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QUALITY OF WORK LIFE AND ITS RELATION WITH JOB SATISFACTION AMONG INDIAN BANKS

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ABSTRACT

The Quality of Work Life remains commonly considered to be of an individual concern. However recognitions of the impact of QWL on organizational issues, such as labour turnover, absenteeism, low productivity and demotivated work force. In the present dynamic and competitive business environment the growth and survival of the corporate depends upon the trusted and committed work force. Some companies seek to retain their trusted and loyal employees by bringing about change in the attitude and working through improving quality of work life amongst its employees. The aim of this study is to find about the banks employee's perception towards their quality of work life and demographic variables. Survey was conducted and data was analysed on the basis of responses provided by 250 respondents. A well structured questionnaire was formulated, which was subjected to pilot testing and re-drafted. Data was analysed with the help of factor analysis, descriptive statistics, t-test and (one way) ANOVA. The Karl Pearson correlation was used to understand the relationship between QWL and job satisfaction. The analysis shows there were a significant gap among the bank employees with demographic variables w.r.t various factors of QWL. The test indicated that there is positive and direct relationship between QWL and job satisfaction. The results of this study may have some practical significance for Human Resource Managers of especially banks in designing their retention policies.

KEYWORDS

Banks, Quality of work life, Job satisfaction.

INTRODUCTION

The term QWL (Quality of work life) was introduced in the late 1960s as a way of focusing on the effects of employment on health and general well-being and ways to enhance the quality of a person's on the job experience. QWL is much broader and more diverse than organizational development, in ensuring adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work-life. An organization's Quality of work life is a philosophy, a set of principles which holds that people are the most important resource in the organization as they are trustworthy, responsible and the capable of making valuable contribution and they should be treated with dignity and respect (Che et.al.2006a; Straw, 1984). Success depends on how an organization attracts recruits, motivates, and retains its workforce and how properly it is able to fulfill its duties and responsibilities towards its workforce (Sendrick, 2003). Organizations need to be more flexible so that they develop their talented workforce and gain their commitment. A satisfied worker is more likely to be creative, flexible, innovative, and loyal. Thus, organizations are required to retain employees by addressing their work life issues. Quality of work life is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancement opportunities, and participation in decision (Lau & Bruce, 1998). The elements that are relevant to an individual's quality of work life include the task, the physical work environment, administrative system and relationship between life on and off the job (Eberla and Cunningham, 1990). QWL consists of opportunities for active involvement in group working arrangement or problem solving that are of mutual benefits to employees or employer, based on labor management cooperation. People also conceive of QWL as a set of methods, such as work groups, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers (Feuer, 1989; Straw, 1984). The recent definition by Serey (2006) on QWL is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favorable to QWL. Walton (1975) proposed eight major conceptual categories relating to QWL as (i) Adequate and fair compensation (ii) Safety and healthy work environment (iii) Opportunity to use and develop human capabilities (iv) Opportunities for continuous growth and security (v) Constitutionalism in the work organization (vi) Work life balance and Social integration at the work place (vii) Protection of individual rights and (viii) Pride in the work itself and in the organization.

The problem adopted for the research here is- "Quality of Work Life and its relation with Job Satisfaction among Indian Banks". This study is helpful in understanding the various factors of QWL which are considered important by the employees of banks. The study not only aim at examining the roles of various facets of QWL among banks, but also determining that there are certain combination of factors that influence QWL in a bank to a greater or lesser extent. Moreover the study further explored the effect of age, gender, tenure and salary on the QWL of employees; this study also tried to find out the relationship between QWL and job satisfaction.

HYPOTHESIS & THEORETICAL FRAMEWORK

The study (Larsen, 2008) suggests that male and female workers retirement plans affected differently by various aspects of the job. Indeed, job demands lower planned retirement age, while increases in earnings, work hour satisfaction, and the opportunity to use skills on the job increase the age for men and women. Nevertheless, the impact of earnings is largest for men, and only male workers attach importance to job control and job security. These gender differences suggest, first, that men are more influenced than women by the quality of job dimensions in their retirement planning and, second, that an employer-initiated effort directed towards retaining older workers at the workplace will not necessarily be as effective for female as for male workers. The research examines the factors related to the work environment that may contribute to the high turnover of women. Men are not only paid bonuses more often but the sums they are paid are also larger (Lehto, 2008). Men not only receive more pay and diverse additional bonuses, but are also more likely to request a pay increase. Such requests had been made by 44% of men but by only 29% of women in the five years before the survey (QWL survey, 2003). Thus, the following hypothesis is posited:

H0 (1) PERCEPTION OF EMPLOYEES TOWARDS FACTORS OF QUALITY OF WORK LIFE IS INDEPENDENT OF GENDER

Many researchers have found positive relationships between quality of work life and age. A study reveals that as age increases, so does the level of QWL (Che et. al. 2006b). Normal life experience increases with aging, abrupt changes of economic inflation or changing levels of employment may alter the meaning a person

attaches to a QWL and his or her satisfaction with it (Al-Ajmi, 2001). The study found that younger group had significantly higher perception of QWL than the older group (Wadud, 1996). The managers level of QWL affected by the age of managers (Rhodes, 1983). Therefore, the following hypothesis is posited:

