

QUALITY OF WORK LIFE AMONG THE WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS IN COIMBATORE DISTRICT



Management

KEYWORDS : Job Satisfaction, Public Sector Banks, Quality of Work Life, Regression.

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ABSTRACT

Quality of Work Life (QWL) has become one of the most important issues these days in every organization. The results show that among adequate and fair compensation dimensions, they will continue in the present job regardless of pay has the highest mean value and among safe and healthy working conditions dimensions it is easy to get materials for efficient working has recorded the highest mean value. The results indicate that among opportunities for development dimensions, the bank provides job security has the highest mean value and among social integration dimensions, working in a group is no problem has registered the highest mean value. The results reveal that women employees in public sector banks are highly satisfied with the salary and increment is fair and the job is secured. The results indicate that adequate and fair compensation, safe and healthy working conditions, opportunities for development and social integration have a positive and significant impact on job satisfaction of women employees in public sector banks.

INTRODUCTION

Indian banking system has not only made rapid strides in network expansion but it itself has undergone a complete and never-dreamt of transformation in its very objectives, approaches, and scale of operation. Technology has indeed played a significant role in this sea-change. The distinctive feature of Indian career women is that they do not abandon their conventional role of home maker. Women are supposed to blend judiciously the traditional love for home and professional excellence. They have certain inborn qualities of patience, tolerance, courtesy, affability and the like which are most required for banking, essentially a service industry. They should enable them to handle with success even challenging situations and go up in the banking hierarchy.

Indian banking sector is providing huge number of opportunities to Indian women to exhibit their executive and business potential. Many believed that the nature of jobs in banking sector also increased the scope for women being employed. Especially after the 1991 economic reforms, there has been a tremendous growth in the Indian banking sector. Indian banks expanded their business operations (increased size of deposits and advances) at a rapid pace.

Quality of Work Life (QWL) has become one of the most important issues these days in every organization. Employees are the force that is behind every successful organization. No organization can become successful with technology alone because for the very use of technology, organizations need to have strong work force. Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance everywhere, at every work place.

Initially quality of work life focused on the effects of employment on the general well being and the health of the workers. But now its focus has changed. 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. The quality of work life approach considers people as an asset to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. Therefore, the present research is attempted to study the quality of work life among the women employees in public sector banks in Coimbatore district.

METHODOLOGY

The Coimbatore district has been purposively selected for the present study. The top six public sector banks such as Indian Overseas Bank, State Bank of India, Indian Bank, Corporation Bank, Syndicate Bank and Bank of Baroda have been selected based on the number of branches in Coimbatore district. The 600 women employees of public sector banks have been selected for the present study by adopting random sampling technique and the data and information pertain to the year 2013-2014. In order to examine the socio-economic profile of women employees of public sector banks, the frequency and percentage analysis have been applied. The mean values are calculated for dimensions of quality of work life and job satisfaction of women employees in public sector banks. The multiple linear regression has been applied in order to examine the impact of quality of work life dimensions on job satisfaction of women employees in public sector banks.

RESULTS AND DISCUSSION

SOCIO-ECONOMIC PROFILE OF WOMEN EMPLOYEES OF PUBLIC SECTOR BANKS

The socio-economic profile of women employees of public sector banks was analyzed and the results are presented in Table-1. The results show that about 31.00 per cent of women employees of public sector banks belong to the age group of 36 – 45 years followed by 26 – 35 years (29.50 per cent), 46 – 55 years (16.33 per cent), 15 – 25 years (15.83 per cent), and more than 55 years (7.34) per cent). The results indicate that about 51.83 per cent of women employees of public sector banks are under graduates followed by higher secondary (18.33 per cent), others (12.34 per cent), secondary (10.83 per cent) and post graduation (6.67 per cent).

**TABLE 1
SOCIO-ECONOMIC PROFILE OF THE WOMEN EMPLOYEES**

Socio-Economic Profile	Frequency	Percentage
Age Group		
15 – 25 years	95	15.83
26 – 35 years	177	29.50
36 – 45 years	186	31.00
46 – 55 years	98	16.33

More than 55 years	44	7.34
Educational Qualification		
Secondary	65	10.83
Higher Secondary	110	18.33
Under Graduation	311	51.83
Post Graduation	40	6.67
Others	74	12.34
Designation		
Clerk	184	30.67
Assistant Manager	185	30.83
Manager	131	21.83
Senior Manger	83	13.83
General Manager	17	2.84
Socio-Economic Profile	Frequency	Percentage
Work Experience		
1 - 5 years	169	28.17
6 - 10 years	250	41.67
11 - 15 years	121	20.16
More than 15 years	60	10.00
Monthly Income		
Rs.10,000 – Rs.15,000	194	32.33
Rs.15,001 – Rs.30,000	132	22.00
Rs.30,001 – Rs.45,000	152	25.33
Rs.45,001 – Rs.60,000	93	15.50
Above Rs.60,000	29	4.84
Marital Status		
Unmarried	270	45.00
Married	330	55.00

It is inferred that majority of women employees of public sector banks are under graduates. It is observed that about 30.83 per cent of women employees of public sector banks are assistant managers followed by clerks (30.67 per cent), managers (21.83 per cent), senior managers (13.83 per cent) and general managers (2.84 per cent). It is clear that about 41.67 per cent of women employees of public sector banks have work experience of 6 - 10 years followed by 1 - 5 years (28.17 per cent), 11 - 15 years (20.16 per cent) and more than 15 years (10.00 per cent).

