

Examining the State of Work-Life Balance Research: Impact of Work Life Quality on Career Development

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ABSTRACT

Purpose: 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 banking sector. The research tries to influence of quality of work life on career development.

Design/Methodology/Approach: Data was collected from 125 bank employees in Bangalore through convenience sampling technique. Collected data analyzed through F-test and multiple regression analysis. It is found that there is significant difference towards the quality of work life based on age and educational qualification of the private bank employees. The research discovered that there is influence of welfare activity and societal relevance on career development. But, there is no influence of adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the employees of private banking sectors.

Implication: Quality of work life research has suggested that if the management wants to develop a cohesive, loyal and dedicated work force a clear and nurturing policy should be in place. The level of quality of work life and the level of the career development indicates the management to be improved.

Keywords: Bank Employees, Quality of Work Life and Career Development.

INTRODUCTION

Employees' quality of work life is considered to be the most important factor to retain the employees in the banking sector. The private sector bank employees having no specific educational background are not able to achieve the required progress in their career. The individuals have to move out of their home town as the job necessitates. There are many challenges and difficulties faced by people working in private organisations including private bank employees. These employees shift their base from their hometown to the place where the job demands. But unfortunately there is no job security and their salary package is not very high compared to Public sector banks or Government organisations. At the same time the work pressure for the private bank employees is also high which in turn leads to a lot of stress.

Another fact is that there are very few banking related courses compared to other career related courses. As a result they do not get any advanced banking related qualification.

The private sector bank employees have to highly concentrate on retaining their customers because of competition from their other fellow bankers and these difficulties will affect their work life balance i.e. personal life as well as the professional life. All these lead to poor career growth which not only affect their personal life but also the organization in a big way.

Career growth is indispensable for implementing career plans. It consists of activities undertaken by the individual employees and the organization to meet career aspirations and job requirements. The most important requirement of career development is that every employee must accept his/her responsibility for development.

REVIEW OF LITERATURE

Nicolas Gillet, et al. (2022) found that interactional justice and distributive justice were found to fully mediate the relationship between nurses' quality of work life and transformational leadership. The research also identified that nurses' quality of work life positively related to their work engagement.

Prem Singh Khetavath (2023) discovered that organizational and interpersonal relations, working conditions and work complexity, security and growth feeling opportunities, employees' involvement and commitment have a significant difference between the employees of public and private sectors.

Mohammad Baitul Islam (2023) identified that working environment, work load, family life, compensation policy and benefits, transportation, career growth and working condition have significant influence on quality of work life.

Birajit Mohanty, et al. (2024) revealed that there is relationship between, job security, salary and benefits, healthy and secure work environment, providing the basis for skills education, autonomy at work and determining the job development direction with the employees' effectiveness.

Saeid Farah bakhsh (2024) found that there is positive relationship between emotional intelligence (social awareness, self management, self awareness and relation control) and quality of work life.

Shalini Sheel (2024) discovered that there is relationship between QWL, career growth opportunities and employee performance.

Behzad Shahbazi, et al. (2024) identified that constitutionalism in the work organization, social integration in the work organization dimensions and developing human capabilities and total life space have more prediction on employees' performance.

Wen-Hwa Ko (2023) identified that job satisfaction predicts actual career development confidence. The research also identified that job satisfaction mediated the influences of career development confidence and professional competence.

Umit Almacik, et al. (2024) revealed that there is positive relationship between career motivation, organizational commitment and job satisfaction. The research also identified that there is no association between gender and career motivation.

Hans A. Hoekstra (2024) discovered that combining different career roles predicts success as well as satisfaction.

RESEARCH GAP

Some research gaps have been identified by analyzing the literature on the background of the research topic. There are some empirical researches found to measure the impact of influence of quality of work life on career development. Also, studies conducted on this subject are very few in Indian context. By thoroughly probing into the review of literature, the influence of quality of work life on career development of private sector banks has been identified.