H0 (2) PERCEPTION OF EMPLOYEES TOWARDS FACTORS OF QUALITY OF WORK LIFE IS INDEPENDENT OF AGE

Many researchers have found positive relationships between quality of work life and tenure. The study reveals age positively predicts success presumably because extrinsic outcomes accrue over time (Gattikar and Larwood, 1990). This study is consistent with the literature that older respondent had been long in their career and had achieved more promotions in their careers than had younger executives so indicate the increase in the level of QWL (Judge, 1995). The longer the time spent in the organization, the more satisfied the managers were with their quality of work life. This may be an indication that once the process of acculturation is over, managers settle into their jobs, have an increased organizational commitment, and seem to like their work and its quality (Farkas and Tetric, 1989). Thus, the following hypothesis is posited:

H0 (3) PERCEPTION OF EMPLOYEES TOWARDS FACTORS OF QUALITY OF WORK LIFE IS INDEPENDENT OF THE TENURE OF WORKING IN THE ORGANIZATION

Quality of work life is generic phrase that covers person's feelings about every dimension of work including economic rewards as pay allowances and bonuses and benefits (Guest, 1979). The study found that as the level of income increases so does the level of QWL and job satisfaction (Okpara, 1996). This is consistent with the earlier findings that have low levels of income are considers low level of QWL and less satisfied with their jobs. (Saraji and Dargahi, 2006). Therefore, the following hypothesis is posited:

H0 (4) PERCEPTION OF EMPLOYEES TOWARDS FACTORS OF QUALITY OF WORK LIFE IS INDEPENDENT OF SALARY

QWL is a key indicator of overall quality of human experience in the workplace. QWL established a clear objective that high performance can be achieved with high job satisfaction. Job satisfaction is one dependent variable of organizational behavior. It becomes primary one of dependent variable because its demonstrated relationship to QWL factors (David et.al.1988). A review supported a positive linear relationship between job satisfaction and QWL. The author agrees that QWL is not job satisfaction which is only one among its many aspects. All aspects that different people will have different perspectives on what makes for high QWL (Mukerjee, 1989). High QWL has been equated with high employee motivation and also with a high level of employee satisfaction (Lawler, 1975). Therefore, the following hypothesis is posited:

H0 (5) THERE IS NO SIGNIFICANT ASSOCIATION BETWEEN QUALITY OF WORK LIFE AND JOB SATISFACTION

RESEARCH INSTRUMENT AND METHODS

This study was restricted to Malwa region only. The sample size was 250 employee respondents of banks. It was, for the purpose of this study, decided to select a sample of 125 respondents each from five public and five private sector banks. For the purpose of selection of respondents, quota sampling technique was used. Quota was fixed before getting the questionnaire filled that ratio between managers and officers would be 1:3. The quota was further divided in which ratio of public and private employees were kept 1:1. The study was conducted with pre structured questionnaire. Fifty three items were used to data collection of QWL in terms of job satisfaction and all statements were positive. A five-point scale with 1 being "strongly disagree" and being 5 "strongly agree" was used. To know the satisfaction level of public and private sector banks employees a ten - point scale with 1 being "highly dissatisfied" and being 10 "highly satisfied" was used. The questionnaire was also pre tested on 11 managers to see whether the respondent would face any difficulty in understanding and answering the questions and then re-drafted. The inter item consistency was .936 and Guttman Split-Half Coefficient .899. Thus, these results suggested that the instrument was reliable and valid for use in banks for this study.

DISTRIBUTION OF RESPONDENTS

A total of 250 banks employees participated in the survey. Majority of the respondents were female employees (52.4%). 55.2% were at the younger age group (26 to 35 years old) and most of them (28.8%) have been working from 2-5 years. Managers made up 26.8% of the respondents and the second largest group was executives 73.2%.

ANALYSIS OF DATA

In the present study, firstly, the data was coded and tabulated to find the effects of various socio-economic variables on the attitudes of respondents. A factor analysis was carried out to summarize the structure of the sets of variables. The hypothesis formed for the purpose was tested statistically for their significance according the independent-t test. Mean score were calculated by assigning (1) strongly disagree and (5) strongly agree, hence lower mean score indicates disagreement as compared to higher mean score. In addition, where there were more than two groups, the dependent variables are analyzed with the help of (one way) ANOVA and where applicable, a post hoc testing was conducted to determine the exact nature of the differences, if an overall difference was found. In this study, a default $\alpha = 0.05$ was used to determine the level of significance. To understand the relationship between QWL and job satisfaction among employees Karl Pearson correlation was used, ignoring the possible effect of all other influences. The data was analyzed using SPSS version 14.0 for window through out the study.

FACTOR ANALYSIS

In order to test the suitability of data for factor analysis, the following steps are followed:

Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was .891 for overall sample that indicate that the sample was good enough for sampling. Barlett's test of Sphericity showed statistically significant number of correlations among the variables. (Table1). Hence as revealed by the above parameters the data was found to be fit for factor analysis.

ROTATION METHOD

Rotation component matrix was used for extracting factors and the number of factors to be retained was based on eigen value. All the factors having eigen value > 1 were retained. Fifteen factors may be extracted to give valuable results and these factors accounted for 69.226 % for overall sample of the variance. The results were obtained through orthogonal rotation with varimax method and all factors loading greater than 0.4 (ignoring the sign) were retained and less than 0.4 were dropped.

NAMING OF THE FACTORS

All the factors have been given appropriate names according to the variables that have been loaded on to each factor. The names of the factors, the statement labels and factor loadings are summarized below (Table 2).

EQUITABLE AND GROWTH ENVIRONMENT

The first factor, consists of nine items with the loading in the range of .413 to .757 and $\alpha = .878$. It accounts for 9.093 % of the total variance. It has items related to gross emoluments, performance and promotion, advancement opportunities, decision making, equitable treatment, grievance handling and adequate work time. Hence "Equitable and growth environment" is the name given for this factor.

