

Quality of Work Life of Bank Employees: An Analysis with Special Reference to Co-Operative Banks in Ernakulam District, Kerala

Dr. Rafeeka Mol. C.A

Assistant Professor, Department of Commerce, MES College Marampally, Aluva

Abstract-Work is an integral part of our everyday life, be it our livelihood or career or business. On an average we spend around one third of our entire life; it does influence the overall quality of our life. A happy and a healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. This being the virtual fact, the current study on Quality of Work Life among workers is expected to prove extremely useful for the organization to improve the quality of work life among its workers with the help of the recommendations given. The present study covers the employees of Co-operative Banks in Ernakulam district.

INTRODUCTION

Banking is essentially a person-to-person business. In a service industry like banking, the quality of human resources assumes vital importance, bank customers would normally do business with a bank whose staff are well informed and well disposed. For this the best personnel are selected, motivated and trained to conduct marketing function in a better way. Improved efficiency and promotion of personalized services are required on the part of the employees for them to offer pleasing, convincing and fulfilling service to customers. The success of the bank depends upon the coordination, synchronization and cooperation of the bank officers with these two very divergent entities. Hence the job satisfaction of the officers is prime importance because only a satisfied and happy officer will be able to achieve such synergy in the bank.

The changing needs of employees, their culture, values, aspirations and work environment give birth to new sub-systems of human resource management. One such new sub system is Quality of Work Life

(QWL). Quality of work life is the degree to which the employees feel a comfortable and enjoyable work life. Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. As a direct relationship exists between human resource management approaches and the quality of work life, a successful key of any organization is to improve the employees work life quality.

OBJECTIVES

1. To identify the major factors affecting Quality of work life of employees.
2. To measure the employees' level of satisfaction towards their work environment.
3. To understand the relationship between factors affecting QWL and employee satisfaction

METHODOLOGY

The study on Quality of Work Life of Co-operative Bank employees is based on primary data which have been collected from the employees working in various branches of Co-operative Banks in Ernakulam district by distributing questionnaires. A sample size of 60 respondents were selected for the survey by using convenience sampling technique. Additional data have been derived from the books, published research articles, journals, reports and through websites. Data collected through questionnaire is classified and tabulated as per the need of the study. Tools such as Percent analysis and chi square test has been used in order to analyse the data.

DATA ANALYSIS AND INTERPRETATION

For the purpose of analysis data is collected through primary source that is collected from employees by giving questionnaire to them. A sample of 60 workers is selected by using convenient sampling and analysis is carried out to extract meaningful information from the data collected.

TABLE 1- Profile of the respondents

Personal Facts	Details	No: of respondent	Percent
Age	20-30	12	20
	30-40	22	37
	40-50	16	27
	Above 50	10	16
	Total	60	100
Gender	Male	44	73
	Female	16	27
	Total	60	100
Experience	Below 1 year	8	14
	1-5 years	30	50
	5-10 years	12	20
	Above 10 years	10	16
	Total	60	100
Monthly Salary	Below 10000	0	0
	10000-25000	12	20
	25000-50000	20	33
	Above 50000	8	14
	Total	60	100

Source: Primary data

Table 1 shows the profile of the respondents.

Age: Among the total number of respondents, most percent belongs to the age group of 20 -30 and least of them are above 50 years old.

Gender: Seventy three percent of the respondents are of male category and the rest are females.

Experience: Half of the respondents have an experience of 1-5 years. Twenty percent have 5-10 years of experience, sixteen percent have more than 10 years of experience .

Salary: More than half of the respondents are getting a monthly salary between 10000 and 20000 rupees.

Fourteen percent is getting more than 50000 rupees as monthly income. It is notable that not a single person is getting a salary less than 10000 rupees.

TABLE 2 : Income based on job performance

Opinion	No of respondents	Percent
Yes	42	70
No	18	30
Total	60	100

Source: Primary data

Table 2 reveals the opinion of the respondents regarding their income level and their organisational performance. Seventy percent of the respondents think that their income level matches with their performance and thirty percent think that their income level is not in accordance with their performance.

TABLE 3: Safe and healthy working condition

Opinion	No of respondents	Percent
Yes	58	97
No	2	3
Total	60	100

Source: Primary data

Table 3 reveals the respondents’ opinion regarding the working conditions in the organisation. Ninety seven percent of the respondents certified that they are provided with safe and healthy working conditions

TABLE 4 : Motivation in the work environment

Opinion	No of respondent	Percent
Highly motivated	6	10
Fairly motivated	32	54
Poorly motivated	14	23
Never motivated	8	13
Total	60	100

Source: Primary data

Table 4 shows the motivation level of the respondents. About sixty four percent respondents revealed that they are fairly motivated and about thirty six percent of the employees are poorly or neither motivated in the organisation.

TABLE 5 : Superior-subordinate relationship

Opinion	No of respondents	Percent
Good	56	93
Bad	4	7
Total	60	100

Source: Primary data

Table 5 depicts the superior-subordinate relationship prevailing in the organisation. A majority of ninety three percent opined that there is good superior subordinate relationship but seven percent of the respondents rated it bad.

