

An Analysis Of Impact Of Quality Of Work Life And Work Culture On Employee Engagement And Performance In Private Banks

Ms. Malvika Tiwari¹, Dr. Sapna Sharma², Dr. Saket
Ranjan Praveer³

¹Research Scholar (Management),SSIPMT, Raipur
malvika.tiwari@SSIPMT.com

²Associate Professor, SSIPMT, Raipur
sapna.sharma@SSIPMT.com

³Professor, SSIPMT, Raipur saketpraveer@SSIPMT.com

Abstract:

The increasing competition has created one of the biggest challenges for companies to survive and retain the human capital for the achievement of goals. Various HR initiatives are now taking new shape to understand the expectations of employees and how they can be engaged willingly to work towards their common goals. Banking sector is one such where the cut throat competition has laid much load on the banks and thereby its employees. Amidst such an environment, employees need a conducive culture where they survive balancing their work life and personal life. This study investigates the influence of quality of work life (QWL) and work culture on employee performance within the private banking sector. The research aims to explore the intricate relationship between these factors and their impact on employees' productivity and overall performance. The surveys assess various dimensions of QWL and work culture, including Walton's Model of QWL , Rewards & recognition, Creativity , Autonomy, Organization communication and employee engagement. The findings of this study contribute to the existing literature by highlighting the significance of QWL and work culture in enhancing employee engagement within the context of private banking

sectors. The implications of this research are valuable for private banking institutions in formulating strategies to optimize QWL and cultivate a positive work culture that fosters employee engagement and performance. By prioritizing the enhancement of QWL and fostering a conducive work culture, organizations can not only improve employee satisfaction and retention but also drive overall business success in the competitive banking industry.

Keywords: Quality of Work life, Culture, Employee Performance, Employee Engagement,

1. Introduction:

In the dynamic landscape of the modern business world, the performance and success of organizations often hinge upon the effectiveness of their human capital. Within the realm of private banking sectors, where competition is fierce and client expectations are high, the role of employees in driving organizational growth and profitability cannot be overstated. Recognizing the pivotal importance of employee performance, organizations are increasingly turning their focus towards understanding and optimizing factors such as quality of work life (QWL) and work culture, which significantly influence employee productivity and satisfaction.

Quality of work life encompasses various aspects of an employee's working environment, including job security, work-life balance, organizational support, and opportunities for personal and professional growth. A positive QWL not only enhances employee well-being but also fosters a sense of commitment and engagement towards organizational goals. Similarly, work culture, characterized by the norms, values, and practices prevalent within an organization, plays a crucial role in shaping employee attitudes and behaviors.

Against this backdrop, this study endeavors to explore the impact of quality of work life and work culture on employee performance within the private banking

sectors. By delving into the intricate interplay between these factors, the research aims to uncover insights that can inform organizational strategies aimed at maximizing employee productivity and satisfaction.

The private banking sector, renowned for its fast-paced and competitive nature, presents a unique context for examining the relationship between QWL, work culture, and employee performance. The study seeks to identify the key determinants of QWL and work culture specific to this sector and assess their influence on various dimensions of employee performance, including job satisfaction, commitment, and productivity.

By conducting a comprehensive analysis that integrates both quantitative surveys and qualitative interviews, this research aims to provide a nuanced understanding of how QWL and work culture shape employee experiences and outcomes within private banking organizations. Through empirical evidence and theoretical frameworks, the study aims to contribute valuable insights to the existing body of knowledge in the fields of organizational behavior and human resource management.

Ultimately, the findings of this study hold significant implications for private banking institutions seeking to enhance their competitive advantage through the optimization of employee performance. By prioritizing the improvement of QWL and cultivating a positive work culture, organizations can not only attract and retain top talent but also foster a conducive environment for innovation, growth, and long-term success in the dynamic landscape of the banking industry.

1.1 Background of the study

The private banking sector operates within a highly competitive and dynamic environment, where the performance and success of organizations are closely intertwined with the effectiveness of their human capital. As such, understanding the factors that influence employee performance within this sector is paramount. Two key factors that have garnered significant attention in recent years are the quality of work life (QWL) and

work culture.

QWL encompasses various aspects of an employee's work environment, including job security, work-life balance, organizational support, and opportunities for growth and development. A positive QWL not only contributes to employee well-being but also enhances their job satisfaction, commitment, and productivity. Work culture, on the other hand, refers to the values, norms, and practices that characterize an organization. A supportive and inclusive work culture fosters employee engagement, collaboration, and innovation, thereby driving organizational success.

