of fifty bank employees. Appointments were got in advance from the employees and the interview timing was fixed accordingly. First of all details about all the banks functioning in Madurai district along with number of branches were collected and two banks from public sector (Indian Bank and State Bank of India) and two banks from private sector (ICICI and Karur Vysya Bank) were selected purposively, because these banks are having highest number of branches. 150 respondents from each bank were selected on convenient sampling method. Data were collected from Sep. to Dec. 2014.

Tools Used for Analysis

The collected primary data have been statistically processed, classified and tabulated by using appropriate methods. For comparing results, percentages, averages and variances were used. The factor analysis has been used to identify the important work life variables. The reliability of variables and Cronbach's Alpha and correlation analysis were used in the appropriate place to analyse the data.

Respondents' Profile

The following Table consists of the demographic profile of the respondents considered for this study.

Table 1: Profile of the Respondents

Variable	Classification	Frequency	Percentage
Gender	Male	489	81.5
	Female	111	18.5
Age	Up to 30 years	177	29.5
	31 - 40 years	234	39.0
	41 - 50 years	96	16.0
	Above 50 years	93	15.5
Educational Status	Upto Hr. Secondary	78	13.0
	Under Graduate	297	49.5
	Post Graduate	147	24.5
	Professional Degree	78	13.0
Monthly Income	Below Rs.20,000	183	30.5

	Rs.20,001 - 30,000	237	39.5
	Rs.30,001 - 40,000	123	20.5
	Above Rs.40,000	57	9.5
Marital Status	Single	420	70.0
	Married	180	30.0
Designation	Clerk	222	37.0
	Officer	321	53.5
	Manager	57	9.5
Length of Service	Up to 5 years	186	31.0
	6 - 10 years	258	43.0
	11 – 15years	99	16.5
	Above 15 years	57	9.5
Area	Urban	417	69.5
	Rural	183	30.5
Bank	Indian Bank	150	25.0
	State Bank of India	150	25.0
	ICICI Bank	150	25.0
	Karur Vysya Bank	150	25.0

Source: Primary Data

Hypothesis

In order to find the significant variation in the level of acceptance in the respondents towards various factors responsible for the quality of work life in the different age groups of the respondents, the following null hypothesis is formulated.

- **Ho:** “There is no significant difference between the different age groups of the respondents in the level of acceptance towards various factors for the quality of work life of employees”.
- **Ho:** “There is no significant difference between the respondents from different sector of banks in the level of acceptance towards the various factors in the quality of work life of employees”. The analysis of variance (ANOVA) test was applied to find the significant difference among the different age groups in each factor separately.

Level of Acceptance

The various demographic variables like gender, age, educational qualification, monthly income, designation, year of experience and marital status cause the employees to behave differently and have different relationships with each others. It is essential to study the demographic variables and its influence the performance and commitment of employees in the working environment.

Level of Acceptance and Nature of Job

The respondents' level of acceptance in nature of job was measured with the Likert's five point scale. Nine variables were constructed and employees' opinion on it was collected and the mean score was arrived. Out of the selected nine variables private sector banks are best in the five. Hence, it was concluded that the private sector banks were the best in the nature of job.

Level of Acceptance and Adequate Pay

The respondents' level of acceptance in the adequate pay was measured with the Likert's five point scale. Eleven variables were constructed and employees' opinion on it was collected and the mean score was derived. Out of the selected eleven variables public sector banks were the best in the seven. Hence, it was concluded that the public sector banks were the best in providing the adequate pay to its employees.

Level of Acceptance and Working Conditions

The respondents' level of acceptance in working conditions was measured with the Likert's five point scale. Nine variables were constructed and the employees' opinion on it was collected and the mean score was derived. Out of the selected nine variables the private sector banks are the best in the five. Hence, it was concluded that the private sector banks were the best in the healthy working conditions for its employees.

Level of Acceptance and Growth and Development

The respondents' level of acceptance on growth and development was measured with the Likert's five point scale. Nine variables were constructed and the employees' opinion on it was collected and the mean score was derived. Out of the selected nine variables the public sector banks were the best in the seven. Hence, it was concluded that the public sector banks were the best in growth and development.

Level of Acceptance and Social Integration in the Work

The respondents' level of acceptance on social integration in the work was measured with the Likert's five point scale. Eight variables were constructed and the employees' opinion on it was collected and the mean score was derived. Out of the selected eight variables the private sector banks were the best in the six. Hence, it was concluded that the private sector banks were the best in social integration in the work.

Level of Acceptance and Constitutionalism in the Banks

The respondents' level of acceptance on constitutionalism in the banks was measured with the Likert's five point scale. Nine variables were constructed and the employees' opinion on it was collected and the mean score was derived. Out of the selected nine variables the public sector banks were the best in the six. Hence, it was concluded that the public sector banks were the best in the constitutionalism in the banks.

Level of Acceptance and Work and Total Life Space

The respondents' level of acceptance on work and total life space was measured with the Likert's five point scale. Seven variables were constructed and the employees' opinion on it was collected and the mean score was derived. Out of the selected seven variables the public sector banks were the best in the five. Hence, it was concluded that the public sector banks were the best in work and total life space.