It is apparent that about 32.33 per cent of women employees of public sector banks belong to the monthly income of Rs.10,000 – Rs.15,000 followed by Rs.30,001 – Rs.45,000 (25.33 per cent), Rs.15,001 – Rs.30,000 (22.00 per cent), Rs.45,001 – Rs.60,000 (15.50 per cent) and above Rs.60,000 (4.84 per cent). The results show that about 55.00 per cent of women employees of public sector banks are married and the rest of 45.00 per cent of women employees of public sector banks are unmarried.

DIMENSIONS OF QUALITY OF WORK LIFE OF PUBLIC SECTOR BANKS

The dimensions of quality of work life of public sector banks were analyzed and the results are hereunder presented.

ADEQUATE AND FAIR COMPENSATION DIMENSION OF PUBLIC SECTOR BANKS

The adequate and fair compensation dimension of public sector banks was analyzed and the results are presented in Table 2.

TABLE 2
ADEQUATE AND FAIR COMPENSATION DIMENSION OF PUBLIC SECTOR BANKS

Adequate and Fair Compensation	Mean	Standard Deviation
I am satisfied with the income from the work	3.59	1.28
I will continue in the present job regardless of pay	3.64	1.17
I am over compensated in my job	3.56	1.19
I feel happy with my chances for salary increment	3.60	1.13
Salary in my bank is as good as most other banks offer	3.58	1.12
Overall	3.59	1.18

The results show that they will continue in the present job regardless of pay has the highest mean value of 3.64 with the standard deviation of 1.17 and it is followed by they feel happy with their chances for salary increment (3.60), they are satisfied with the income from the work (3.59), salary in their bank is as good as most other banks offer (3.58) and they are over compensated in their job (3.56). The overall mean value for adequate and fair compensation dimension is 3.59 and its standard deviation is 1.18.

SAFE AND HEALTHY WORKING CONDITIONS DIMENSION OF PUBLIC SECTOR BANKS

The safe and healthy working conditions dimension of public sector banks was analyzed and the results are presented in Table 3.

TABLE 3
SAFE AND HEALTHY WORKING CONDITIONS DIMENSION OF PUBLIC SECTOR BANKS

Safe and Healthy Working Conditions	Mean	Standard Deviation
My bank has a healthy work environment	3.60	1.09
The working condition in my bank is conducive	3.43	1.11
The work environment places great emphasis on safety of employees	3.47	1.04
It is easy to get materials for efficient working	3.63	1.07
Employees are provided with proper working facilities	3.52	1.02
Overall	3.53	1.07

The results indicate that it is easy to get materials for efficient working has recorded the highest mean value of 3.63 with the standard deviation of 1.07 followed by their bank has a healthy work environment (3.60), employees are provided with proper working facilities (3.52), the work environment places great emphasis on safety of employees (3.47) and the working condition in their bank is conducive (3.43). The overall mean value for safe and healthy working conditions dimension is 3.53 and its standard deviation is 1.07.

OPPORTUNITIES FOR DEVELOPMENT DIMENSION OF PUBLIC SECTOR BANKS

The opportunities for development dimension of public sector banks were analyzed and the results are presented in Table 4.

TABLE 4
OPPORTUNITIES FOR DEVELOPMENT DIMENSION OF PUBLIC SECTOR BANKS

Opportunities for Development	Mean	Standard Deviation
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Work done in improved ways have received recognition	3.59	1.06
Opportunities are provided to learn new skills / techniques	3.56	1.06
The bank facilitates career growth and development of employees	3.66	1.13
The bank facilitates the self improvement of the employees	3.60	1.12
The bank provides job security	3.78	1.11
Overall	3.64	1.09

It is clear that the bank provides job security has the highest mean value of 3.78 with the standard deviation of 1.11 and is followed by the bank facilitates career growth and development of employees (3.66), the bank facilitates the self improvement of the employees (3.60), work done in improved ways are received recognition (3.59) and opportunities are provided to learn new skills / techniques (3.66). The overall mean value for opportunities for development dimension is 3.64 and its standard deviation is 1.09.

SOCIAL INTEGRATION DIMENSION OF PUBLIC SECTOR BANKS

The social integration dimension of public sector banks was analyzed and the results are presented in Table 5.

