



## COMPARATIVE STUDY OF QUALITY OF WORK LIFE IN PRIVATE SECTOR AND PUBLIC SECTOR BANKS

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### Abstract

*Quality of work life is a generic phrase that covers a person's feelings about every dimension, of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and. its intrinsic meaning in a person's life. It is a process by which an organization attempts to unleash the creative potential of its personnel by involving them in decisions affecting their work lives. A distinguishing characteristic of the process is that its goals are not simply extrinsic focusing on the improvement of productivity and efficiency; they are also intrinsic, regarding what the workers see as self-fulfilling and self-enhancing ends in themselves. During 1979, the American Society of Training and Development created a 'Task Force' -on the quality of working life, which defined the concept of quality of working life (QWL) as follows: "QWL is a process of work organizations which enables its members at all levels to participate actively and efficiently in shaping the organization's environment, methods and outcomes." A proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process. Today banking industry is gaining highest position in the world as the economic growth of any country depends upon the Banking system There is set of factors, with influence the QWL and motivate or demotivate the employees. In our study we focus on satisfaction of public and*

*private sector bank employees and comparison of quality of working life in public and private sector banks. We analyze our study by using chi-square and t-test.*

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**Key Words:-** *QWL, Organization, Job Satisfaction*



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## **Introduction**

QWL is more concerned with the overall climate of work and the impact that work has on people as well as on organizational effectiveness. The term, “Quality of Work Life” has appeared in research journals and press in USA in 1970’s. The term, “Quality of Work Life” was introduced by Louis Davis. The first International QWL conference was held in Toronto in 1972.

QWL is a value based process, which is aimed toward meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees.

In the present era, human resources are the most valuable asset to any organization. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today’s organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees’ ‘quality of work life’ (QWL) to satisfy both the organizational objectives and employee needs. Therefore, QWL is the quality of relationship between the employees and the work environment provided to them.

## **Literature Review**

**Gerrard, Cunningham (2005)**, this study develops a model for measuring the service quality of e-banks. Our model's seven factors are very consistent with the four core factors of the generic e-SERVQUAL model, but less consistent with its three non-core factors. Appearances and staff qualities, being new factors identified in this study, should be useful to e-bank management because they are factors uniquely relevant for e-bank customers. **Rose, Beh, Uli, Irdis (2006)**, the study was done to predict QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zones in Malaysia for both the multinational corporations (MNCs) and the small-medium industries (SMIs). The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, with 63% of the variance in QWL. **Lau R. S. M, May Bruce E., (2007)**, said that how the perceived image of

a company's quality of work life will affect its market and financial performances. Growth and profitability of two groups of publicly held companies were compared based on sales growth, asset growth, return on equity, and return on assets. Findings from this empirical study suggest that companies with high quality of work life can also enjoy exceptional growth and profitability. **Kaur Daljeet (2010)**, in this article researcher said that employees are happy with the working conditions of the bank (ICICI). But they are less satisfied with their jobs because they feel that their management is not flexible with their social responsibilities. **T.Ayesha etal (2011)**, have done research on QWL among male and female employees of private commercial banks in Bangladesh to find out is there any significant difference among male and female bank employee's perception of QWL issues. The finding about perception shows that male's perception more positive as compared to females except in terms of socialization. **Dr. Vijaya T.G, Hemamalini R. (2012)**, studied the Impact of work life balance on organizational commitment among bank employees. The researcher found that there exist a positive co-relation between affective commitment and work life balance variables. **Dr. Reddy M.Lokanadha, Dr. Reddy Mohan. P (2013)**, studied the QWL in the organized public and private sector banks in the Chittoor district of Andhra Pradesh. He concluded that the public sector banks shall provide the amenities on par with the private sector banks to improve the QWL of their employees so that the overall performance of the public sector banks shall be improved.

## **Methodology**

### **1.1 Defining the Problem**

As we know from the last few years, banking sector has undergone many changes. Bank employees are facing maximum work pressures to meet the targets/ organizational goals. So many changes like Government policies, RBI guidelines etc. compounded the problem of stress of employees which results in the declining quality of work life. The present study is an attempt to compare the Quality of Work life in the public and private sector bank employees in concerning with various factors.

