



INFLUENCE OF QUALITY OF WORK LIFE ON CAREER DEVELOPMENT IN PRIVATE SECTOR BANKS

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Abstract

This article focuses on the analysis of quality of work life on career development in private sector bank employees, Cudalore district. The study indicates that the quality of work life perceived by the bank employees is Quality of work life of employees when better will lead to productivity, industrial harmony, and good relationship and so on. Now a days the managements have understood the importance of quality of work life of the employees and treat employees as resource for the organization. The quality of work life views work as a process of interaction and joint problem solving by working people- managers, supervisors and workers.

Keyword: Quality of work life, Career development and banking sector.

Introduction

Work is a significant constituent of an individual's life. Most people are expected to spend their waking hours engaged in work or career focused endeavours into the foreseeable future. Quality of work life has become the most important HR strategy for the retention of the employees and it influences the career development of the employees which in turn increases the effectiveness of the organization. Employees in banking sector take painful efforts to deliver the multiple needs of its customers. Inadequate technology and tools brought down the development of banking habit among the people and it is the major cause for poor work life quality in banks.

The total life space of human beings can be classified into three: family life, working life and social life. These three divisions of human life are interrelated and interconnected. Failures of any one or two affect the quality of the other / others badly. So, the total quality of life of the people depends on the quality of family life, work life and social life. In order to improve the total quality of life of the people, a balance between family life, work life and social life is essential. Management of a business is responsible to co-ordinate human and material resources for achieving organizational objectives. It is very easy to handle material resources. But without efficient use of human resources, management can never accomplish objectives of the undertaking. As a means the experience gained through work life helps workers to acquire

excellence, high amount of civic competence and better skills which are necessary for the total development of man power.

The banking sector has undergone a structural change over the past two decades, which has put new stress and authenticities in front of the bank employees. The private bank employees have perhaps felt the maximum work pressures and have to deliver timely services in order to meet the organizational goals and ensure customer satisfaction. Increased use of technologies and equipment, online bank transactions, increased banking habits of the customers; growth of economic conditions and so on is the cause to create more stress and decreased quality of work life of the employees. Employees in the bank face plenty of problems in relation with provision of diversity of products and services. Banking hours is now increased in order to cope up the increased expectation of services of customers. The responsibility of the bank employees is somewhat more, rather than other corporate workers. The bank employees are dealing money related products and services and pertaining to more stress and less quality of work life in the bank. Hence this study makes an attempt on the factors influencing the quality of work life of the private bank employees in the light of current realities.

The management attempts to attain a career fit between the needs of the employees and the need of the organization, so that the employees develop their career and at the same time the effectiveness of the organization raises and as a whole the quality of work life is achieved. For the survival of the human beings, they are in need of financial support, so they are in search of a job. The job may be provided to the qualified candidates, so the individual must have a strong educational background. In this modern era everything is highly competitive especially regarding the job related aspects. To get a job with the expected salary the individual should be highly skilled so that he would be placed in a high position in the organization with the high salary. In most of the organizations the management is recruiting the individuals and they are trained to do the specific role in the organization. The individual may be from different educational background, will be asked to do different duties, but the individual is not able to fulfill the needs of the organization then the individual need to undergo the specific task related courses, which would enhance the career development of the individual as well as the effectiveness of the organization which in turn the individuals achieve the quality of work life.

Quality of work life which is considered to be the most important factor to retain the employees in the organization. The private sector bank employees having no specific educational background are not able to achieve their development in their career. The individuals have to move out of their native when they are placed out of their native. The individuals would have many challenges and difficulties to survive, whoever they may be including all the sector people,

no exception for the private bank employees. Even though the private sector bank employees move out of their native for the job, it is clearly understood that the job security would also be not provided to the private bank employees and salary would also be low. At the same time the work load for the private bank employees would be more which in turn causes more stress to the employees. Since the banking related courses are limited in number comparative to other career related courses, the individuals are not aware about the same. The private sector bank employees have to concentrate highly on the customers to retain them in their services and these difficulties would affect their quality of work life i.e. personal life as well as the professional life, because of all these reasons they couldn't develop their career which affect their professional life and this would affect the effectiveness of the organization as well.