TABLE 5
SOCIAL INTEGRATION DIMENSION OF PUBLIC SECTOR BANKS

Social Integration	Mean	Standard Deviation
All the employees of the bank have the sense of one community	3.58	1.03
Working in a group is no problem	3.63	1.04
The employees of the bank interact in terms of ideas and feelings	3.51	1.09
Employees are mutually helpful to one another	3.08	1.10
The bank management pays attention to the grievances of the employees	3.06	1.04
Overall	3.37	1.06

It is observed that working in a group is no problem has registered the highest mean value of 3.63 with the standard deviation of 1.04 and it is followed by all the employees of the bank have the sense of one community (3.58), the employees of the bank interact in terms of ideas and feelings (3.51), employees are mutually helpful to one another (3.08) and the bank management pays attention to the grievances of the employees (3.06). The overall mean value for social integration is 3.37 and its standard deviation is 1.06.

JOB SATISFACTION OF WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS

The job satisfaction of women employees in public sector banks was analyzed and the results are presented in Table 6.

TABLE 6
JOB SATISFACTION OF WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS

Job Satisfaction	Mean	Status
The working conditions are conducive	3.80	Satisfied

The salary and increment is fair	4.60	Highly Satisfied
The job is secured	4.64	Highly Satisfied
There is an opportunity for career development	3.86	Satisfied
There is co-operation and unity among the employees	3.72	Satisfied

The results show that women employees in public sector banks are highly satisfied with the salary and increment is fair and the job is secured, while they are satisfied with the working conditions are conducive, there is an opportunity for career development and there is cooperation and unity among the employees as perceived them.

IMPACT OF QUALITY OF WORK LIFE DIMENSIONS ON JOB SATISFACTION OF WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS

In order to examine the impact of quality of work life dimensions on job satisfaction of women employees in public sector banks, the multiple linear regression has been applied and the results are presented in Table 7. The quality of work life dimensions are considered as independent variables and the job satisfaction is considered as dependent variable.

TABLE 7
IMPACT OF QUALITY OF WORK LIFE DIMENSIONS ON JOB SATISFACTION OF WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS

Quality of Work Life Dimensions	Regression Coefficients	t Value	Sig.
Intercept	1.125**	3.782	.000
Adequate and Fair Compensation (X1)	.352**	3.590	.010
Safe and Healthy Working Conditions (X2)	.310**	3.743	.000
Opportunities for Development (X3)	.294**	3.625	.010
Social Integration (X4)	.226**	3.588	.000
R2	0.68	-	-
Adjusted R2	0.66	-	-
F	12.435	-	0.00
N	600	-	-

Note: **Significance at one per cent level

The results indicate that the coefficient of multiple determination (R²) is 0.68 and adjusted R² is 0.66 indicating the regression model is good fit. It is inferred that about 66.00 per cent of the variation in dependent variable (Job Satisfaction) is explained by the independent variables (Quality of Work Life Dimensions). The F-value of 12.435 is statistically significant at one per cent level indicating that the model is good fit.

The results show that adequate and fair compensation, safe and healthy working conditions, opportunities for development and social integration have a positive and significant impact on job satisfaction of women employees in public sector banks at one per cent level.

CONCLUSION

Most of women employees of public sector banks belong to the age group of 36 – 45 years and majority of women employees of public sector banks are under graduates. Most of women employees of public sector banks are assistant manager and majority of women employees of public sector banks have the working experience of 6-10 years. Most of women employees of public sector banks belong to the monthly income of Rs.10,000 – Rs.15,000 and majority of women employees of public sector banks are married.

The results show that among adequate and fair compensation dimensions, they will continue in the present job regardless of pay has the highest mean value and among safe and healthy working conditions dimensions it is easy to get materials for efficient working has recorded the highest mean value. The results indicate that among opportunities for development dimensions, the bank provides job security has the highest mean value and among social integration dimensions, working in a group is no problem has registered the highest mean value.

The results show that women employees in public sector banks are highly satisfied with the salary and increment is fair and the job is secured, The results indicate that adequate and fair compensation, safe and healthy working conditions, opportunities for development and social integration have a positive and significant impact on job satisfaction of women employees in public sector banks at one per cent level.

The public sector banks should become more conscious in ensuring adequacy and fairness in compensation, as compensation can strongly influence the women employees' job satisfaction. The women employees should be given equal salary on par with other public sector banks in order to enhance the job performance of women employees. The women employees of public sector banks should be provided with conducive working environment and proper working facilities. Besides, the public sector banks must ensure the safety of women employees.

The women employees of public sector banks should be recognized for their improved ways of working in order to achieve the higher job efficiency and opportunities should be provided to learn new skills / techniques regarding their banking operations. The bank management of public sector banks should ensure the sense of one community among women employees by providing equal opportunities without any bias.

The women employees of public sector banks should cultivate the habit of interaction in terms of ideas and feelings. Besides, women employees of public sector banks must be mutually helpful to one another in both official and personal things. The bank management of public sector banks should pay huge attention to the grievances of women employees in order to make them more comfortable in working environment which reflects in their job performance.

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