### **1.2 Objectives**

1. To compare the quality of work life in private sector and public sector banks.
2. To study the satisfaction level of employees from various dimensions of quality of work life.

### 1.3 Hypothesis

**H1.** There is no significant relationship between QWL provided to employees of public and private sector bank

**H2.** There is no significant relationship between levels of satisfaction of employees regarding various factors of QWL.

### 1.4. Sampling Technique

In this study multistage random sampling is used. In public sector banks we have selected two banks SBI and PNB and in private sector banks we selected HDFC and ICICI banks. In first step it is found that there is 103 branches both public (SBI, PNB) and private sector banks (ICICI , HDFC) in Phagwara and Jalandhar city. In second step out of 103, 75 branches are selected for study. In third step 60%of employees are selected randomly for detailed study. So sample size for the study is 300.

### 1.5 Data Collection

In present study both primary and secondary data sources are used. The primary data is collected from the respondents through a structures questionnaire. Secondary data is collected from magazines, journals, Web sites, RBI bulletins etc.

### 1.6 Data Analysis and Findings

The collected data is analyzed by using the statistical techniques like mean, chi-square test and t-test by using social package of social sciences.

**In Table 1we have studied the various factors of QWL.**

Table No. 1

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age	x <sup>2</sup> value	P value
Promotion schemes	150	100	150	100	-	-
Career plans	150	100	150	100	-	-
Stress management	67	44.7	117	78	35.139	<0.001**
Empowerment	52	34.7	137	91.3	103.318	<0.001**
Job enrichment	104	69.3	141	94.0	30.479	<0.001**
Suggestion schemes	36	24.0	99	66.0	53.455	<0.001**
Quality circles	3	2.0	35	23.3	30.856	<0.001**
Autonomous work teams	0	0.0	54	36.0	65.854	<0.001**

Employee's participation in management	8	5.3	132	88.0	205.929	<0.001**
<b>Total</b>	<b>571</b>		<b>1014</b>			

\*\*p<0.001; Highly significant

**Interpretation**

From the above table it is clear that p- value is highly significant, this states that employees of private sector banks are more aware than public sector bank employees regarding various factors of quality of work life. It means that significant difference exists between public and private sector bank employees concerning quality of work life.

**In Table 2 the extent of empowerment in public and private sector banks is studied.**

Table No. 2

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age
Total & throughout the org	6	4	116	77
Partial at top & middle levels only	144	96	34	23
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$x^2 = 167.158; df = 1; p < 0.001; \text{Highly significant}$

**Interpretation**

From the above table it is clear that p- value is highly significant which states that there is more extent of empowerment throughout the organization in private sector banks than public sector bank employees. It means that significant difference exists between public and private sector bank employees concerning to the extent of empowerment.

**Level of employee's participation in various decisions is described in table No 3**

Table No. 3

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age
Partial & certain levels	122	81	45	30
Complete & at all levels	28	19	105	70
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$x^2 = 80.082; df = 1; p < 0.001; \text{Highly significant}$

### **Interpretation**

The above table depicts that the level of employee's participation is complete and at all levels of management in private sector banks is more than public sector employees, whereas in public sector banks employees level of participation is partial and at certain levels. From the p-value which is highly significant it is concluded that significant difference exists between the public and private sector bank employees regarding their participation in various decisions.

**In Table 4 the focus of career plans on various positions in both public and private sector banks is studied.**

Table No. 4

<b>Particulars</b>	<b>No of respondents (Public)</b>	<b>%age</b>	<b>No of respondents (Private)</b>	<b>%age</b>
For integral positions only	15	10	0	0
For all employees	11	7	100	67
For deserving employees only	6	4	45	30
For Seniors	118	79	5	3
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$\chi^2 = 219.997$ ;  $df = 3$ ;  $p < 0.001$ ; **Highly significant**

### **Interpretation**

From the table it is concluded that in public sector banks, focus of career plans are mainly on senior positions instead of private sector banks where career plans focus on all positions and on deserving employees. As the p-value is highly significant at 5 per cent level of significance, it denotes that significant difference exists between two sectoral bank employees concerning focus of career plans on various positions.