NEED FOR THE STUDY

Quality work life is essentially the concept of favourable situation of a work environment; career development of the employees as well as the effectiveness of the organization is also an important one in the present scenario. Now days the managements have understood the importance of quality of work life of the employees and treat employees as resource for the organization. The organization is expected to play a specific role in quality of work life program. QWL involves continual commitment from all levels. The quality of work life views work as a process of interaction and joint problem solving by working people managers, executives and employees.

OBJECTIVES OF THE RESEARCH

- To identify the bank employees' opinion towards quality of work life based on their demographic profile.
- To discover the influence of factors of quality of work life on career development among the employees of private sector banks.

HYPOTHESES OF THE RESEARCH

- There is no significant difference towards quality of work life based on their demographic profile such as age and education.
- There is no influence of factors of quality of work life on career development among the employees of private sector banks.

RESEARCH DESIGN

Descriptive research has been followed in organizing this research work. Based on the advantages of descriptive research, the researcher has adopted the survey method to determine the influence of quality of work life on career development among the employees of private sector banks.

QUESTIONNAIRE CONSTRUCTION

Table 1: Reliability of the research

S.No.	Variable	Authors	Reliability
1	Quality of Work Life	Richard Walton (1975)	0.90

2	Career Development	Self Design	0.82
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Structured standard and self design tools were employed for collection of primary data. The alpha ranged from 0.82 to 90 for all reports of questionnaire construction. This value of reliability designates the better reliability of the questionnaire.

AREA OF SAMPLE AND JUSTIFICATION

Bangalore has been elected for this study as area of sampling. Hence, there is a necessary to secure and expand the employees of banking sector. By understanding this, quality of work life and career development is judged for the study. Pilot study data was collected from 125 bank employees in Bangalore through convenience sampling technique. Data analysis was done through path analysis. The analysis was employed to identify the influence of quality of work life on career development in banking sector.

Table 2: Employees' opinion towards quality of work life based on age of the private sector banks

S.No.	Quality of Work Life	Age	N	Mean	SD	F-value	P-value
1	Adequate and fair compensation	Up to 30	62	3.6088	1.20573	4.887	0.00
		31 to 45	41	3.7973	1.12068		
		Above 45	22	3.3223	1.27100		
		Total	125	3.5486	1.22232		
2	Growth and development	Up to 30	62	3.1054	0.98905	4.898	0.00
		31 to 45	41	2.8495	0.79427		
		Above 45	22	3.2053	0.80827		
		Total	125	3.0819	0.89087		
3	Relation with other job	Up to 30	62	2.1222	1.03780	1.327	0.26
		31 to 45	41	1.9711	0.83765		
		Above 45	22	2.1748	0.98558		
		Total	125	2.1060	0.97601		
4	Social assimilation	Up to 30	62	2.8946	1.06755	5.759	0.00
		31 to 45	41	2.7196	0.75258		
		Above 45	22	3.1232	0.88840		
		Total	125	2.9369	0.94800		
5	Welfare activity	Up to 30	62	2.5928	1.19535	.325	0.72
		31 to 45	41	2.5979	0.99729		
		Above 45	22	2.6848	1.03832		
		Total	125	2.6275	1.09364		
6	Work itself	Up to 30	62	2.0449	0.98456	1.775	0.17
		31 to 45	41	2.0670	0.97262		
		Above 45	22	2.2483	1.08608		
		Total	125	2.1241	1.02193		
7	Societal relevance	Up to 30	62	2.9805	0.93903	0.437	0.65
		31 to 45	41	3.0412	0.86277		
		Above 45	22	3.0762	0.93986		
		Total	125	3.0295	0.92087		

Source: primary data

Bank employees' opinion towards the quality of work life with regard to age is displayed in table - 2. It is inferred from the table that most of the private bank employees have opinion towards the quality of work life with regard to age of the private bank employees.

H₀: There is no significant difference towards the quality of work life based on age of the private bank employees.

