

**QUALITY OF WORK LIFE AS A PREDICTOR OF ORGANIZATIONAL
COMMITMENT AMONG THE CO-OPERATIVE SECTOR
BANK EMPLOYEES IN KERALA WITH SPECIAL REFERENCE TO
THRISSUR DISTRICT**

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DOI: 10.5958/2278-4853.2025.00007.6

ABSTRACT

Quality of work life acts as an indicator of the overall human experience in the work place. If the employees feel satisfied with their work life, they will be committed to their organization as well. It expresses a special way of thinking about people, their work, and the organization in which their careers are fulfilled. This paper intends to study the extend of the level of quality of work life among the bank employees working in the co-operative sector and studies whether there exists a relationship between QWL and organizational commitment among the employees. It further studies whether QWL influences the organizational commitment among the co-operative sector bank employees in Thrissur district in Kerala.

KEYWORDS: *Quality Of Work Life, Organizational Commitment.*

INTRODUCTION

Today, most of the organizations have realized that managing human resources efficiently and effectively not only increases their performance in the organization, but also increases the employee's level of commitment towards the organization. To a major extend, the human resources of an organization is responsible for its productivity and profitability. At the broad level, companies are coming to understand that attracting, developing, and maintaining a competent and stable workforce is now of major strategic importance. Ensuring the quality of work life of employees is a part of this initiative.

Quality of work life has gained deserved prominence in the organizational behavior as an indicator of the overall human experience in the work place. It refers to the relationship between the worker and his environment, adding the human dimension to the technical and economic dimensions within which the work is normally viewed and designed. It comes from understanding and then fully meeting, the needs of all your employees, now and into the future and doing so with continual improvement in efficiency and effectiveness. It expresses a special way of thinking about people, their work, and the organization in which their careers are fulfilled.

The American Society of Training and Development defines QWL as "a process of work organizations which enables its members at all levels to actively participate in shaping the

organization's environment, methods, and outcomes. This value-based process aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees". According to this definition, quality of work life is a process of work organisation designed to enhance the effectiveness of an organisation and improve the quality of work life of its employees.

Organizational commitment is an attitude or an approach which links one's identity to the organization. Employees who have a high level of organizational commitment are friendlier, more efficient, and more loyal towards the organization. It describes people's sense of belongingness and attachment to their organization. On the other hand, quality of work life is an approach concerned with the overall climate of work and the impact that the work has on people as well as on organizational effectiveness. Most of the studies have revealed that quality of work life has an impact on the organizational commitment and hence if the work life quality of the employees is ensured their commitment level towards organization will also improve.

Review of Literature

Afsar S T (2014) made a comparative study about the impact of quality of work life on organizational commitment among the academicians working for state and foundation universities in Turkey. The study revealed that the quality of work life has a positive impact on the affective and normative commitment while it has a negative impact on the continuance commitment among the academicians working in both the state and foundation universities.

Sajjad N K and Abbasi B (2014) in their study examined the relationship between quality of work life and organizational commitment among the customs employees of Iran/Guilan province. The study revealed a positive and significant relationship between QWL and organizational commitment. A regression analysis was also used in the study to confirm the relationship between quality of work life and organizational commitment among the customs employees.

Farid H, Izadi Z, Ismail I am and Alipour F (2015) studied about the relationship between quality of work life and organizational commitment among lecturers at a Malaysian public research university. Correlation coefficient was used to study the relationship of organizational commitment with the dimensions of quality of work life and quality of work life with the dimensions of organizational commitment. The study revealed a highly significant relationship between quality of work life and organizational commitment among the lectures at Malaysian public research university.

Significance of the Study

QWL is a comprehensive program which tries to improve the efficiency of the employees by improving their working conditions and by integrating them with the organization and thereby influencing their organizational behavior such as organizational commitment. There is a general notion that the employees working in the co-operative banks have low level of work life quality and commitment level. Hence this study tries to assess the work life quality and the organizational commitment level of employees working in the co-operative banks in Thrissur district in Kerala.

Dimensions of QWL and Organizational Commitment

Walton's eight dimensions of quality of work life is used in this study to assess the quality of work life which include adequate and fair compensation, safe and healthy working conditions, opportunity for career development, fair and equitable treatment, social integration in the work place, opportunity for individual development, total life space and social dependence or relevance of work life (Behzad Jhanmohammadi et al (2015)). With necessary modifications, these dimensions are used in this study.

Meyer and Allen's three factor model of organizational commitment are used in the study. They are affective commitment, continuance commitment and normative commitment.

i) Affective commitment refers to the employees' positive emotional attachment to the organization where he is happy to be a member of the organization. Employees with high affective commitment stay in the organization and are willing to take efforts for the benefits of the organization and hence this type of commitment is the most optimal.

ii) Continuance commitment is the tendency to stay in the organization to avoid the expenses of turnover or to enjoy the benefits of staying. They stay in their organization due to fewer job alternatives and show only a minimum level of performance required to be a member of the organization and therefore this type of commitment is not a favorable one.

ii) Normative commitment is a sense of obligation and loyalty of an employee to remain in the work place as an organization's member. A person with high normative commitment remains a member of the organization because they feel working for that organization is his duty since the organization has treated him well.