Level of Acceptance and Grievance Handling Procedure

The respondents' level of acceptance on grievance handling procedure was measured with the Likert's five point scale. Four variables were constructed and employees' opinion on it was collected and the mean score was derived. Out of the selected four variables the private sector banks were best in the three. Hence, it was concluded that the private sector

banks were the best in grievance handling procedure.

Level of Acceptance and Social Relevance of Work

The respondent's level of acceptance on the social relevance of work was measured with the Likert's five point scale. There were four variables were constructed and employees opinion on it was collected and mean score was derived. Out of selected the four variables the public sector banks were the best in the three. Hence it was concluded that the public sector banks were the best in the social relevance of work.

Result of the Analysis

Based on the F value for overall factors relating to the quality of work life is not significant at 5% level. P values of all selected variable are not significant. Hence, it is found that according to the gender, age, educational qualification, marital status and area of the respondents, there is no significant difference in the acceptance level towards the various factors of the quality of work life in0 bank employees from both the private and public sector banks. Hence, the null hypothesis is accepted and concluded that the different gender, age, educational qualification, marital status and area of the employees accept all the factors without any difference. The results of the chi-square tests of the profile variables and quality of work life of the bank employees working in Madurai district are presented in the Table 2.

The data analysis in respect of profile variables and the levels of quality of work life reveals that all the selected variables have no significant difference in the level of acceptance towards the quality of work life of the employees in both the public and private sector banks. Thus, the quality of work life is independent and in no way it influences the personal profile of the employees. However in case of the adequate pay, growth and development aspect, social integration in the work, work and total life space and social relationship of the work, public sector bank employees are more accepted than the private sector bank employees. In case of the nature of job, healthy working conditions, constitutionalism in the banks, grievance handling procedure aspects and private sector bank employees' acceptance levels are found more than the public sector employees.

Sectors of Banks and Level of Acceptance of the Respondents

Ho: "There is no significant difference between the respondents from the different sector of banks in the level of acceptance towards the various factors in the quality of work life of employees". The analysis of variance test was applied to find significant difference among the respondents from the different sectors of banks for the each factor separately. The result of the ANOVA is given in the Table 2.

Table 2: difference in the Level of Acceptance among the Respondents from the Different Sectors of Banks

Factors	Descriptive measures	Sector of the Respondents			F Value	P Value
		Private Sector Banks	Public Sector Banks	Total		
Nature of Job	Mean	2.83	2.98	2.91	4.137	.034**
	SD	0.53	0.51	0.52		
Adequate pay and fair compensation	Mean	2.73	2.54	2.64	8.728	.004**
	SD	0.47	0.45	0.47		
Healthy Working Conditions	Mean	2.41	2.81	2.61	29.418	.000**
	SD	0.44	0.59	0.56		
Growth and Development	Mean	2.86	3.01	2.93	3.764	.054**
	SD	0.53	0.51	0.53		
Social integration in the work	Mean	2.65	2.76	2.70	1.267	.02288
	SD	0.66	0.67	0.67		
Constitutionalism in the banks	Mean	2.57	2.44	2.51	3.086	.081
	SD	0.56	0.42	0.50		
Work and Total Life Space	Mean	2.56	2.45	2.51	2.082	.151
	SD	0.55	0.53	0.55		
Grievance handling procedure	Mean	2.44	2.90	2.67	15.572	.000**
	SD	0.77	0.86	0.84		
Social relevance of work	Mean	3.31	2.98	3.14	10.244	.002**
	SD	0.76	0.72	0.76		
Overall acceptance	Mean	2.69	2.75	2.72	3.564	.041**
	SD	0.20	0.20	0.20		

Source: Computed from Primary Data ** Significant at 5% level

The above table indicates the calculated F value for the overall factors relating to the quality of work life is 3.564 with the p value of 0.041 and it is significant at 5% level. P values for most of the selected variables are significant at 5% level. Hence, it is found that according to the sectors of bank there is a significant difference in the acceptance level towards the various factors of quality of work life in bank employees from both the private and public sector banks. Hence, the null hypothesis is rejected and it is concluded that the acceptance of respondents from the private and public sector banks towards the factors of the quality of work life differs.

SUGGESTIONS

- Without affecting the organizational profit, the management should take necessary action to redress the grievances relating to low remuneration.
- The study reveals that the management is blind towards the employees with regard to safe and healthy working conditions. Working atmosphere should be structured in such a way that it is user- friendly and provides a homely atmosphere.
- The employers should realise that individual contributions need to be highlighted aptly, which will be a reward for the employees. Both financial and non-financial motivation schemes should be introduced in the organization for the better performance of employees.
- Regular revision and enquiries should be conducted by the management to ensure that employees are accepting

with the welfare facilities provided to them. Welfare of the organisation and also welfare of the employees should be given equal preference for maintaining better quality of work life.

CONCLUSIONS

This study focused on the acceptance level of the public and private sector banks in Madurai district about their quality of work life. The result of the study reveals that there is no significant difference between the gender, age, educational qualification, marital status, area of the residence of employees and their level of acceptance in the quality of work life in both the public and private sector banks. Thus, the quality of work life is independent and in no way it influences the personal profile of the employees. However in case of the adequate pay, growth and development aspect, social integration in the work, work and total life space and social relationship of work, the public sector bank employees are found more accepted than the private sector bank employees. In case of the nature of job, healthy working conditions, constitutionalism in the banks, grievance handling procedure aspects and private sector bank employees' acceptance level are more than the public sector employees.

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