In order to verify the above stated hypothesis one –way ANOVA is applied. The result shows that there is a significant difference at one percent level on adequate and fair compensation, growth and development and social assimilation. Hence the stated hypothesis is rejected. while considering the variable adequate and fair compensation the age group between 31 to 45 is considered to have high mean value when compared to other age groups of the private bank employees, while considering growth and development the age group above 45 is considered to have high mean value and considering the variable social assimilation the high mean value is for the age group of Above 45.the F-values for the dimensions of quality of work life(adequate and fair compensation, growth and development, relation with other jobs, social assimilation, welfare activity, work itself ,societal relevance) are 4.88,4.89,1.32,5.75,0.32,1.77 and 0.43 and the respective p-values are 0.00,0.00,0.26,0.00,0.72,0.17 and 0.65.

The variables relation with other job, welfare activity, work itself and societal relevance do not have significant difference among the age group of the private bank employees.

Table 3: Employees' opinion towards quality of work life based on educational qualification of the private sector banks

S.No.	Quality of Work Life	Educational qualification	N	Mean	SD	F-value	P-value
1	Adequate and fair compensation	School Education	12	3.2368	1.34434	3.322	0.03
		Undergraduate	61	3.4494	1.27667		
		Postgraduate	52	3.6968	1.13122		
		Total	125	3.5486	1.22232		
2	Growth and development	School Education	12	3.0000	1.00808	7.050	0.00
		Undergraduate	61	3.2674	0.80335		
		Postgraduate	52	2.9317	0.91528		
		Total	125	3.0819	0.89087		
3	Relation with other job	School Education	12	1.8579	0.95057	3.696	0.02
		Undergraduate	61	2.2449	1.01414		
		Postgraduate	52	2.0291	0.93190		
		Total	125	2.1060	0.97601		
4	Social assimilation	School Education	12	2.8684	1.06976	5.413	0.00
		Undergraduate	61	3.1101	0.85728		
		Postgraduate	52	2.7950	0.97989		
		Total	125	2.9369	0.94800		
5	Welfare activity	School Education	12	2.5263	1.27463	2.133	0.12
		undergraduate	61	2.7551	1.06882		
		Postgraduate	52	2.5327	1.07256		
		Total	125	2.6275	1.09364		
6	Work itself	School Education	12	1.8947	1.10989	1.896	0.15
		Undergraduate	61	2.2191	1.01529		
		Postgraduate	52	2.0829	1.00600		
		Total	125	2.1241	1.02193		
		School Education	12	2.7303	1.10187	7.682	0.00

7	Societal relevance	Undergraduate	61	3.2219	0.78469		
		Postgraduate	52	2.9146	0.96543		
		Total	125	3.0295	0.92087		

Source: primary data

Bank employees' opinion towards the quality of work life with educational qualification is displayed in table – 3. It is inferred from the table, most of the private bank employees have opinion towards the quality of work life with regard to educational qualification of the private bank employees.

H₀: There is no significant difference towards the quality of work life based on educational qualification of the private bank employees.

In order to verify the above stated hypothesis one –way ANOVA is applied. The result shows that there is a significant difference at one and five percent level on adequate and fair compensation, growth and development, relation with other job social assimilation and societal relevance. Hence the stated hypothesis is rejected. while considering the variable adequate and fair compensation the private bank employees who are having postgraduate is considered to have high mean value when compared to other educational qualification of the private bank employees, while considering growth and development the undergraduate holders are considered to have high mean value and considering the variable relation with other job the high mean value is for the undergraduate holders. With regard to social assimilation undergraduate holders have secured high mean value and for the societal relevance the undergraduate holders have secured high mean value when compared to other group of the private bank employees. the F-values for the dimensions of quality of work life(adequate and fair compensation, growth and development, relation with other jobs, social assimilation, welfare activity, work itself ,societal relevance) are 3.32, 7.05,3.69,5.41,2.13,1.89 and 7.68 and the respective p-values are 0.03,0.00,0.02,0.00,0.12,0.15 and 0.00.

The variables welfare activity and work itself do not have significant difference among the educational qualification of the private bank employees.

