



ANALYSIS OF DETERMINANTS OF QUALITY OF LIFE ON EMPLOYEE ENGAGEMENT PRACTICES AT UNION BANK OF INDIA, ANDHRA PRADESH

K. SRILATHA
Research Scholar, School of
Management studies, JNT
University, Anantapur,
Ananthapuramu - 515002

**Prof. PANATULA
MURALI KRISHNA**
Professor of SKIM, Sri
Krishnadevaraya University,
Ananthapuramu - 515003

**Dr. T. NARAYANA
REDDY**
Associate Professor & Head,
School of Management studies,
JNT University, Anantapur,
Ananthapuramu- 515002

ABSTRACT

Disengaged Employees is a great concern to most of the organizations in today's world of distractions and bountiful of opportunities. Engaging disengaged employees is the need of the art in most of the competitive organisations. In general, the quality of life in organisations attributes gives impetus and better working conditions. It boosts morale of the employees and makes them work towards the assigned goals of the organization where effective leadership plays a vital role as disengaged employees should be engaged. Disengaged employees can be engaged at work place by providing associated benefits apart from monetary benefits. The augmenters such as addressing the needs of the employees, an open environment where information is shared without filters, can gain advantage by the employees in doing the job in an easier manner. Provision of fair communication, Co workers have good working relationship are analysed in selected bank. The associated benefits with employee engagement practices are galore. This research paper traces out to find the presence of benefits associated in various elements of quality of life and analysis the determinants of quality of life on employee engagement practices in selected bank.

Keywords: Quality of life, Employee Engagement, Disengaged Employees.

1. Introduction: Dynamic change is noticed in the current contemporary world. Employee engagement is a contemporary concept in the dynamic world. The concept focuses on employees who are respected by the Organizations. The most valuable assets are human workforce for the organizations. Employee engagement is an incremental factor in service sector. Efficient work force can achieve the pre determined goals and objectives of the organization. Employer to employee relationship is mainly based on mutual communication and trust among co workers. The management needs to take appropriate measures in order to build a positive relationship between employers and employees. According to Aon Hewittⁱ model of employee engagement the determinants of quality of life includes job security, safety, and work life balance, physical work and work environment. In general, if organisation provides job security for the employees they feel sense of responsibility and accomplish the work with higher result. Workplace safety is an important aspect for any employee because he can enhance his performance in a congenial place. Good working conditions can be provided by the organisations for the employees which can boost the employee interest towards enhancing performance. The quality of life determinants of employee engagement in banking sector is taken for the study. Banking sector role is high in developing the economy of the country. It is the most dominated financial sector. To provide

better services for the customers it is possible only with the help of engaged workforce. The employees in the banks will have direct interaction with the customers. Management must focus in engaging their employees for the effective outcome. The determinants such as employee needs identification and fulfilling the needs can make the employees feel enthusiastic at work place which in turn helps him to create balance and catering to the needs of the employers. The other employee influencing aspects include knowing the core values of the organisation, leadership skills, Team work, open communication, information and knowledge sharing, Trust, Presence of Ombudsman.

Review of literature:

Schaufeli et al. (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption, and a more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behaviour.

Harter et al. (2002) defined employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work.

Zeng and Han (2005) referred to employee engagement as having a long-lasting, positive emotional and motivational state of awakening their work, ready to devote themselves to work at any time, and are accompanied by pleasant, proud, and encouraging experiences during work.

Cha (2007) Employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement, including three dimensions: work engagement, organizational recognition, and sense of work value Engaged employees have a sense of energetic and effective connection with their work activities and see themselves as able to deal well with the demands of their job (Schaufeli & Bakker, 2004)

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According to Belle, Burley, and Long (2014), employees desire to be accepted, respected, and included in the organizational decision-making process.

Importance of the Study

Banking sector is one of the fields which not functioned properly may lose its sheen slowly without the knowledge of the things that went haywire. Hence it is very essential that to sustain and survive in the market. To be a leader best practices of quality of life of employees is taken into consideration so that the determinants of employee engagement creates a synergistic climate at workplace so that the productivity of employees enhances without the feel of fatigue. An enthusiastic workforce can be created with best quality of life employee engagement practices.

2. Objectives of the Study

1. To analyse the determinants influencing quality of life on employee engagement practices.

2. To examine the synergism through involvement of senior personnel in employee engagement practices.
3. To suggest suitable environmental conditions that boost quality of life in employee engagement

3. Research Hypothesis

H₀ There is no effect of determinants on quality of life in employee engagement practices.

H₁ There is an effect of determinants on quality of life in employee engagement practices.

4. Research Design Process

The research design process has many steps basically started with framing appropriate questions in a questionnaire through direct method. The next step includes sample survey involving 260 employees with different cadres which include scale I to scale III officers (Junior officers to managers, award staff and sub staff employees)

Managers, Asst. managers, cashiers different branches of Union bank. Data is analysed using averages for data interpretation and Anova technique for hypothesis testing using SPSS 20

5. Sampling technique: Simple Random sampling technique is used for collecting information from the selected respondents.

6. Method of Data Collection: In this research data is collected from the sample respondents with the help of administration of structured questionnaire

7. Tools of Data Analysis: The collected data is analysed with the help of SPSS (20 version).In this research both descriptive and Inferential statistics were used. In the descriptive statistical analysis Mean and Standard Deviation has been used and in inferential statistics ANOVA has been used.