SELF-ESTEEM

Factor two consists of six items covering 7.810 % of the total variance. The lowest loading is .406 and highest is .751 and $\alpha = .834$. This factor has been named as self esteem. The name is considered appropriate because it expresses a sense of self esteem, i.e., skill and ability fully used, sense of achievement of standard, challenging and innovative activities, suggestion by employees and training and development.

ORGANIZATION'S CULTURE

Third factor gives emphasis on Organization's culture. It shared 5.945 % of the total variance. It includes five items and the factor loading ranged from .423 to .703 and $\alpha = .772$. It suggested suggestions by employees, celebrations of functions, management support, Operations of routine and repetitive nature and adequate people at work place. Therefore, the factor is named as "organization's culture".

JOB SECURITY

This factor consists of five items covering 5.781 % of the total variance. The lowest loading is .413 to .774 and $\alpha=.771$. The factor has been named as "job security" because it suggested gross emoluments offered according to responsibility, education, training and experience, work beyond office hour, adequate income, termination of job, fringe benefits and welfare measures and jobless due to technological changes.

TIME PRESSURE

Four statements load on to this factor and together account for 4.666 % of the total variance and $\alpha=.727$. This factor explains the time aspect, peaceful state of mind, work schedule, stay at work place beyond office hour, crises situations due to work load. The factor loading ranges from .407 to .743.

ORGANIZATIONAL EFFECTIVENESS

This is the next important factor, which accounts for 4.898 % of the variance and $\alpha=.712$. The lowest loading is .460 to .686. Four statements constitute this factor and the various things that are responsible for organizational effectiveness has drawn light under this analysis. It suggests amount of paper work, employees are insured against life hazards like health accidents, help and equipment and information to set job done.

SELF-DETERMINATION

This factor gives emphasis on work standard and time to get the job done was, therefore, considered an appropriate name, for this factor. It shares 4.834 % of the total variance. It includes two items and the factor loading ranges from .551 to .661 and $\alpha=.571$.

DECISION MAKING

This factor consists of two items covering 3.961 % of the total variance and $\alpha=.567$. The lowest loading is .438 to .752. The factor has been named as decision making. The name is considered appropriate because it expresses least interference from boss and organization supports institutions engaged in the promotion of education, culture, etc. in the society.

FRINGE BENEFITS AND WELFARE MEASURES

This factor gives emphasis on fringe benefits, planning and implementation of plan work assignment as a separate whole task. It consists of three items covering 3.876 % of the total variance. The lowest loading was .470 to .658 and $\alpha=.696$.

SOCIAL AND PHYSICAL ENVIRONMENT

The factor includes three items. The factor loading ranged from .405 to .721 and $\alpha=.332$. The factor explains 3.678 % of the total variance. The factor is suggested work life balance, physical environment and freedom to decision making.

CHALLENGE IN JOB

This factor consists of two items with the loading in the range of .566 to .708. It accounts for 3.674% of the total variance and $\alpha=.523$. The factor is named as "challenge in job" because it embodies items covering technological changes, work in collective interest, matters relating to attendance, conduct etc.

UNION MANAGEMENT RELATIONSHIP

The factor includes only one item having the loading .753 covering 3.178% of the total variance. It embodies item covering the union management relationship on the basis of trust and spirit of accommodation.

CAREER PLANNING

This factor contains accounts for 2.722% of the total variance and is constituted of one statement. It expressed the item career planning and development cell.

OPPORTUNITY FOR CONTINUED GROWTH

The factor includes only one item having the loading .787 covering 2.421 % of the total variance. It embodies development of skill and ability.

DISCIPLINE ENFORCEMENT

The factor consists one item having the loading .856. It accounts 2.356% of the total variance. It has item related to unjust and unfair competition. Hence "discipline enforcement" is the name given for this factor.