These three dimensions of the organizational commitment are used in this study.

Objectives of the Study

- To study the level of quality of work life among the co-operative sector bank employees in Thrissur district.
- To examine the relationship between quality of work life and organizational commitment among the co-operative sector bank employees.
- To identify the effect of quality of work life on the organizational commitment among the co-operative sector bank employees.

Methodology of the Study

The present study is descriptive in nature. Both primary and secondary data are used for the study. Primary data is collected using the structured questionnaire and secondary data is collected from various published sources and websites.

Sample selection

A sample of 60 employees working in the various co-operative banks in the Thrissur district in Kerala is selected for the study. Both the male and female employees are included in the study. An employee with at least three years' experience is selected as respondents for the study.

Tools used

Questionnaire is the tool used for data collection. It comprised of two parts: questions for measuring the dimensions of QWL and questions for measuring the dimensions of organizational commitment. The questionnaire comprised of 26 questions for measuring eight dimensions of quality of work life and 18 questions for measuring the three dimensions of organizational commitment. For measuring the organizational commitment, the Organizational Commitment Scale (OCS) developed by Meyer and Allen (1993) was used in this study. These factors are observed to be appropriate and reliable within this context of study. A five-point Likerts' scale ranging from strongly agree to strongly disagree was used for measuring the responses.

Statistical Analysis

Data are collected from a sample of 60 employees working in the co-operative banks. SPSS software is used for analyzing the data. The Cronbach's alpha of the questionnaire is calculated (0.897) which means it is highly reliable. Independent sample t test, correlation coefficient and linear regression method are used in this study.

Results and Discussions

1. Profile of the Respondents

The profile of the respondents is shown in the tables given below. The characteristics of the sample selected in terms of their age, marital status and gender is given below.

Table 1.1 Age of the respondents

	Frequency	Valid Percent
Up to 35 Years	12	20.0
35 – 45 Years	31	51.7
Above 45 Years	17	28.3
Total	60	100.0

Source: Primary Data

Table 1.1 reveals that majority of the bank employees (51.7%) belong to the age group 35-45 years, while 28.3% employees belong to the age group above 45 years and the remaining employees (20%) belong to the age group up to 35 years.

Table 1.2 Gender of the respondents

	Frequency	Valid Percent
Male	28	46.7
Female	32	53.3
Total	60	100.0

Source: Primary Data

From table 1.2, we can conclude that majority of the respondents (53.3%) are female employees while the remaining (46.7%) are male employees.

Table 1.3 Marital Status of the respondents

	Frequency	Valid Percent
Unmarried	24	40.0
Married	36	60.0
Total	60	100.0

Source: Primary Data

The above table 1.3 reveals that majority of the respondents (60%) are married employees while the remaining (40%) are unmarried ones.

2. Dimensions of QWL and Organizational Commitment

Table 2.1 Dimensions of QWL

	Mean	Std. Deviation
1. Adequate and Fair Compensation	3.189	1.057
2. Constitutionalism in the Work Place	3.367	.760
3. Safe and Healthy Work Environment	3.683	.553
4. Social Integration in the Work Place	3.333	.727
5. Opportunity for Individual Development	3.275	.805
6. Opportunity for Career Development	3.144	.593
7. Total Life Space	2.553	.575
8. Social Relevance of the Work Space	3.100	.399

Source: Primary Data

From the table 2.1, we can conclude that safe and healthy working environment (3.683) is the major factor contributing to the quality of work life among the co-operative sector bank employees. Other factors like constitutionalism in the work place or fair treatment of the employees (3.367), social integration or coherence in the work place (3.333), opportunity for individual development (3.275), adequate and fair compensation (3.189), opportunity for career development (3.144) and social relevance (3.100) also contributes to the quality of work life. Total life space or balancing the work and family life (2.553) is the least contributing factor to the quality of work life of bank employees working in the co-operative sector.

Table 2.2 Dimensions of Organizational Commitment

	Mean	Std. Deviation
Affective Commitment	2.993	.474
Continuance Commitment	3.006	.462
Normative Commitment	2.913	.422

Source: Primary Data

The table 2.2 shows that continuance commitment (3.006) is the major contributing factor to the organizational commitment among the bank employees while the affective commitment (2.993) and normative commitment (2.91) are the other contributing factors towards the organizational commitment. From this, we can conclude that majority of the bank employees have continuance commitment towards the organization which means they are staying in the organization since they have no other job alternatives or for saving the cost of their job turnover.

3. Level of QWL

Table 3.1 Level of QWL

	Frequency	Valid Percent
Low Level	20	33.3
Moderate Level	26	43.3
High Level	14	23.3
Total	60	100.0

Source: Primary Data

Table 3.1 explains the level of quality of work life among the bank employees. For assessing the level of QWL, a summated mean score of all the dimensions of QWL was calculated and was categorized in to three groups. The scores ranging from (17-23) is considered as low level, from (23-27) as moderate level and from (27-30) as high level. From the table, we can conclude that majority of the respondents (43.3%) are having moderate level of quality of work life while 33.3% bank employees are having low level of QWL and the remaining 23.3% bank employees fall in to the high-level group.