**In Table 5 we studied the operational level quality circles in various departments of both the banks.**

Table No. 5

<b>Particulars</b>	<b>No of respondents (Public)</b>	<b>%age</b>	<b>No of respondents (Private)</b>	<b>%age</b>
In all departments	0	0	0	0
In certain departments	0	0	30	20
Not operational	150	100	120	80

<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>
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$x^2 = 33.333$ ;  $df = 1$ ;  $p < 0.001$ ; **Highly significant**

**Interpretation**

The table indicates that the use of quality circles is not operational in both banks. In private sector banks quality circles are operational in certain departments. The p- value indicates the significant difference exist between public sector and private sector bank employees.

**Table 6 includes the extent of favorableness of Autonomous Work Teams**

Table No.6

<b>Particulars</b>	<b>No of respondents (Public)</b>	<b>%age</b>	<b>No of respondents (Private)</b>	<b>%age</b>
In certain projects only	22	15	80	53
In all projects	0	0	7	5
In projects undertaken by top level	8	5	35	23
Not favored	120	80	28	19
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$x^2 = 114.123$ ;  $df = 3$ ;  $p < 0.001$ ; **Highly significant**

**Interpretation**

From the table it is concluded that autonomous work teams are not favored in public sector banks whereas in private sector banks autonomous work teams are favored in certain projects or in projects undertaken by top level management. The p- value is highly significant at 5 per cent level of significance. It shows that significant difference exists between public and private sector bank employees for the extent of favorableness of autonomous work teams.

**In Table.7 the view point of Respondents regarding various factors related to QWL is described.**

Table No.7

<b>S. No</b>	<b>Statement</b>	<b>Summated Score of Public banks</b>	<b>Summated Score of Private banks</b>	<b>'t' value</b>	<b>P value</b>
X1	Stress management programs are provided to all employees.	200.00 ± 14.87	375.87 ± 20.17	85.962	<0.001**

X2	Job Enrichment is advocated in Organization.	233.00 ± 31.54	363 ± 21.02	42.007	<0.001**
X3	Promotion Schemes are for all Employees.	208.00 ± 14.15	423.00 ± 25.95	89.099	<0.001**
X4	QWL helps in improving Morale of Employees	404.00 ± 21.86	406.32 ± 21.22	0.933	0.352 <sup>NS</sup>
X5	QWL helps in Self Development	430.48 ± 24.48	444.00 ± 34.89	3.885	<0.001**
X6	QWL helps in increasing Production.	380.00 ± 17.17	399.19 ± 20.49	8.792	<0.001**

**NS: p > 0.05; Not Significant; \*\*p<0.001; Highly significant**

**Range:**

**Maximum Score: 500 (5\*100)**

**Average Score: 300 (3\*100)**

**Minimum Score: 100 (1\*100)**

**Interpretation**

The summated score of the statement X1, X2, X3 of public banks lies between 100 and 300 which means majority of the employees disagreed that stress management programs, job enrichment and promotional schemes are provided to all employees whereas the summated score of the statement X1 of private banks lies between 300 and 400 which means majority of the employees agreed that stress management program, job enrichment and promotional schemes are provided to all employees. .

The summated score of the statement, X5,X6 of both public banks and private banks lies between 350 and 500 which mean that most of the respondents strongly agreed that QWL helps in improving Morale of Employees, Self Development and increasing Production. The p- value is highly significant at 5 per cent level of significance which means that significant difference exists between the viewpoints of public and private sector employees.

**In Table No 8. the positions for which stress management workshops are conducted are studied.**

Table No.8

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age
For higher positions only	142	95	00	0
For willing	8		82	



employees only		5		55
For all employees	0	0	68	45
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$\chi^2 = 270.844; df = 2; p < 0.001; \text{Highly significant}$

**Interpretation**

From the above table it is clear that p- value is highly significant which states that more Stress management workshop are conducted in public sector banks whereas in private sector banks stress management workshops are conducted for willing employees or up to some extent for all employees. It means that significant difference exists between public and private sector bank employees concerning to conduct the stress management

**In Table No. 9 we studied the stress management remedies used by the banks.**

Table 9

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age
Reasonable Work Load	33	22	9	6
Positive Attitude of Boss	24	16	83	55
Informal Communication	84	56	13	9
Role Clarity	9	6	45	30
<b>Total</b>	<b>150</b>	<b>100</b>	<b>150</b>	<b>100</b>

$\chi^2 = 122.216; df = 3; p < 0.001; \text{Highly significant}$

**Interpretation**

From the table it is clear that p- value is highly significant which states that positive attitude of the boss is the main remedy used by private banks whereas informal communication and reasonable work load are the major remedies used by public banks.