HYPOTHESIS TESTING

Researcher has tried to explore the relationship between demographic variables and QWL. Table 3 shows that H0 (1) is rejected partially in case of Organization's effectiveness, as significance value is .017. Thus it can be said gender of employee's influence the importance attached especially to "Organization's effectiveness". Table 3(a) clarifies that since there is positive value of mean scores of organization's effectiveness in case of female employees than male employees in banks so it can be concluded that female employees perceives organization's more effective as compared to male employees in banks. Table 4 shows that H0 (2) is rejected partially in case of "Equitable and growth environment, Self esteem, Job security and decision making" as significance value is less than 0.05($p<0.05$). Thus it can be said age of employee's influence the importance attached especially to Equitable and growth environment, Self esteem, Job security and Decision making. Researchers have applied post hoc test to find out the difference between various age groups. Table 4(a) shows, it is clear that there is significant difference between the perception of less than 25 years age and 25-35 years, 35-45years age and above 45 years age employees w.r.t "Equitable and growth environment". The negative value of mean difference (i-j) indicates that less than 25 years age employees have assigned lower importance to Equitable and growth environment as compared 25-35 years, 35-45years age and above 45 years age employees. Table 4(b) presents that less than 25 years age employees have given more importance to "self esteem" as compared to 25-35 years age and 35-45 years age employees and above 45 years age employees have given more importance to self esteem as compared to 25-35 years age employees. Table 4(c) shows, a higher mean score indicates that 25-35 years age employees provide greater agreement with "job security" than 35-45 years age employees and above 45 years age employees. So the negative value of mean difference (i-j) indicates that 25-35 years age employees perceives less job secured as compared to 35-45 years and above 45 years age employees. Table 4(d) shows, it is clear that there is significant difference between the perception of less than 25 years age and 25-35 years, 35-45years age and above 45 years age employees with respect to "decision making". The positive value of mean difference (i-j) indicated that less than 25 years age employees have assigned more importance to decision making as compared to other age groups. From the Table 5, indicates that H0 (3) is rejected partially in case of "Self esteem, Job security and Opportunity for continued growth" as significance value is less than 0.05. Thus it can be said tenure of employee's influence the importance attached especially to Job security, Self esteem, and Opportunity for continued growth. Based on the Table 5 (a) it is concluded that above 10 years tenure employees have assigned greater importance to "Self esteem" as compared to less than 2 and 5-10 years tenure employees. As per the Table 5(b) it is indicative that employees with more than 5 years tenure assigned greater importance to "job security" as compared to employees with less 5 years tenure. Table 5(c), A higher mean score indicates that 5-10 years tenure employees showed greater agreement with "Opportunity for continued growth" than less than 2 years, 2-5 years and above 10 years tenure employees, thus the positive value of mean difference (i-j) indicated that 5-10 years tenure employees have assigned greater importance to Opportunity for continued growth as compared to less than 2; 2-5 years and above 10 years tenure employees. So it can be said middle tenure employees seem to be more aware about their career as compared to lower and higher tenure employees. Table 6 shows that H0 (4) is rejected partially in case of "Equitable and growth environment, Organization's culture and Job security" variables, as significance value was less than 0.05. Thus it can be said that salary of employees influence the importance attached especially to equitable and growth environment, organization's culture and Job security variables. For further analysis post hoc is used in for the said factors. From the Table 6 (a):it is clear that there is a significant difference ($p<0.05$) between the perceptions of less than Rs. 10000 salaried employees as compared to Rs. 10000-20000, Rs. 20000-30000 and more than Rs.30000 salaried employees with regard to "Equitable and growth environment". A higher mean score indicates that Rs. 10000-20000, 20000-30000 and more than 30000 salaried employees have showed greater agreement with Equitable and growth environment than, less than Rs.10000 salaried employees, thus the negative value of mean difference (i-j) indicated that less than Rs.10000 salaried employees have assigned lower importance to Equitable and growth environment as compared to Rs. 10000-20000, 20000-30000 and more than 30000 salaried employees. Table 6(b) provides, a higher mean score indicates that more than Rs.30000 salaried employees have showed greater agreement with "Organization's culture" than Rs.10000 -20000 and Rs.20000-30000 salaried employees, thus the positive value of mean difference (i-j) indicates that Rs. 30000 salaried employees have assigned greater importance to "organization's culture" as compared to Rs. 10000-20000 and Rs. 20000-30000 salaried employees. From the table 6(c) it is clear that there is a significant difference between the perceptions of Rs. 10000 - 20000 salaried employees with regard to "Job security" as compared to Rs. 30000 salaried employees. The positive value of mean difference indicates that more

than Rs. 30000 salaried employees have assigned greater importance to job security as compared to Rs. 10000-20000 employees. Table 7 provides the coefficient of correlation between quality of work life and job satisfaction, it describes positive direction. It means that QWL has positive relation with job satisfaction. Thus our null hypothesis that QWL has no association with job satisfaction is rejected. The results signify ($p < 0.01$) that there exists significant correlation between QWL and job satisfaction.

DISCUSSION AND FINDINGS

The study reveals that there is significant difference in employee's perception about QWL while taking into consideration their age, tenure, salary and gender.

It is found that perception of employees towards "Equitable and growth environment" is independent of gender and tenure but there seems to be difference of opinion regarding this factor w.r.t age and salary. Younger employees (less than 25 years) did not perceive the environment as equitable. They think that they might get more opportunities in better field. So less than 25 years age employee are not very serious about their job. Whenever they get a better chance somewhere they leave their present job. Employees with less than Rs.10000 monthly salary give less importance to equitable and growth environment. It may be they do not have proper requirement and necessities of life that is why they don't give importance to equitable and growth environment.

It is found that perception of employees towards "self esteem" is independent of gender whereas there seems to be difference of perceptions regarding self-esteem w.r.t age, salary, and tenure. This study confirmed that above 10 years tenure employees have assigned more importance to self esteem as compared to less than 2 years and 5-10 years tenure employees. The employees with longer tenure want more self esteem. They want special appreciation for his work. From the data analysis it is found that the employees less than 25 years age and above 45 years are more self regarding. As the employee advances in age he wants more respect and better work satisfaction and the employees of lower age are more self confident they want more and more for their input. The young adults' employees are more confident, positive self-concept seems to act like an accelerant – the fuel to the fire – that leads the advantaged in organization to do better. It is clear that employees getting salary less than 10000 may not be satisfied because they could not fulfill their basic needs in that much amount. It is concluded that above 10 years tenure employees have assigned greater importance to self esteem as compared to less than 2 and 5-10 years employees. Long the tenure the more is desire for self respect and employee of with a longer period of service wants to be respect by the colleagues and superiors. This finding is consistent with esteem needs of Maslow's hierarchy, esteem from prestige, recognition, acceptance, attraction, status, reputation, attention and appreciation. In this case, individuals need to be appreciated for what they can do, that is, they must. It is concluded that perception of employees is dependent of salary w.r.t self esteem. The reason for this can be that an employee getting more than Rs. 30000 can fulfill his needs easily, after fulfill his lower level needs everyone wishes to fulfill his esteem needs.