SCOPE OF THE STUDY

In this highly competitive world, success of any organization depends on its human resource. Banks are no exception to this. A satisfied happy and hardworking employee is the biggest asset of any organization. Work force of a bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher quality of work life in banks determine not only the performance of the banks but also affect the growth and performance of the entire economy. So, for the success of the banking, it is very important to manage human resource effectively and to find whether the banking employees have higher quality of work life which in turn have its influence of quality of work life of career development.

REVIEW OF LITERATURE

G. Susila et al., (2013) has pointed out that Quality of work life comprises of several factors which are influencing the quality of work life in different dimensions. Quality of work life of cement industry is concerned about the safety, healthy work environment, adequate and fair compensation and social relevance are undedicated by the internal stakeholders (Employees). Also the lower level workers don't have that much amount of quality of work life that is why they don't have much involvement in their company. Hence to bring-up the expected level of involvement of the employees they must be provided enough amount of training and they must be given on par treatment while compared with the rest of the level of employees of their organization.

Nicolas Gillet et al., (2013) described the importance of transformational leadership for nurses' well-being is increasingly acknowledged. And studied the relationship between nurses' quality of work life and their work engagement. The study took place in 47 different hematology, oncology, and hematologic/ oncology units in France. Participants were nurses and auxiliary nurses. Participants: 343 nurses completed the questionnaire. Surveys were sent to all nurses

working in the units. 95% were female; the average age was 36 years. Nurses were asked to rate their supervisor's transformational leadership style and their perceptions of distributive and interactional justice in the unit. They were also asked to evaluate their own level of quality of work life and their work engagement. Distributive justice and interactional justice were found to fully mediate the relationship between transformational leadership and nurses' quality of work life. In addition, nurses' quality of work life positively related to their work engagement. Transformational leaders may help ensure nurses' quality of work life which in turn increase their work engagement. These leadership practices are thus beneficial for both employees and organization.

Wen-Hwa Ko (2012) explored the relationship among professional competence, job satisfaction and the career development confidence for chefs, and examined the mediators of job satisfaction for professional competence and career development confidence in Taiwan. The analytical results demonstrated that work attitude was the most influential construct for professional competence and culinary creativity had the lowest reported ratings. Job selection satisfaction showed higher ranking than current job satisfaction. The structural equation modelling results showed that professional competence significantly affects job satisfaction, and that job satisfaction predicts actual career development confidence. Additionally, job satisfaction mediated the influences of professional competence and career development confidence.

Torsten Biemann et al., (2012) have investigated the career pattern using 20 years of employment and job mobility data from a representative German sample (N=1259), they employed optimal matching analysis (OMA) to identify six career patterns which deviate from the traditional career path of long-term, full time employment in one organization. Then, in further analyses, it is examined that the socio-demographic predictors affect whether or not individuals follow that traditional career path and the results indicated that age, gender, marital status, number of children, education, and career starts in the public sector significantly predicted whether or not individuals followed the traditional career path. It was concluded with the directions for future theoretical and methodological research on career patterns.

RESEARCH METHODOLOGY

The preceding chapter contains a review of literature about quality of work life, career development and organizational effectiveness. The aim of this chapter is to disseminate the method used to organize the research study. It comprises of research design. Few details about the sample is provided which is followed by discussion of tools which comprises of Quality of work life scale, career development scale and organizational effectiveness scale. The procedure for collecting the data is presented here. At last the chapter ends with the limitations of the study.