While there is a growing body of research exploring the impact of QWL and work culture on employee performance across various industries, there is a dearth of studies specifically focusing on the private banking sector. Given the unique challenges and dynamics of this sector, it is essential to investigate how QWL and work culture influence employee performance within private banking institutions.

Understanding the relationship between QWL, work culture, and employee performance in the private banking sector is not only academically enriching but also holds practical implications for organizational management. By identifying the factors that contribute to a positive QWL and fostering a supportive work culture, private banking institutions can attract and retain top talent, enhance employee engagement and satisfaction, and ultimately drive organizational success in a highly competitive market landscape.

Therefore, this study seeks to fill this gap in the literature by investigating the impact of QWL and work culture on employee performance within the private banking sector. Through a comprehensive analysis, the research aims to provide valuable insights that can inform organizational strategies aimed at optimizing employee performance and enhancing organizational effectiveness in the private banking sector.

1.2 Industry Scenario

In Chhattisgarh, the private banking industry is experiencing a gradual but noticeable evolution, mirroring the broader economic growth and urbanization trends seen across the state. With cities like Raipur, Bilaspur, and Durg emerging as commercial hubs, there's been a growing demand for sophisticated financial services, including those offered by private banks. As urbanization continues and economic prosperity spreads, the state's population is accumulating wealth, creating a market for personalized banking and wealth management solutions.

This rise in affluence is particularly evident among high-net-worth individuals (HNIs), entrepreneurs, and professionals who seek tailored financial services to manage their assets and investments effectively. Private banks are capitalizing on this trend by providing specialized services such as personalized banking, investment advisory, and wealth management to meet the unique needs of affluent clients. As a result, private banking institutions in Chhattisgarh are increasingly focusing on offering comprehensive solutions to cater to the diverse financial requirements of their clientele.

In this competitive landscape, private banks are striving to differentiate themselves through innovation and customer-centric strategies. Embracing digitalization and technology, private banks are leveraging online platforms, mobile banking applications, and fintech solutions to enhance customer experiences and provide seamless banking services. By adopting these technological advancements, private banking institutions in Chhattisgarh are aiming to stay ahead of the curve and meet the evolving expectations of their clients in an increasingly digital world.

Furthermore, private banks are also expanding their reach and presence across the state, with a focus on establishing branches and service centers in key urban centers and emerging markets. This certainly needs

more manpower that too qualified and one willing to work for a long term maintaining the turnover ration of the banks. It has been found that bank employees often work under target pressures which coax them to take a break. Such Conditions create an alarming situation for Bank management to work towards improving the innate culture and making a hassle free experience for employees to work in a bank with a quality personal life too.

1.3 Scope:

The scope of this study encompasses an examination of the impact of quality of work life (QWL) and work culture on employee engagement within the **private banking sectors**. It focuses on factors such as innovativeness, ease of communication, organizational support, avenues for training & development, and employee engagement, aiming to understand their influence on engagement levels and thereby performance. While considering the unique characteristics of the private banking industry, the researchers may further explore variations based on organizational size and structure within a specific geographical context. Limitations such as sample biases and generalization will be acknowledged to ensure the study's rigor and relevance.

2. Literature Review:

Employee Engagement

(Woodruffe, 2006) , explained that achieving employee engagement levels may prove to be an effective competitive edge for organizations. The term engagement reflects the idea of an employee being fully devoted to a particular job. So that the employee puts discretionary effort which he or she wants to give to a job. (Markos & Sridevi, 2010) , suggested that when employees feel engaged with the organization, they are emotionally attached to their firm and display great enthusiasm towards achievement of the organizational goal. They go beyond their set limits towards

accomplishment of their task. Employee engagement is stronger predictor of positive organizational performance. (Bedarkar & Pandita, 2014) , concluded that fulfillment of goals and objectives is aligned with the dependency shared between organization and employees. Henceforth the practice of employee engagement must be embedded in the organization's culture. It must include a continuum of learning, feedback and action. An employer concerns regarding, what an employee wants creates a lasting impact on performance levels which obviously improves organization's performance in the long run.