"Organization culture" has been perceived to be the most important factor. It is found that perception of employees towards this factor is independent of age, gender and tenure whereas there seems to be difference of perceptions regarding organization culture w.r.t salary. The study confirms that more than Rs.30000 salaried employees gave more importance to organization culture as compared to Rs.10000-20000 and Rs. 20000-30000 salaried employees.

It is found that perception towards "job security" is independent of gender whereas there seems to be difference of perceptions regarding Job security w.r.t age, tenure and income. The study confirmed that perception towards job security was dependent on age i.e. employees above 45 years gave more importance to job security. The reason for this can be that they have experience and knowledge which enable them to do their work in proper way. It is concluded that more than Rs. 30000 salaried employees are more job secured as compared to Rs 10000-20000 salaried employees.

It was found that perception of employees towards "Organization effectiveness" is independent of age, tenure, and salary whereas there seems to be difference of perceptions regarding organization's effectiveness w.r.t gender. It may be females are more adaptable so they easily adjust themselves according to organizational culture. Either they choose the organization where they feel themselves fit. Another reason may be female having lower expectations at work due to the poorer position in the labor market that women have hold in the past. This finding was consistent with what was found by other researcher (Clark, 1998) i.e. organization 's effectiveness found female to have greater level of agreement compared to males, despite being in lower level of quality of work life, jobs with lower earning and promotion opportunities compared to males. Nevertheless, females in male dominated work place have similar satisfaction levels compared to males, perhaps reflecting higher expectations.

It was found that perception of employees towards "decision making" is independent of gender, tenure, and salary whereas there seems to be difference of perceptions regarding decision making w.r.t age. The findings revealed that lower age groups employees gave importance to decision making power. The reason behind this can be that young employees are more energetic and ambitious. They have knowledge of new techniques so if an employee has the discretion to do and decide about his work then he does the work in a better way. Besides this, better conditions and facilities in banks attract the young persons to work there. They do the work in proper and better way when they are given the freedom to do work i.e. how much to do and when to do.

It is found that perception of employees towards "Opportunity for continued growth" independent of gender, age and salary whereas there seems to be difference of perceptions regarding opportunity for continued growth w.r.t tenure. It is concluded that employees having service 5-10 years gave importance to opportunity to continued growth. There is a positive relationship between ambition and career achievement after initial years employees become more ambitious and become career aware, so they wish better opportunities for career growth. Continued growth enables an employee to derive intrinsic and extrinsic rewards (pay, advancement and developmental opportunities). If an employee feels that his service can't be discontinued then he can work with a peaceful mind. So continuity of service is very essential for job satisfaction as well as for the out of work. This finding is in accordance with what was found by other researcher, i.e. workers also require the opportunity for personal growth in the jobs that they do (Best, 1988).

It is found that perception of employees towards time pressure, self determination, fringe benefits and welfare measures, social and physical environment, Challenge in job, union management relationship, career planning, discipline enforcement are independent of gender, age, tenure and salary.

A positive correlation exists between QWL and job satisfaction. It means that QWL measures have positive impact on job satisfaction. The results signify that there exists correlation between QWL and job satisfaction. This study is also supported by many other studies. Various studies on QWL have been carried on in India and abroad and it has been found that QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction at the individual level but finally at the organizational level. These findings are consistent with what was found by other researchers (Saraji & Daragahi, 2006) i.e. job satisfaction is an important indicator of QWL and QWL is a comprehensive program designed to improve employee satisfaction.

CONCLUSION

As per findings from the previous researches the independent variables which we are use to determine the banks employee's perception towards QWL as a whole are proven to be related to job satisfaction. It can also be concluded from the data, that the individual's demographic variables correlates significantly with his/her level of QWL. These findings are consistent with the previous research conducted in Malaysia (Che et al 2006b).

LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

The present study suffered from some limitations like small sample size and limited area of investigation which might not be true representative of the whole population of the banking sector. So, before generalization, there is a need to conduct an in-depth study covering larger sample size and broader areas of investigation. Further research should be conducted in order to identify other factors that could contribute to bank employee's QWL. In summary, the limitations of individual job satisfaction had been pointed out in the literature for assessing the QWL and there had been a little attempt in the past to measure QWL in terms of job satisfaction in Malwa region of Punjab. So this study is an attempt to further develop theoretical underpinnings to the available literature on QWL. Study recommends that further study can be done on impact of QWL of bank employees on their productivity and/or job commitment.

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TABLES

TABLE 1: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.891
Bartlett's Test of Sphericity	Approx. Chi-Square	5649.162
	Df	1326
	Sig	.000