Objectives of the Study

1. To study the Quality of work life among the private sector bank personnel.
2. To understand the career development of the private sector bank personnel.
3. To ascertain the influence of quality of work life on career development in private sector banks

STATEMENT OF THE PROBLEM

This forces the organizations to concentrate on optimum utilization of existing resources; especially from its human resources to get out the maximum from the individuals they should be committed towards the organizations. Every organization tries to increase the level of quality of work life among the employees. Consequently the kinds of controls that are needed, especially in light of the increased competition due to LPG has changed the ways in all sort of business the fundamental change in control is related to its locus which must move from system to supervision to self and social (the individual and group) .In short organizations are moving from compliance, which depends upon system and supervisory control and to the quality of work life. As an organizations control system moves from system and supervisory control to self and social control .The need for the quality of work life to organizations increases concomitantly. Service sector also invests in preparing knowledge driven employees if the employees do not have quality of work life the individual as well as the organization cannot grow and thus the investment does not give any return.

1. LEVEL OF QUALITY OF WORK LIFE AMONG THE EMPLOYEES IN PRIVATE SECTOR BANKS

S.No	Variables	Low	Medium	High
1	Adequate and fair compensation	103 24.8%	106 25.5%	206 49.6%
2	Growth and development	85 20.5%	210 50.6%	120 28.9%
3	Relation with other job	146 35.2%	244 58.8%	25 6.0%
4	Social assimilation	65 15.7%	249 60.0%	101 24.3%
5	Welfare activity	147 35.4%	185 44.6%	83 20.0%
6	Work itself	274 66.0%	102 24.6%	39 9.4%
7	Societal relevance	78 18.8%	320 77.1%	17 4.1%

Computed Primary Data

In the above table Quality of work life is perceived by the employee's opinion. Among the respondents, 24.8% stated low, 25.5 % stated medium, 49.6% stated high with regards to their adequate and fair compensation. With regard to growth and development, 20.5% stated low, 50.6% stated medium and 28.9% stated high. the respondents opined regarding the relation with other job that 35.2% as low, 58.8% as medium and 6.0% as high, with regard to the dimension social assimilation 15.7% low, 60.0% medium and 24.3% high, for welfare activity 35.4% low, 44.6% medium and 20.05 high, for the variable work itself, 66.0% low, 24.6% medium and 9.4% high and with regard to societal relevance 18.8% low, 77.1% medium and 4.1% high. At the outset majority of respondents perceived a high level with regard to the dimension adequate and fair compensation, medium level with regard to societal relevance and the respondents perceived low level regards to the variable work itself.

2. LEVEL OF CAREER DEVELOPMENT OF THE PRIVATE SECTOR BANK EMPLOYEES

S.No	Variables	Low	Medium	high
1.	Career planning	234 56.4%	122 29.4%	59 14.2%
2.	Career Management	203 48.9%	165 39.8%	47 11.3%
3.	Career Commitment	130 31.3%	208 50.1%	77 18.6%
4.	Career Resilience	161 38.8%	221 53.3%	33 8.0%
5.	Career Insight	180 43.4%	202 48.7%	33 8.0%
6.	Career Identity	155 37.3%	242 58.3%	18 4.3%
7.	Career Satisfaction	102 24.6%	206 49.6%	107 25.8%

Computed Primary Data

In the above table career development is perceived by the employee's opinion. Among the respondents, 56.4% stated low, 29.4 % stated medium, 14.2% stated high with regards to their career planning. With regard to career management, 48.9% stated low, 39.8% stated medium and 11.3% stated high. the respondents opined regarding the career commitment that 31.3% low, 50.1% medium and 18.6% high, with regard to the dimension career resilience 38.8% low, 53.3% medium and 8.0% high, for career insight 43.4% low, 48.7% medium and 8.0% high, for the variable career

identity, 37.3% low, 58.3% medium and 18.0% high and with regard to career satisfaction 24.6% low, 49.6% medium and 25.8% high. At the outset majority of respondents perceived a high level with regards to the dimension career commitment, medium level with regards to career identity and the respondents perceived low level with regards to the variable career planning.