Quality of Work Life (QWL) on Employee Engagement

QWL has been one of the crucial elements to be considered when an organization wants to achieve predefined objectives. It has received major attention from organizations over the time and with time many models to measure QWL have evolved. After a thorough review of literature, majority of the studies have preferred WALTON's definition of QWL. (Walton, 1973) proposed eight different categories that caters to improved quality of work life namely (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediate opportunity to use and develop human capacities, (4) career opportunity and security, (5) social integration at work, (6) constitutionalism in the work organization, (7) work and total life space and (8) social relevance of work life.[(Abilio, Lopez, Rosado, & Reis, 2021) ; (Al-Otaibi, 2020) and (Timossi, Pedroso, Francisco, & Pilatti)]. (Kanten & Sadullah, 2012) , concluded that there is a significant relationship between Quality of Work life (QWL) and employee engagement. (Dutta & Mahanta, 2022), found that QWL and employee engagement are significant to improve the functioning of organization end overall effectiveness. Henceforth the better the QWL better the engagement levels of employees.

Work Culture on Employee Engagement

(Azhar, 2003) , defined organization culture as a blend of assumptions shared in common among the employees of the organization. According to him , two significant elements creates a culture namely value and beliefs. Values are inherited assumptions of the leaders to the current employees to be considered as ideals. Beliefs are what an employee experiences over the time, in short brief version of reality. (Schein, 2004) , concluded culture as shared assumptions that are being used by employees to solve their issues and problems. Also, that organization culture is a subconscious phenomenon that operates simultaneously with all the other functions. (Robbins, 1986) On the other hand, defines organizational culture as a uniform insight of an organization with general characteristics. Organizational culture, according to the author acts as a distinguishing factor for organizations integrating individuals and groups within a particular organization. Organization Culture has shown to drive engagement of employees towards their work and job roles. (Shehri, McLaughlin, Ashaab, & Hamad, 2017) ,concluded in their study that an organization’s culture embedded with organizational communication, rewards, recognition and avenues for training and development are the elements that improves engagement levels of employees. (Brenyah & Obuobisa-Darko, 2017) , found that recognition to achievements and support from the management plays a vital role in engaging employees towards their work. Such a culture could enhance the overall productivity of the organization. (Babu, Mohan, & Dr.S.K.Manivannan, 2020) , concluded that organizations must focus on building a culture with elements like innovativeness, encouraging creativity among employees, autonomy, variety of work, challenges and motivation. (Kotter & L.Heskett, 1992) Failing to do so, organizations with weak culture faces resistance from employees to change, unwillingness to work and decreasing levels of productivity.

2.1 Variables Identified

Independent Variables	Index	Source
-----------------------	-------	--------

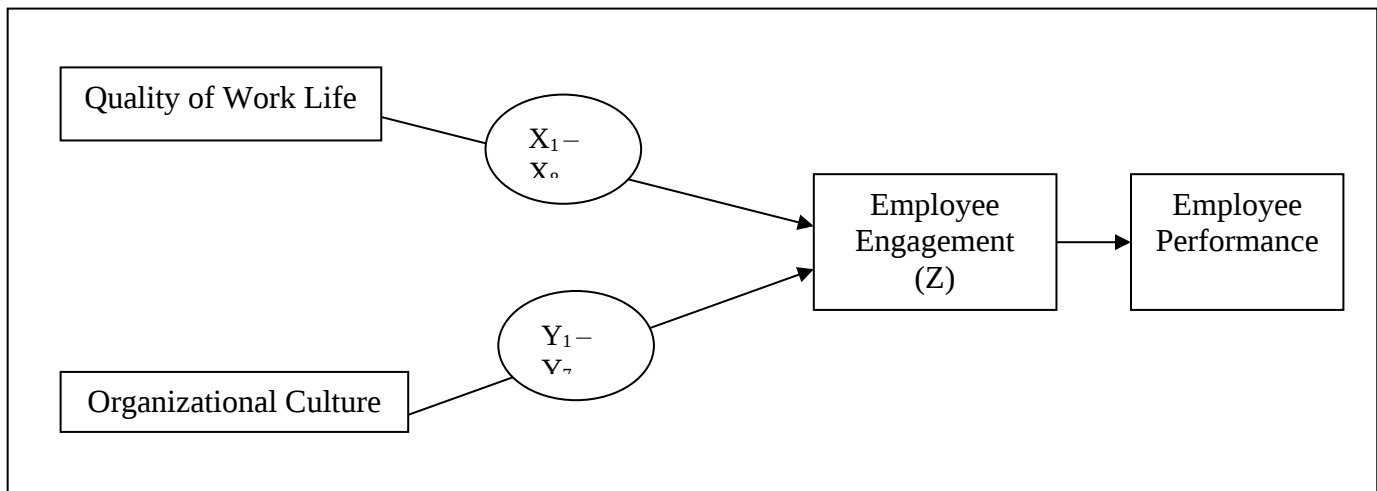
Adequate and fair compensation,	X ₁	Walton, 1973 Abilio, Lopez, Rosado, & Reis, 2021) Al-Otaibi, 2020 Timossi, Pedroso, Francisco, & Pilatti
Safe and healthy working conditions	X ₂	
Immediate opportunity to use and develop human capacities,	X ₃	
Career opportunity and security,	X ₄	
Social integration at work,	X ₅	
Constitutionalism in the work organization,	X ₆	
Work and total life space	X ₇	
Social relevance of work life.	X ₈	
Organizational communication	Y ₁	Shehri, McLaughlin, Ashaab, & Hamad, 2017
Rewards, recognition	Y ₂	Shehri, McLaughlin, Ashaab, & Hamad, 2017 Brenyah & Obuobisa-Darko, 2017
Avenues for training and development	Y ₃	Shehri, McLaughlin, Ashaab, & Hamad, 2017
Supportive environment	Y ₄	Brenyah & Obuobisa-Darko, 2017
Creativity	Y ₅	Babu, Mohan, & Dr.S.K.Manivannan, 2020
Autonomy	Y ₆	
Challenges	Y ₇	