TABLE 6 : Involvement in decision making

Opinion	No of respondents	Percent
Always	24	40
Sometimes	34	57
Never	2	3
Total	60	100

Source: Primary data

Table 6 shows the involvement of employees in decision making. While ninety seven percent respondents have participated in decision making

process, three percent of them have never got such opportunities.

TABLE 7 : Work load

Opinion	No of respondents	Percent
Heavy workload	24	40
Normal workload	36	60
Total	60	100

Source: Primary data

Table 7 deals with the workload of employees in the organisation. Sixty percent of the respondents revealed that they are having normal workload and forty percent of the respondents have heavy workload

TABLE 8 : Stress

Opinion	No of respondents	Percent
High	26	43
Moderate	24	40
No stress	10	16
Total	60	100

Source: Primary data

Table 8 deals with the respondents' level of stress involved in the work. Forty three percent respondents has high stress while a sixteen percent has no job related stress.

TABLE 9 : Time spent at work

Opinion	No of respondents	Percent
Yes	36	60
No	24	40
Total	60	100

Source: Primary data

Table 9 depicts the opinion of employees regarding the time spent at work. Sixty percent opined that they spent more hours than they would like to spend at work and the remaining forty percent have an exact opposite opinion.

TABLE 10 : Self-developmental opportunities

Opinion	No of respondents	Percent
Yes	52	87
No	8	13
Total	60	100

Source: Primary data

Table 11 reveals the respondents' opinion regarding the opportunities in the organisation to develop their own abilities. Majority of them responded that the organisation provides self-developmental opportunities and remaining thirteen percent responded that they don't have any such opportunities.

TABLE 11 : Leaves per month

Opinion	No of respondents	Percent
Satisfied	38	63

Neutral	10	17
Dissatisfied	12	20
Total	60	100

Source: Primary data

Table 12 deals with respondents' level of satisfaction on the leaves provided by the organization per month. Sixty three percent of them are satisfied and twenty percent are dissatisfied with the leaves provided to them.

TABLE 12 : Provision for Infrastructural facilities

Opinion	No of respondents	Percent
Yes	56	93
No	4	7
Total	60	100

Source: Primary data

Table 13 shows the infrastructural facilities provided by the organisation to its employees. Ninety three percent are provided with good infrastructural facilities while the remaining seven percent are not.

TABLE 13 : Fair and adequate employee grievance handling

Opinion	No of respondents	Percent
Strongly agree	6	10
Agree	36	60
Neutral	12	20
Disagree	2	3
Strongly disagree	4	7
Total	60	100

Source: Primary data

Table 14 deals with respondents' agreement regarding employee grievance handling in the organisation. Seventy percent respondents agree that the employee grievance handling is fair and adequate and ten percent have disagreed this.

TABLE 14 : Work-life balance

Opinion	No of respondents	Percent
Yes	44	73
No	16	27
Total	60	100

Source: Primary data

Table 15 deals with the respondents' opinion regarding their ability to maintain balance between work life and personal life. Seventy three percent of them are able to balance their work life and personal life while twenty seven percent are not.

TABLE 15 : Satisfaction on overall job environment

Opinion	No of respondents	Percent
Highly satisfied	10	17
Satisfied	36	60
Neutral	8	13

Dissatisfied	4	7
Highly dissatisfied	2	3
Total	60	100

Source: Primary data

Table 16 reveals the respondents level of satisfaction on the overall job environment. Among the total number of respondents seventy seven percent are satisfied and ten percent are dissatisfied with the overall job environment.

FINDINGS

The main findings of the study are as follows:

The majority respondents are having a better work experience and the working hours are quite satisfactory.

The majority respondents are being highly motivated and the superior subordinate relationship is well maintained.

There exists participatory decision making in the organization. It is evident that the workload is more and the majority is facing stress related issues.

The majority respondents spent more hours than they would like to spend at work. The organization is providing the employees opportunities to develop their own abilities.

The leaves provided by the organization are satisfactory. The majority employees are satisfied with infrastructural facilities provided by the organization. There exists good relationship among the employees in the organization. This shows a good work group relationship. Majority respondents opined that employee grievance is handled in a fair and adequate manner.

Majority of the employees are able to maintain a balance between their work and personal life. The respondents' level of satisfaction is quite satisfactory and the majority of them like to have a lifelong association with the organization.

The Chi square test revealed that attributes of QWL and level of satisfaction of employees are related. It means those who enjoy good QWL are the one with better level of satisfaction.

CONCLUSION

Quality of work life is the degree to which the employees feel a comfortable and enjoyable work life. Quality of work life refers to the level of satisfaction

or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy are said to have a low quality of work life.

The study conducted in the Co-operative Banks in Ernakulam district. revealed that the indices of QWL are favourable there. The various factors which affect the QWL are adequate and fair compensation, better work experience, reasonable working hours, safe and secure working conditions, level of motivation, superior-subordinate relationship, participation in decision making, opportunity to develop own abilities, infrastructural facilities, fair and adequate grievance handling, equal treatment of workforce, work life balance etc. Majority of the employees are satisfied with their work.

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