

# Comparative Analysis of Quality of Work life and Job Performance : A Survey of Employees of Bank of Baroda and HDFC Bank

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## Abstract

*Managers in the service sector have now accepted the importance of Quality of Work Life for the employees. For today's employees pay is the not only motivation to work. The environment in which organisations are working demand both technological advancements and satisfaction of human needs where employees demand humanisation of workplaces and democratisation of organisational atmosphere. The present study aims at comparing two constructs viz. quality of work life (QWL) and job performance in two banks i.e. Bank of Baroda and HDFC Bank. It employs Walton's theoretical framework for assessing QWL using its 8 dimensions. Structured Questionnaire was prepared and administered on 194 employees of some branches of both banks in Rajasthan. T-test was used to find the difference between QWL and job performances of employees of both the banks and attempt to consider whether there are significant differences between both the banks. The results show that there are significant differences in case of both QWL and job performance in the two banks. Implications of results are also offered.*

**Keywords:** QWL Quality of work life, Walton's framework, Job Performance

## Introduction

**M**anagers in the service sector have now accepted the importance of Quality of Work Life for the employees. Work life standards should be framed and communicated to the employees in such a fashion that is expected by individuals working in the organisation. Job should offer challenge to individuals and if it does not require skill variety then even delegation would not enhance productivity. It is now accepted that psychological health of the employees and to wider level the organisational health depends on the environment provided by the organisation.

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If the employee feels that organisation offers good working environment due to the inputs given by them then it shall result into high performance and job involvement. Satisfied employees show superior performance which results into quality services by the organisation. Therefore, quality of work life results into mentally and physically healthy employees and this translates into superior performance which in turn results into quality services. Work environment in any organisation is characterized by three dimensions namely Basic Social Dimensions (which include degree of personal relations and mutual support amongst employees in an organization); Personal Growth Dimension (how personal growth is related to environmental growth); System maintenance and change dimensions (which include clarity of expectations from the employees, control mechanisms and adaptability to changes. If the employees are satisfied with work place practices like job involvement, recognition of employees and work life balance activities pursued by the organisation then it results into mental well-being of employees. For today's employees pay is the not the only motivation to work. The environments in which organisations are working demand both technological advancements and satisfaction of human needs where employees demand humanisation of workplaces and democratisation of organisational atmosphere.

According to Shrivastava (2007) employees who perceive that they are working in good and favorable working environments suffer from low levels of psychosomatic distress and lesser symptoms of somatisation. Organisations are competing in a dynamic environment and in order to sustain and grow organisations need to strive for technological advancements. Technological changes have their bearing on corporate strategies, management policies, operations and productions, innovations, physical working environment, skills requirements, expectations of employees. Organisations continuously strive for quality for building a quality culture in the organisation. While operationalising the Total Quality Management, technical issues play a supporting role and people issues play the crucial and prominent role.

### **Objective**

The purpose of the study is to find the difference between QWL and job performances of employees of Bank of Baroda and HDFC Bank. The paper uses T-test to consider whether there are significant differences between both banks.

### **Research Methodology**

Primary data was collected from the employees of both the banks. The branches of both the banks were randomly selected from the prominent cities of Rajasthan. Sample distribution for the banks is summarised in Table 1 and Table 2 (See Appendix). Structured questionnaire was prepared to ascertain the perception of bank executives on various aspects of the study. Data analysis was done through SPSS 16.0.

### Data Analysis and Interpretation

The hypotheses to find the difference between QWL and job performances of employees of Bank of Baroda and HDFC Bank for the study are framed as under:-

- $H_{01}$  : There is no significant difference in job performance of employees of the two banks.
- $H_{A1}$  : There is a significant difference in job performance of employees of the two banks.
- $H_{02}$  : There is no significant difference in mean variables of quality of work life of the two Banks.
- $H_{A2}$  : There are significant differences in mean variables of quality of work life of the two Banks.

### Differences between Job Performances of Employees of Bank of Baroda & HDFC Bank

In the table 3 & 4 (See Appendix), research look at the number under "Sig." for "Levene's Test for Equality of Variances. Since the Sig. here is .056, we will use the top row. Now we look under the "Sig. (2-tailed)" column at the appropriate number based on the Levene's Test. If the Sig. is less than .05, then the statistic to be significant (meaning that the researcher can be 95% confident that the difference between the means of the two groups is not due to chance). Here, we see that the significance is .056, which is greater than .05. We can assume that the variances are approximately equal. Based on the results of Levene's test, we know that we have approximately equal variance, so we will take the top line. Since under Sig. (2-tailed), the Sig. Value is .000 which is less than .05, we reject the null hypothesis and accept the alternative hypothesis i.e. "There are significant differences in job performance of employees of the two banks." T value is 14.439. We have 192 degrees of freedom. There is a significant difference between the two groups (the significance is less than .05). Therefore, we can say that there are significant differences in job performance of the two banks.

Here, we reject the null hypothesis, and we can say that there is a significant difference between Bank of Baroda and HDFC Bank on job performance of employees. Looking at the groups statistics, sample mean for Bank of Baroda (3.23) is greater than the sample mean for HDFC Bank (1.84) and therefore, Bank of Baroda scored significantly better than HDFC Bank for job performance.

### Differences between Mean Variables of Quality of Work life of Bank of Baroda & HDFC Bank

In the table 5 and 6(See Appendix), we look at the number under "Sig." for "Levene's Test for Equality of Variances". Since the Sig. is .000, we will use the bottom row. Now, we look under the "Sig. (2-tailed)" column at the appropriate number based on the Levene's Test.