Dependent Variable		
Employee Engagement	Z	Bedarkar & Pandita, 2014

3. Framework of the Study

3.1 Conceptual Framework

We have taken Walton's model of QWL for this study which has 7 elements (X_1 to X_8). Also, to study the impact of Organization Culture over employee engagement Organizational Communication (Y_1), Rewards & recognition (Y_2), Training & development (Y_3), Supportive Environment (Y_4), Creativity (Y_5), Autonomy (Y_6), Challenges (Y_7) are taken to be exogenous variables on Employee Engagement (Z) as endogenous variable.



4. Methodology

The target population includes employees of private banking sector. The sampling frame consist of the employees of private banks working in Raipur, Durg and Bilaspur Circle. Causal research design has been used and the study is based on primary data collected using self-administered structured questionnaires on 7-point Likert's scale. There are many private banks in Raipur, Bhilai and Bilaspur Circle with more than 7000 employees. The data is infinitely large. Therefore,

Cochran's Method for sample size determination has been used which results 385 as the sample size for 5% level of significance. Systematic sampling technique has been used to collect the sample. The data has been analysed with the help of Factor analysis.

5. Data Analysis & interpretation

5.1 Demographic Profile

Demographic Profile	Attributes	Total Count	Percentage
Gender	Male	145	40.7
	Female	213	59.3
Age	20-29	54	15
	30-39	190	53
	40-49	86	25
	49 and above	28	7.8
Job Levels	Operation Level	125	35
	Managerial level	161	45
	Executive Level	72	20