4. Correlation between QWL and Organizational Commitment

H₀₁: There is no significant relationship between quality of work life and organizational commitment among the bank employees.

Table 4.1 Correlation Coefficient

		QWL	OC
QWL	Pearson Correlation	1	0.381*
	Sig. (2-tailed)		0.038
	N	60	60
OC	Pearson Correlation	0.381*	1
	Sig. (2-tailed)	0.038	
	N	60	60

* Correlation is significant at the 0.05 level (2-tailed). Source: Primary Data

The above table 4.1 indicates the correlation between the quality of work life and organizational commitment. The correlation coefficient is 0.381 which means the quality of work life is 38.1% positively correlated to organizational commitment and hence the null hypothesis, H₀₁: There is no significant relationship between quality of work life and organizational commitment among

the bank employees is rejected since there exist a positive correlation between quality of work life and organizational commitment.

5. Testing gender with QWL and Organizational Commitment

H₀₂: Both the male and female employees experience the same level of quality of work life.

Table 5.1 QWL and Gender

	Gender	Mean	Std. Deviation	t value	p value
QWL	Male	24.687	3.681	3.323	0.048
	Female	26.741	2.156		

Source: Primary Data

An independent sample t test is used here to test whether both male and female employees experience the same level in the quality of work life. Since the p value (0.048) is less than 0.05, the null hypothesis, H₀₂: Both the male and female employees experience the same level of quality of work life, is rejected which means the quality of work life is experienced or perceived differently among the male and female employees. The mean score reveals that female employees (26.741) are having better quality of work life compared to the male employees in the co-operative banking sector.

H₀₃: The organizational commitment among both the male and female bank employees is same.

Table 5.2 Organizational Commitment and Gender

	Gender	Mean	Std. Deviation	t value	p value
OC	Male	8.876	1.025	1.397	0.247
	Female	8.944	0.760		

Source: Primary Data

An independent sample t test is also used here to test the organizational commitment among the male and female employees. From the table 6.2, we can conclude that the p value (0.247) is greater than 0.05 and hence the null hypothesis, H₀₃: The organizational commitment among both the male and female bank employees is same, is accepted here which means organizational commitment among both the male and female employees is same. From the mean score, it is evident that female employees (8.944) are more committed towards their organization compared to the male employees.

6. Testing the effect of QWL on Organizational Commitment

H₀₄: All variables of the quality of work life are positively related to organizational commitment.

Table 6.1 Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.373	.134	.83404

a. Predictors: (Constant), SR, SHE, OCD, CWP, TLS, SI, AFC, OID

Table 6.2 Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.106	2.235		5.416	.000
AFC	.154	.258	.181	.595	.558
CWP	-.609	.386	-.516	-1.578	.129
SHE	.056	.316	.035	.177	.861
ISI	.327	.334	.265	.979	.339
OID	-.290	.403	-.260	-.718	.481
OCD	-.611	.324	-.404	-1.889	.073
TLS	-.098	.320	-.063	-.307	.762
SR	.062	.472	.027	.130	.897

a. Dependent Variable: OC

Linear regression method is used to identify the effect of quality of work life on the organizational commitment of bank employees. From table 6.1, it can be concluded that the R value (correlation coefficient) is 0.611 and the R square value (the coefficient of determination) is 0.373, which means 37.3% of the organizational commitment is attributed or caused by the variables of quality of work life. Table 6.2 reveals that the four variables of quality of work life; adequate and fair compensation, safe and healthy work environment, social integration in the work place and social relevance of the work place are positively related to the organizational commitment while the other four variables constitutionalism in the work place, opportunity for individual development, opportunity for career development and total life space are negatively related to the organizational commitment of the bank employees. Thus, we can conclude that the variables of quality of work life have a positive effect on the organisational commitment of the co-operative sector bank employees.

CONCLUSION

From the results above, we can conclude that the quality of work life among the co-operative sector bank employees is in moderate level. Though the employees are satisfied with their working environment and the other dimensions, they are not able to manage their family life along with their work and this is indicated by the total life space as the least contributing factor. Regarding the organization commitment among the bank employees, they are having continuance commitment towards their organization which means they are staying in the organization since they are not having adequate job alternatives and for saving the cost of their job turnover. Thus, we can conclude that if the employees get a better job opportunity, they will leave their organization. The study further revealed that the quality of work life is positively correlated to the organizational commitment among the bank employees. Quality of work life

among the male and female employees is different while gender does not influence the organizational commitment of the employees. The linear regression method revealed that the variables of the quality of work life have a significant effect on the organizational commitment of the co-operative sector bank employees. Thus, it can be concluded that the employees shall be provided with adequate opportunities for improving their creativity and shall be given proper training for enriching their job.

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