Here, we see that the significance is .000, which is less than .05. We can assume that the Equal variances not assumed. Based on the results of Levene's test, we know that we have Equal variances not assumed so we will take the bottom line. Now under Sig. (2-tailed), since the Sig. Value is .001 which is less than .05.

Since, under Sig. (2-tailed), the Sig. Value is .000 which is less than .05, we reject the null hypothesis and accept the alternative hypothesis i.e. "There are significant differences in mean variables of quality of work life of the two banks."

T value is 3.974. We have 13.958 degrees of freedom. There is a significant difference between the two groups (the significance is less than .05). Therefore, we can say that there are significant differences in mean variables of quality of work life of the two banks. Here, we reject the null hypothesis, and we can say that there is a significant difference between Bank of Baroda and HDFC Bank for mean variables for quality of work life. Looking at the group statistics, sample mean for Bank of Baroda (3.53) is greater than sample mean for HDFC Bank (2.50) and therefore we can say that the quality of work life of employees of Bank of Baroda is better in comparison to HDFC Bank.

### **Conclusion**

So, we can say that the job performance of employees of Bank of Baroda is better in comparison to HDFC Bank because employees of Bank of Baroda are satisfied with the working conditions of the bank, fair payment, opportunities for continuous growth, social relationships in the bank, balance role of work, social coherent in the work organisation, regulations and rule orientation in the bank and development of human capacities in the bank. As we can see that Bank of Baroda scored better than HDFC Bank in terms of job performance so when it comes to job performance, the employees of Bank of Baroda showed higher performance in comparison to employees of HDFC Bank. As in the study, we propose to consider the impact of quality of work life on job performance. So, we can say that the quality of work life conditions in Bank of Baroda is better in comparison to HDFC Bank which, shows its effect on the performance of employees. We can also say that the quality of work life of employees of Bank of Baroda is better in comparison to HDFC Bank. Employees of Bank of Baroda are satisfied with the working conditions of the bank, fair payment, opportunities for continuous growth, social relationships in the bank, balance role of work, social coherent in the work organisation, regulations and rule orientation in the bank and development of human capacities in the bank.

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## Appendix

**Table 1: Sample Distribution for Bank of Baroda**

S.NO.	City	Total No. of Branches	Branches considered for Questionnaire Distribution	Questionnaires Distributed	Questionnaires Returned	Questionnaires Accepted
1.	Ajmer	14	5	25	15	10

2.	Alwar	6	2	10	5	4
3.	Beawar	4	2	10	6	4
4.	Bhilwara	6	2	10	5	3
5.	Bikaner	5	2	10	7	3
6.	Hanumangarh	1	1	5	1	1
7.	Hanumangarh Town	1	1	5	2	1
8.	Jaipur	25	20	100	74	58
9.	Jodhpur	14	9	45	21	12
10.	Kishangarh	2	1	5	1	1
11.	Sikar	6	2	10	2	1
12.	Sri Ganga Nagar	1	1	5	1	1
<b>Total</b>		<b>85</b>	<b>48</b>	<b>240</b>	<b>140</b>	<b>99</b>

Table 2: Sample Distribution For HDFC Bank

S.No.	City	Total No. of Branches	Branches considered for Questionnaire Distribution	Questionnaires Distributed	Questionnaires Returned	Questionnaires Accepted
1.	Ajmer	1	1	5	5	5
2.	Alwar	1	1	5	4	4
3.	Beawar	1	1	5	3	2
4.	Bhilwara	2	2	10	5	4
5.	Bikaner	2	2	10	4	3
6.	Hanumangarh	1	1	5	2	1
7.	Hanumangarh Town	1	1	5	2	1
8.	Jaipur	16	16	80	66	61
9.	Jodhpur	5	5	25	14	10
10.	Kishangarh	1	1	5	3	2
11.	Sikar	1	1	5	1	1
12.	Sri Ganga Nagar	1	1	5	1	1
<b>Total</b>		<b>33</b>	<b>33</b>	<b>165</b>	<b>110</b>	<b>95</b>

## Differences between Job Performances of Employees of Bank of Baroda &amp; HDFC Bank:-

Table 3: Group Statistics

	BANK	N	Mean	Std. Deviation	Std. Error Mean
JOBPER	BOB	99	3.2323	.71183	.07154
	HDFC	95	1.8421	.62426	.06405

Table 4: Independent Samples Test

		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	95% Confidence Interval of the Difference	
									Lower	Upper
JOB PER	Equal variances assumed	3.685	.056	14.439	192	.000	1.3902	.09628	1.20031	1.58012
	Equal variances not assumed			14.478	190.478	.000	1.3902	.09602	1.20081	1.57962

## Differences between Mean Variables of Quality of Work life of Bank of Baroda &amp; HDFC Bank:-

Table 5: Group Statistics

	BANK3	N	Mean	Std. Deviation	Std. Error Mean
MEANVAR	BOB	8	3.5341	.50601	.17890
	HDFC	8	2.5000	.53452	.18898

Table 6: Independent Samples Test

		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	95% Confidence Interval of the Difference	
									Lower	Upper
MEAN VAR	Equal variances assumed	1.167	.000	3.974	14	.001	1.0341	.26023	.47595	1.59223
	Equal variances not assumed			3.974	13.958	.001	1.0341	.26023	.47579	1.59239