TABLE 2: NAMING OF FACTORS

Factor Name	Item No	Total (Eigen value)	% of explained Variance	Variables	Factor Loading
Equitable and growth environment	32	4.728	9.093	Advancement opportunities	.757
	34			Grievance handling procedure	.722
	33			Rules are equally applicable to all.	.634
	30			The management consults employees	.627
	31			Hard work and achievements are recognized appropriately	.607
	8			Gross emoluments commensurate with ability to pay	.501
	35			Gross emoluments commensurate with its ability to pay	.498
	17			Performance appraisal and promotions	.452
	27			Advancement opportunities	.413
Self esteem	20	4.061	7.810	Advancement opportunities	.741
	19			Conditions on job	.734
	21			Quality of work performance	.610
	15			Meaningful training programs	.574
	40			Most of activities at work are challenging and innovative	.470
	18			Conditions on job	.406
Organization's culture	25	3.091	5.945	Celebration of functions	.703
	43			Operations of routine and repetitive nature	.592
	14			Suggestions made by employees	.480
	41			People or staffs are enough to get all the work done	.465
	26			Management is always helpful	.423
	27			Advancement opportunities	.422
Job security	4	3.006	5.781	No need to worry about the termination	.744
	11			Technological changes	.639
	10			Fringe benefits and welfare measures	.607
	2			Income from job	.527
	9			Work load	.500
	1			Gross emoluments	.413
	7			No requirement to stay at work place beyond work hours	.404
Time pressure	7	2.600	4.999	no requirement to stay at work place beyond work hours	.743
	9			Work load	.610
	6			Work schedule allows to As per conveniences	.583
	5			State of mind remains Peaceful	.407
Organization's effectiveness	39	2.547	4.898	The amount of paper work in this organization is reasonable	.686
	38			In this organization employees are insured against life hazards like health accidents	.595
	46			Enough information to set the job done.	.541
	42			Help and equipments	.460
Self determination	22	2.514	4.834	Standards of work	.661
	48			Enough time to get the job done during office hours.	.551
Decision making	51	2.060	3.961	This organization supports institutions engaged in the promotion of education, culture, etc .in the society.	.752
	23			Least interference from the boss.	.438
Fringe benefits and welfare measures	3	2.016	3.876	Fringe benefits and welfare measures	.658
	12			planning and implementation	.618
	13			Work assigned as separate whole task	.470
Social and physical environment	36	1.912	3.678	Family and social obligations	.721
	49			freedom to decision making	.472
	37			freedom to decide	.405
Challenge in job	52	1.910	3.674	particular about attendance, conduct, etc.	.708
	24			work in collective interest	.556
Union-management relations	28	1.653	3.178	Union-management relations	.753
Career planning	29	1.416	2.722	career planning and development cell	.840
Opportunity for continued growth	16	1.259	2.421	Development of new skills and abilities	.787
Discipline enforcement	50	1.225	2.356	unjust and unfair competition	.856

TABLE 3: INDEPENDENT SAMPLES TEST BETWEEN GENDER AND FACTORS

Factors		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equitable and growth environment	Equal variances not assumed	2.424	.121	-1.774	187.499	.078	-.24540239	.13837174
Self esteem	Equal variances not assumed	.498	.481	-1.437	187.281	.152	-.20276695	.14110406
Organization's culture	Equal variances not assumed	.040	.842	-.837	202.378	.404	-.11594256	.13853802
Job security	Equal variances not assumed	.693	.406	-1.334	185.804	.184	-.18837588	.14119873
Time pressure	Equal variances not assumed	.013	.908	.496	200.048	.620	.06943494	.13998444
Organization's effectiveness	Equal variances assumed	1.644	.201	2.396	204	.017	.33204807	.13856359
Self determination	Equal variances not assumed	1.829	.178	1.113	167.357	.267	.15933244	.14310009
Decision making	Equal variances not assumed	.096	.756	-.463	194.597	.644	-.06452628	.13943428
Fringe benefits and welfare measures	Equal variances not assumed	.873	.351	.536	203.940	.593	.07480981	.13968408
Social and physical environment	Equal variances not assumed	.699	.404	.139	203.081	.890	.01939849	.14002316
Challenge in job	Equal variances not assumed	1.141	.287	1.121	203.518	.264	.15609872	.13926576
Union-management relations	Equal variances not assumed	.003	.958	-1.855	197.017	.065	-.25371541	.13676068
career planning	Equal variances not assumed	1.172	.280	-.586	149.686	.559	-.07871961	.13437400
Opportunity for continued growth	Equal variances not assumed	.193	.661	1.264	203.041	.208	.11085802	.08772558
Discipline enforcement	Equal variances not assumed	1.916	.168	1.066	120.396	.289	.15595994	.14632409

* The mean difference is significant at the .05 level

TABLE 3 (A): MEAN SCORE OF ORGANIZATIONAL CULTURE AND EFFECTIVENESS W.R.T GENDER

Factor	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organization's effectiveness	Female	97	.1721478	.92059898	.09347266
	Male	109	-.1599003	1.05263823	.10082446

TABLE 4: ANOVA AND F TEST BETWEEN AGE AND FACTORS

Factors		Sum of Squares	df	Mean Square	F	Sig.
Equitable and growth environment	Between Groups	23.560	3	7.853	8.733	.000
	Within Groups	183.440	204	.899		
	Total	207.000	207			
Self esteem	Between Groups	16.362	3	5.454	5.836	.001
	Within Groups	190.638	204	.934		
	Total	207.000	207			
Organization's culture	Between Groups	3.165	3	1.055	1.056	.369
	Within Groups	203.835	204	.999		
	Total	207.000	207			
Job security	Between Groups	20.289	3	6.763	7.389	.000
	Within Groups	186.711	204	.915		
	Total	207.000	207			
Time pressure	Between Groups	3.700	3	1.233	1.238	.297
	Within Groups	203.300	204	.997		
	Total	207.000	207			
Organization's effectiveness	Between Groups	2.749	3	.916	.915	.435
	Within Groups	204.251	204	1.001		
	Total	207.000	207			
Self determination	Between Groups	5.929	3	1.976	2.005	.114
	Within Groups	201.071	204	.986		
	Total	207.000	207			
Decision making	Between Groups	8.003	3	2.668	2.735	.045
	Within Groups	198.997	204	.975		
	Total	207.000	207			
Fringe benefits and welfare measures	Between Groups	2.812	3	.937	.936	.424
	Within Groups	204.188	204	1.001		
	Total	207.000	207			
Social and physical environment	Between Groups	4.754	3	1.585	1.598	.191
	Within Groups	202.246	204	.991		
	Total	207.000	207			
Challenge in job	Between Groups	2.710	3	.903	.902	.441
	Within Groups	204.290	204	1.001		
	Total	207.000	207			
Union-management relations	Between Groups	2.478	3	.826	.824	.482
	Within Groups	204.522	204	1.003		
	Total	207.000	207			
career planning	Between Groups	1.682	3	.561	.557	.644
	Within Groups	205.318	204	1.006		
	Total	207.000	207			
Opportunity for continued growth	Between Groups	1.791	3	.597	.594	.620
	Within Groups	205.209	204	1.006		
	Total	207.000	207			
Discipline enforcement	Between Groups	.566	3	.189	.186	.906
	Within Groups	206.434	204	1.012		
	Total	207.000	207			