3. INTER CORRELATION BETWEEN QUALITY OF WORK LIFE AND CAREER DEVELOPMENT

Factors	Source	Quality of work	Career planning	Career management	Career commitment	Career	Career identity	Career satisfaction	Career resilience
Quality of work life	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	415							
Career planning	Pearson Correlation	.876*	1						
	Sig. (2-tailed)	.000							
	N	415	415						
Career management	Pearson Correlation	.230*	.173*	1					
	Sig. (2-tailed)	.000	.000						
	N	415	415	415					
Career commitment	Pearson Correlation	-.115*	-.097*	-.016	1				
	Sig. (2-tailed)	.019	.049	.751					
	N	415	415	415	415				
Career insight	Pearson Correlation	.646*	.721*	.128**	.109*	1			
	Sig. (2-tailed)	.000	.000	.009	.026				
	N	415	415	415	415	415			
Career identity	Pearson Correlation	.672*	.788*	.099*	-.139**	.686*	1		
	Sig. (2-tailed)	.000	.000	.043	.004	.000			
	N	415	415	415	415	415	415		
Career satisfaction	Pearson Correlation	.669*	.502*	.114*	.140**	.298*	.334*	1	
	Sig. (2-tailed)	.000	.000	.020	.004	.000	.000		
	N	415	415	415	415	415	415	415	
Career Resilience	Pearson Correlation	.275*	.272*	.074	.404**	.683*	.173*	.186*	1
	Sig. (2-tailed)	.000	.000	.131	.000	.000	.000	.000	
	N	415	415	415	415	415	415	415	415

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

* . Correlation is significant at the 0.05 level (2-tailed).

HO: There is no relationship among the dimensions of career development and quality of work life.

Clearly indicates that among the seven dimensions of career development (0.876) is found to be highly correlated with quality of work life. The result shows that quality of work life is positively and significantly correlated with career planning, career management, career insight, career identity, career resilience and career satisfaction and also it is negatively correlated with career commitment.

The r values 0.876,0.646,0.672,0.669 from the table 59 shows that quality of work life is significantly and positively correlated with career planning, career management, career identity, career insight, career satisfaction and career resilience. Compared to other career development dimensions .It can be inferred that employees with high quality of work life are with career planning, career management, career insight, career identity, career satisfaction and career resilience. Quality of work life.

Findings

Quality of work life contributes a significant difference on adequate and fair compensation, growth and development, social assimilation, welfare activity, work itself and societal relevance with respect to designation of the respondents. Hence, Designation” influences the dimensions on adequate and fair compensation, growth and development, social assimilation, welfare activity, work itself and societal relevance of quality of work life.

Career development contributes career planning, career management, career commitment, career resilience, career insight, career identify and career satisfaction of the respondents. Hence influences the dimensions.

The result of correlation analysis between the variables quality of work life and career development shows that there is relationship between quality of work life and each dimensions of career development.

Suggestions

Majority of the private bank employees feel that they are not getting information from other sections of the banks. Information sharing is very important for the bank employees. As employees should be communicated regarding the timely information because most of the works in the banks are interconnected.

Higher officials of some of the private banks have to focus on their employee welfare measures which will help to retain them in the same organization.

Correlation between quality of work life and career development is high when compared to correlation between career development and organizational effectiveness, so the relationship between quality of work life and career development and the relationship between quality of work life and organizational effectiveness have to be improved, hence quality of work life of the employees which in turn increase the effectiveness of the bank.

CONCLUSION

It is concluded from the study that the banking industry comprises only a satisfactory level of quality of work life and this can be measured by the following dimensions: adequate and fair compensation, safe and healthy working conditions, growth and development, relation with other jobs, social assimilation, welfare activities, work itself and societal relevance. Significantly influenced the quality of work life and career development of the private sector bank employees. The Majority of the employees in the private banking sector are satisfied with their pay. The organization has created appropriate career development programs to its employees. The organization provides facilities for individual creative work and betterment of work force.

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