**Table 10 depicts the Satisfaction level of employees regarding bank's QWL.**

Table No.10

Particulars	No of respondents (Public)	%age	No of respondents (Private)	%age
Yes	93	62	129	86
No	57	38	21	14
<b>Total</b>	<b>150</b>	<b>100</b>	<b>100</b>	<b>100</b>

$\chi^2 = 22.453; df = 1; p < 0.001; \text{Highly significant}$

**In Table 11 we studied the Extent of satisfaction level of employees regarding QWL.**

Table No. 11

<b>Particulars</b>	<b>No of respondents (Public)</b>	<b>%age</b>	<b>No of respondents (Private)</b>	<b>%age</b>
A lot	3	3	11	8
Average	90	97	118	92
<b>Total</b>	<b>93</b>	<b>100</b>	<b>129</b>	<b>100</b>

$\chi^2 = 2.570; df = 1; p = 0.109; \text{Not significant}$

### **Interpretation**

From the table 10 it is clear that p- value is highly significant which states that significant difference exists between the employees of private sector banks and public sector banks concerning their satisfaction level of QWL provided to them by banks.

From the table 11 it is clear that P value is insignificant which states that no significant difference exists between the employees of private sector banks and public sector banks concerning their satisfaction level of QWL provided to them by banks.

### **Result of Hypothesis**

From the data analysis, it depicts that there is significant difference exists between the quality of work life of public and private sector bank employees. So we reject the null hypothesis.

### **Findings:**

1. It was found that employees of private sector banks are more aware than public sector bank employees regarding various factors of quality of work life.
2. It was found that there is more extent of empowerment throughout the organization in private sector banks than public sector bank employees.
3. From the analysis it was concluded that in public sector banks, focus of career plans are mainly on senior positions instead of private sector banks where career plans focus on all positions and on deserving employees and employee's participation is complete and at all levels of management in private sector banks is more than public sector employees.
4. It was also found that more Stress management workshop are conducted in public sector banks whereas in private sector banks stress management workshops are conducted for willing employees and positive attitude of the boss is the main remedy used by private banks whereas informal communication and reasonable work load are the major remedies used by public banks.

5. From the data analysis it was also found that 86% employees of private sector banks are satisfied from their quality of work life where as 62% employees of public sector banks are satisfied from their quality of work life.

### **Conclusion**

Quality of work life is concrete expression of a particular set of beliefs and values about people, about organization and ultimately about society. QWL improvements are stated as any activity which takes place at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth, a process through which the stakeholders in the organization i.e. management, unions and employees learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved QWL at work for all the members of the organization and greater effectiveness for both company and employees. The private sector banks present a better picture of QWL as compared to public banks but still we can't say that banks are flawless. Some of the respondents expressed that there is more stress on employees working in private banks as compared to public banks. So to overcome this, targets assigned to employees must be relaxed a bit and stress management workshop act as another remedy to it.

### **Recommendations**

Public sector banks need to bring about some improvements in the QWL that they are providing to their employees. This may be done in the number of ways like flexible working hours, blurred hierarchical barriers, warm and comfortable work environment and good remuneration packages that also includes incentives. The presence of such factors make the employees feel important and so in turn develop a positive attitude towards their banks. A part from these, following are some suggestions which could lead to an improvement of QWL in public sector banks at par with their private sector counterparts.

- There should be a little bit improvements in area like making better and clear empowerment policies.

- A power of decision making should be delegated to some extent with some conditions and reservations.
- Banks should take care of employee's personality development also.
- Public sector banks will have to learn to value their employees through concrete empowerment schemes, suggestion schemes and workers participation in management in order to improve QWL for employees.

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