* The mean difference is significant at the .05 level

TABLE 4 (A): DEPENDENT VARIABLE: EQUITABLE AND GROWTH ENVIRONMENT

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
< 25	25-35	-1.11950256(*)	.23641318	.000	-1.5856292	-.6533759
	35-45	-1.38503878(*)	.30378953	.000	-1.9840087	-.7860688
	>45	-.95977416(*)	.24774481	.000	-1.4482429	-.4713054

* The mean difference is significant at the .05 level

TABLE 4 (B): DEPENDENT VARIABLE: SELF ESTEEM

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
< 25	25-35	.88946566(*)	.24100653	.000	.4142825	1.3646488
	35-45	.74230985(*)	.30969195	.017	.1317024	1.3529174
	>45	.46537472	.25255831	.067	-.0325846	.9633341
>45	< 25	-.46537472	.25255831	.067	-.9633341	.0325846
	25-30	.42409094(*)	.15330211	.006	.1218312	.7263507
	30-35	.27693513	.247664187	.265	-.2113306	.7652009

* The mean difference is significant at the .05 level.

TABLE 4 (C): DEPENDENT VARIABLE: JOB SECURITY

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
25-35	< 25	-.32150165	.23851166	.179	-.7917658	.1487625
	35-45	-.80032639(*)	.23340792	.001	-1.2605277	-.3401251
	ABOVE45	-.60202920(*)	.15171515	.000	-.9011600	-.3028984

1) The mean difference is significant at the .05 level.

TABLE 4 (D): DEPENDENT VARIABLE: DECISION MAKING

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
<25	25-35	.68050899(*)	.24623397	.006	.1950191	1.1659989
	35-45	.74721177(*)	.31640919	.019	.1233601	1.3710634
	ABOVE45	.56685456(*)	.25803632	.029	.0580944	1.0756147

* The mean difference is significant at the .05 level.

TABLE 5: ANOVA AND F TEST BETWEEN TENURE AND FACTORS

Factors		Sum of Squares	Df	Mean Square	F	Sig.
Equitable and growth environment	Between Groups	2.207	3	.736	.733	.534
	Within Groups	204.793	204	1.004		
	Total	207.000	207			
Self esteem	Between Groups	12.727	3	4.242	4.455	.005
	Within Groups	194.273	204	.952		
	Total	207.000	207			
Organization's culture	Between Groups	2.823	3	.941	.940	.422
	Within Groups	204.177	204	1.001		
	Total	207.000	207			
Job security	Between Groups	16.837	3	5.612	6.021	.001
	Within Groups	190.163	204	.932		
	Total	207.000	207			
Time pressure	Between Groups	2.179	3	.726	.723	.539
	Within Groups	204.821	204	1.004		
	Total	207.000	207			
Organization's effectiveness	Between Groups	1.299	3	.433	.430	.732
	Within Groups	205.701	204	1.008		
	Total	207.000	207			
Self determination	Between Groups	.755	3	.252	.249	.862
	Within Groups	206.245	204	1.011		
	Total	207.000	207			
Decision making	Between Groups	3.945	3	1.315	1.321	.269
	Within Groups	203.055	204	.995		
	Total	207.000	207			
Fringe benefits and welfare measures	Between Groups	1.312	3	.437	.434	.729
	Within Groups	205.688	204	1.008		
	Total	207.000	207			
Social and physical environment	Between Groups	3.833	3	1.278	1.283	.281
	Within Groups	203.167	204	.996		
	Total	207.000	207			
Challenge in job	Between Groups	1.687	3	.562	.559	.643
	Within Groups	205.313	204	1.006		
	Total	207.000	207			
Union-management relations	Between Groups	.144	3	.048	.047	.986
	Within Groups	206.856	204	1.014		
	Total	207.000	207			
career planning	Between Groups	4.150	3	1.383	1.391	.247
	Within Groups	202.850	204	.994		
	Total	207.000	207			
Opportunity for continued growth	Between Groups	9.031	3	3.010	3.102	.028
	Within Groups	197.969	204	.970		
	Total	207.000	207			
Discipline enforcement	Between Groups	4.215	3	1.405	1.414	.240
	Within Groups	202.785	204	.994		
	Total	207.000	207			

* The mean difference is significant at the .05 level.