Table 4:Influence of factors of quality of work life on career development

Independent Variables	Dependent Variable	R	R ²	Adjusted R ²	F Value	p Value
Adequate and fair compensation, Growth and development, Relation with other job, Social assimilation, Welfare activity, Work itself and Societal relevance	Career Development	0.778	0.605	0.599	492.843	0.001

Source: primary data

Coefficients

S.No.	Quality of Work Life	Un-standardized Coefficients		Standardized Coefficients	t Value	p Value
		B	SE	Beta		
	Constant	64.833	4.658		13.917	0.001
1	Adequate and fair compensation	0.563	0.761	0.023	0.740	0.460
2	Growth and	-2.043	1.684	-0.062	-1.214	0.226

	development					
3	Relation with other job	0.922	1.900	0.030	0.485	0.628
4	Social assimilation	-.878	1.743	-0.028	-0.504	0.615
5	Welfare activity	16.865	2.050	0.624	8.225	0.001
6	Work itself	1.633	1.626	0.056	1.004	0.316
7	Societal relevance	8.134	1.326	0.254	6.136	0.001

Source: primary data

H₀: There is no influence of quality of work life on career development among the employees of banking sector.

In order to examine the stated hypotheses, regression is applied. here, the quality of work life variables namely adequate and fair compensation, growth and development, relation with other job, social assimilation, welfare activity, work itself and societal relevance are considered as independent variables and career development is treated as dependent variable. From the F-statistic value (89.22) and p-value (0.01), it is inferred that the quality of work life significantly influence on dimensions of career development of the private sector bank employees. Hence the hypothesis is rejected at one percent level.

The regression analysis indicates that the independent variables, which are the most influencing variables on career development of the private bank employees. Among the quality of work life variables, welfare activity and societal relevance are the factors highly influencing the career development. The calculated adjusted R-Square value indicates that these variables are influenced by 60 percent on quality of work life of the private sector bank employees.

The standardized co-efficient beta value indicates the relative importance of quality of work life variable to the predictor's level of career development of the private sector bank employees. Welfare activity and societal relevance are the highly predicting variables of quality of work life of the private sector bank employees. The corresponding p-value of these variables is significant at one percent and five percent level .so, these variables significantly influencing on the quality of work life.

Career development = 64.833 + 16.8 (welfare activity) + 8.13 (societal relevance)

The equation explained that the welfare activity and societal relevance have the positive impact on career development. To have one unit increase in career development, the welfare activity has to be increased by 16.8 levels when other factors remain constant. Similarly, 8.13 increases in societal relevance needed to have for one unit increase of career development.

It is found that there is influence of welfare activity and societal relevance on career development. But, there is no influence of adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the employees of private banking sectors.

FINDINGS

- It is identified that demographic variable "age" influences the dimensions adequate and fair compensation, growth and development and social assimilation of quality of work life.
- It is found that demographic variable "educational qualification" influences the dimensions adequate and fair compensation, growth and development, relation with other job, social assimilation and societal relevance of quality of work life.
- It is found that there is influence of welfare activity and societal relevance on career development. But, there is no influence of adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the employees of private banking sectors.

SUGGESTIONS

- The level of relationship between quality of work life and demographic variables such as age and educational qualification is low. Hence due to the present Indian economic scenario they cannot fulfil their needs so the quality of work life is affected. Indeed Monthly income must be focused for the improvement of the quality of work life of the private bank employees.

- 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.
- 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

The research tries to influence of quality of work life on career development. Data was collected from 125 bank employees in Bangalore through convenience sampling technique. Collected data analyzed through F-test and multiple regression analysis. It is found that there is significant difference towards the quality of work life based on age and educational qualification of the private bank employees. There is influence of welfare activity and societal relevance on career development. But, there is no influence of adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the employees of private banking sectors. Quality of work life research has suggested that if the management wants to develop a cohesive, loyal and dedicated work force a clear and nurturing policy should be in place. The level of quality of work life and the level of the career development indicates the management to be improved.

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