Table 5.1: Demographic Profile of the Respondents

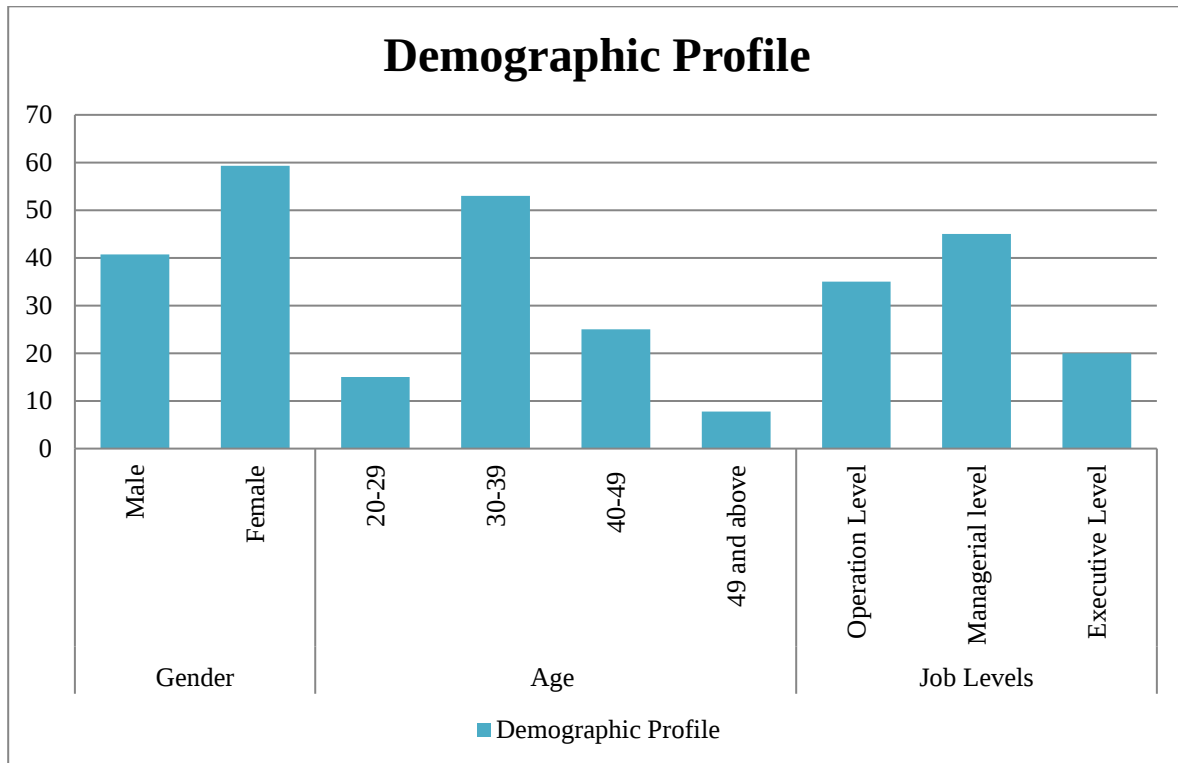


Chart 5.1: Demographic Profile of the Respondents

The above table and graph represents demographic composition from the responses collected on the basis of three demographic attributes: Gender, Age, and Job Levels. The results have shown a slightly higher percentage of females at 59.3% compared to males at 40.7%. In terms of age distribution, the majority falls within the 30-39 age range comprising 53% of the population, followed by 25% individuals with age range 40-49. The respondents with age group 20-29 represent a smaller proportion at 15%, while individuals with 49 and above compose 7.8% of the total. Regarding job levels, managerial positions hold the highest share at 45%, followed by operational roles at 35%, and executive positions at 20%.

This comprehensive breakdown offers valuable insights for targeted strategies in areas such as recruitment, employee engagement, and diversity initiatives within the organization.

5.2 Factor Analysis

S.No	Factor	Variables	Factor Analysis
1	Quality of Work Life	Adequate and fair compensation,	0.722
2		Safe and healthy working conditions	0.717
3		Immediate opportunity to use and develop human capacities,	0.857
4		Career opportunity and security,	0.724
5		Social integration at work,	0.524
6		Constitutionalism in the work organization,	0.752
7		Work and total life space	0.838
8		Social relevance of work life.	0.798
9	Organizational Culture	Organizational communication	0.790
10		Rewards, recognition	0.782
11		Avenues for Training and development	0.821
12		Supportive Environment	0.847
13		Creativity	0.797
14		Autonomy	0.513

15		Challenges	0.753
----	--	------------	-------

Table 5.2: Factor Analysis Table

The factor analysis conducted on the variables related to Quality of Work Life and Organizational Culture unveils significant insights into the underlying structures of these constructs. For Quality of Work Life, the analysis indicates a strong correlation (above 0.7) between factors such as adequate and fair compensation, safe and healthy working conditions, immediate opportunity for human capacity development, career opportunity and security, constitutionalism in the work organization, work-life balance, and social relevance of work life. This suggests that these aspects are closely interconnected and collectively contribute to the overall quality of work life experienced by individuals. Similarly, in the domain of Organizational Culture, variables such as organizational communication, rewards and recognition, avenues for training and development, supportive environment, creativity, and challenges exhibit strong interrelations, implying that these elements are integral components shaping the organizational culture. However, the autonomy variable shows a weaker correlation, indicating its potential distinctiveness within the organizational culture framework. This interpretation provides valuable insights for organizations aiming to enhance both quality of work life and organizational culture by focusing on these interconnected factors.