TABLE 5 (A): DEPENDENT VARIABLE: SELF ESTEEM

(I) TENURE	(J) TENURE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
>10 years	<2 years	.43637919(*)	.18666707	.020	.0683350	.8044234
	2-5 YEARS	.29704671	.17324123	.088	-.0445263	.6386197
	5-10 YEARS	.68647945(*)	.19976677	.001	.2926071	1.0803518

* The mean difference is significant at the .05 level

TABLE 5 (B): DEPENDENT VARIABLE: JOB SECURITY

(I) TENURE	(J) TENURE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
< 2 YEARS	2-5 YEARS	-.23667691	.19653735	.230	-.6241819	.1508281
	5-10 YEARS	-.44680723(*)	.21979949	.043	-.8801773	-.0134372
	> 10 YEARS	-.73496457(*)	.18468166	.000	-1.0990942	-.3708350
>10years	< 2 YEARS	.73496457(*)	.18468166	.000	.3708350	1.0990942
	2-5 YEARS	.49828766(*)	.17139862	.004	.1603477	.8362276
	5-10 YEARS	.28815734	.19764203	.146	-.1015257	.6778404

* The mean difference is significant at the .05 level

TABLE 5 (C): DEPENDENT VARIABLE: OPPORTUNITY FOR CONTINUED GROWTH

(I) TENURE	(J) TENURE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval
5-10 YEARS	< 2 YEARS	.51152233(*)	.22426578	.024	.0693463 .9536984
	2-5 YEARS	.51280561(*)	.21300502	.017	.0928319 .9327793
	> 10 YEARS	.59469911(*)	.20165809	.004	.1970977 .9923005

* The mean difference is significant at the .05 level

TABLE 6: ANOVA AND F TEST BETWEEN SALARY AND FACTORS

Factors		Sum of Squares	Df	Mean Square	F	Sig.
Equitable and growth environment	Between Groups	17.310	3	5.770	6.205	.000
	Within Groups	189.690	204	.930		
	Total	207.000	207			
Self esteem	Between Groups	5.302	3	1.767	1.787	.151
	Within Groups	201.698	204	.989		
	Total	207.000	207			
Organization's culture	Between Groups	8.047	3	2.682	2.751	.044
	Within Groups	198.953	204	.975		
	Total	207.000	207			
Job security	Between Groups	9.604	3	3.201	3.308	.021
	Within Groups	197.396	204	.968		
	Total	207.000	207			
Time pressure	Between Groups	2.180	3	.727	.724	.539
	Within Groups	204.820	204	1.004		
	Total	207.000	207			
Organization's effectiveness	Between Groups	4.879	3	1.626	1.641	.181
	Within Groups	202.121	204	.991		
	Total	207.000	207			
Self determination	Between Groups	1.431	3	.477	.473	.701
	Within Groups	205.569	204	1.008		
	Total	207.000	207			
Decision making	Between Groups	.176	3	.059	.058	.982
	Within Groups	206.824	204	1.014		
	Total	207.000	207			
Fringe benefits and welfare measures	Between Groups	3.652	3	1.217	1.221	.303
	Within Groups	203.348	204	.997		
	Total	207.000	207			
Social and physical environment	Between Groups	6.253	3	2.084	2.118	.099
	Within Groups	200.747	204	.984		
	Total	207.000	207			
Challenge in job	Between Groups	5.896	3	1.965	1.994	.116
	Within Groups	201.104	204	.986		
	Total	207.000	207			
Union-management relations	Between Groups	7.182	3	2.394	2.444	.065
	Within Groups	199.818	204	.979		
	Total	207.000	207			
career planning	Between Groups	1.314	3	.438	.434	.729
	Within Groups	205.686	204	1.008		
	Total	207.000	207			
Opportunity for continued growth	Between Groups	1.560	3	.520	.516	.671
	Within Groups	205.440	204	1.007		
	Total	207.000	207			
Discipline enforcement	Between Groups	1.975	3	.658	.655	.581
	Within Groups	205.025	204	1.005		
	Total	207.000	207			

* The mean difference is significant at the .05 level

TABLE 6 (A): DEPENDENT VARIABLE: EQUITABLE AND GROWTH ENVIRONMENT

(I) SALARY	(J) SALARY	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 10,000	10,000-20,000	-.77757996(*)	.22838142	.001	-1.2278707	-.3272892
	20,000-30,000	-.80689628(*)	.23380346	.001	-1.2678774	-.3459152
	More than 30,000	-1.27151818(*)	.31138919	.000	-1.8854721	-.6575643

* The mean difference is significant at the .05 level.

TABLE 6 (B): DEPENDENT VARIABLE: ORGANIZATION'S CULTURE

(I) SALARY	(J) SALARY	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MORE THAN 30,000	LESS THAN 10,000	.44312538	.31890121	.166	-.1856397	1.0718904
	10,000-20,000	.65498583(*)	.26027519	.013	.1418114	1.1681602
	20,000-30,000	.72130737(*)	.26527632	.007	.1982724	1.2443423

* The mean difference is significant at the .05 level.

TABLE 6 (C): DEPENDENT VARIABLE: JOB SECURITY

(I) SALARY	(J) SALARY	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MORE THAN 30,000	LESS THAN 10,000	.32166042	.31765149	.312	-.3046406	.9479614
	10,000-20,000	.70745161(*)	.25925521	.007	.1962882	1.2186150
	20,000-30,000	.40988173	.26423675	.122	-.1111035	.9308670

* The mean difference is significant at the .05 level.

TABLE 9: CORRELATIONS BETWEEN QWL AND JOB SATISFACTION

		Job satisfaction	Quality of work life
Job satisfaction	Pearson Correlation	1	.194(**)
	Sig. (2-tailed)		.006
	N	244	202
Quality of work life	Pearson Correlation	.194(**)	1
	Sig. (2-tailed)	.006	
	N	202	208

** Correlation is significant at the 0.01 level (2-tailed).

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