6. Conclusion

The conclusion drawn from the demographic analysis and factor analysis in the private banking sector provides valuable insights into areas directly linked to employee engagement and performance. The demographic analysis revealed a predominant presence of females (59.3%) and a significant proportion of individuals aged 30-39 (53%), with managerial positions (45%) being most prevalent. Understanding the demographic composition, such as gender distribution and age

demographics, allows organizations to tailor their engagement strategies to meet the diverse needs and preferences of their workforce. The factor analysis uncovered strong correlations among various factors contributing to quality of work life and organizational culture, suggesting their interconnectedness and importance in shaping employees' experiences. Engaged employees are more likely to feel valued and motivated, leading to higher levels of performance and productivity. The factors identified in the analysis, such as adequate compensation, career opportunities, supportive environments, and recognition programs, are all key drivers of employee engagement. By addressing these factors, organizations can create an environment where employees are more engaged, committed, and willing to go the extra mile, ultimately leading to improved employee performance. Moreover, a positive organizational culture, characterized by effective communication, opportunities for development, and a sense of belonging, fosters higher levels of engagement among employees, which in turn positively impacts their performance outcomes. Therefore, by aligning strategies to enhance employee engagement with the factors identified in the analysis, organizations can create a conducive work environment that maximizes employee performance and contributes to overall organizational success.

References

1. Abilio, S., Lopez, H. S., Rosado, D. P., & Reis, J. C. (2021). Quality of Work Life according to Walton's Model: case study of the Higher Institutes of Defense Studies of Mozambique. *Social Sciences* , 10 (244), 1-14.
2. Al-Otaibi, R. G.-H. (2020). The Impact of Work-Life Quality on Staff Performance at Dawadami Public Hospital, Saudi Arabia. *Journal of Human Resource and Sustainability Studies* , 8 (2), 107-130.
3. Azhar, K. (2003). *Business Policy and Strategic Management*. New Delhi: Tata McGraw-Hill.
4. Babu, A., Mohan, D. A., & Dr.S.K.Manivannan. (2020). Impact of Work Culture on Employee Engagement . *TEST Engineering & Management* , 9758-9764.

5. Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia - Social and Behavioral Sciences* , 133, 106-115.
6. Brenyah, R. S., & Obuobisa-Darko, T. (2017). Organization culture and Employee Engagement within the Ghanaian Public Sector. *Review of Public Administration and Management* , 5 (3), 2-7.
7. Babcock-Roberson, M.E., & Strickland, O.J., (2010). The Relationship Between Charismatic Leadership, Work Engagement, and Organizational Citizenship Behaviors. *The Journal of Psychology*, 144(3), 313 326.
8. Bakker, A.B., & Demerouti, E., (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223.
9. Boonrod, W., (2009). Quality of Working Life: Perceptions of Professional Nurses at Phramongkutklao Hospital. *J Med Assoc Thai*, 92(1), 7- 15.
10. Dutta, P., & Mahanta, D. D. (2022). Quality of work life and employee engagement of school teachers of Assam. *International Journal of Health Sciences* , 6 (S8), 3104-3114.
11. Kanten, S., & Sadullah, O. (2012). An empirical research on relationship quality of work life and work engagement. *Elsevier Procedia - Social and Behavioral Sciences* , 360-366.
12. Kothari, C.R. (2004) *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi.
13. Kotter, J., & L.Heskett, J. (1992). *Corporate Culture and Performance*. New York: Free Press.
14. Markos, S., & Sridevi, M. (2010). Employee Engagement:The key to improving performance. *International Journal of Business and Management* , 5 (12), 89-96.
15. Robbins, S. (1986). *Organizational Behaviour: Cases, Concepts and Controversies*. New Delhi: Prentice Hall.
16. Schein, E. (2004). *Organization Culture and Leadership*, 2nd ed. San Francisco: Jossey Bass.
17. Shehri, M. A., McLaughlin, P., Ashaab, A. A., & Hamad, R. (2017). Impact of Organization Culture on Employee Engagement in Saudi Banks. *Journal of Human Resource Management Research* , 1-23.
18. Timossi, L. d., Pedroso, B., Francisco, A. C., & Pilatti, L. A. EVALUATION OF QUALITY OF WORK LIFE: AN ADAPTATION FROM THE WALTON'S QWL MODEL. XIV INTERNATIONAL

CONFERENCE ON INDUSTRIAL ENGINEERING AND
OPERATIONS MANAGEMENT , (pp. 1-17). Rio De Janerio.

19. Walton, R. E. (1973). Quality of Working Life: What Is It? Sloan Management Review , 15 (1), pg. 11.
20. Woodruffe, D. C. (2006, November). Employee engagement -the real secret of winning a crucial edge over your rivals. reSource Magazine , pp. 19-22.