8. Analysis and Implication

Table 1

Statistical Interpretations of the determinants of “Quality of Life” of employee engagement from the responses received from select employees of Union bank of India

Report

	Age											
	18-29		30-39		40-49		50-59		60 and above		Total	
	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
1.Employee needs are the top priority in this organization	4.0448	1.49172	3.7093	1.37084	2.8409	1.16026	3.0500	.50383	2.8261	.98406	3.4692	1.32798
2.Our senior leaders consistently model our core values	3.6119	.62656	3.5000	1.27187	2.7273	1.45256	3.7250	1.82557	3.2609	2.02748	3.4115	1.39354
3.Our senior leaders demonstrate strong leadership skills	3.3881	1.38121	4.0581	.96228	3.8864	.92046	2.3750	1.39021	3.7826	.73587	3.5731	1.26371
4.Teamwork is encouraged and practiced in this organization	4.0149	1.49233	4.2558	1.18009	4.2727	.45051	3.1750	.98417	3.9565	.36659	4.0038	1.16413

5. There is a strong feeling of teamwork and cooperation in this organization	4.2687	.91423	4.8140	.58434	4.4091	.81606	3.0750	1.02250	1.8696	1.09977	4.0769	1.22153
6. Information and knowledge are shared openly within this organization	3.8358	1.80569	4.1512	1.16334	3.0227	1.22927	2.7750	.89120	2.1739	.49103	3.4923	1.45324
7. Communication is encouraged in this organization	4.7612	.42957	4.6977	.46196	4.5455	.50369	4.3250	.47434	5.0000	.00000	4.6577	.47540
8. My manager does a good job of sharing information	4.7612	.42957	4.6977	.46196	4.5455	.50369	4.3250	.47434	5.0000	.00000	4.6577	.47540
9. Senior management acts as ombudsman in the organization	3.8358	.41183	4.0233	.68560	4.3409	.47949	4.0750	1.49164	4.6087	.89133	4.0885	.83126
10. Senior management communicates well with the rest of the organization	3.3433	1.47250	3.3256	1.41788	4.3182	1.17677	3.5000	1.32045	4.9565	.20851	3.6692	1.41360
11. Senior management and employees trust each other.	3.2687	1.17528	2.4767	1.17550	2.4318	1.24635	4.7750	.80024	1.3043	.70290	2.9231	1.44989
12. My co-workers and I have a good working relationship	4.0448	1.49172	3.7093	1.37084	2.8409	1.16026	3.0500	.50383	2.8261	.98406	3.4692	1.32798

Source :Field Data

The quality of life determinants of employee engagement practices is commonly applicable to respondents of different age groups. But there is a variation in the nature of quality of life determinants among employees of different age groups.

Table 1 shows indicates that the high mean scores are observed among respondents in case of statement ‘I agree and I am assured that quality services are provided through me’, with corresponding scores of different age groups the age group between 18-29, 30-39,40-49,50-59 and 60 above years for the statement scored a mean of, 4.1775,4.542, 4.1869,3.4730, 4.1964 in total the said statement ‘I agree and I am assured that quality services are provided through me’ has highly scored positive mean score of 4.1460.

For the statement ‘I am provided with necessary data to take rational decisions’ the age group of 18-29, 30-39,40-49,50-59 and 60 above years have scored highly positive mean score of 4.0296, 4.3085, 4.6262,4.5135, 4.4286 and overall for the statement I am provided with necessary data to take rational decisions has scored a highly positive mean score is of 4.3260

‘I agree that our organisation adheres to quality standards/ statement has shown highly positive mean scores for the age group 40-49,50-59, and 60 and above as 4.1495,4.2703, 4.4643 and moderately positive mean scores are seen for the age group 18-29,30-39 3.4911, 3.3723 and overall positive mean score as 3.8340

The statement ‘I am empowered to take decisions has shown mean scores of ’ 4.4260 4.5532, 4.3738& 4.2297 for the age groups of 18-29,30-39,40-49 and 60 and above has scored a mean score of 3.8214. The overall mean score is highly positive of 4.3420

For the statements I agree and i am assured that quality services are provided through me, I am provided with necessary data to take rational decisions, I am empowered to take

decisions. highly positive mean scores are observed in all the age groups. and overall mean scores are highly positive. I agree that our organisation adheres to quality standards has shown a positive mean score.

On the other side it is very amazing to note that no statement has very low mean scores by respondents of different age groups The comparative analysis between different age groups indicate there are no statements which disagreed upon careful examination it can be strongly interpreted that all the four statements and components for quality management practices among the respondents of different age groups have greater impact because the cumulative mean scores for each of the components are on the positive side.

Table 2

Statistical Interpretations of the determinant “Quality of Life” of employee engagement from the responses received from select employees of Union bank of India

ANOVA Table

		Sum of Squares	Df	Mean Square	F	Sig.
1.Employee needs are the top priority in this organization * Age	Between Groups (Combined)	61.065	4	15.266	9.838	.000
	Within Groups	395.689	255	1.552		
	Total	456.754	259			
2.Our senior leaders consistently model our core values * Age	Between Groups (Combined)	28.418	4	7.104	3.818	.005
	Within Groups	474.548	255	1.861		
	Total	502.965	259			
3.Our senior leaders demonstrate strong leadership skills * Age	Between Groups (Combined)	85.272	4	21.318	16.556	.000
	Within Groups	328.340	255	1.288		
	Total	413.612	259			
4.Teamwork is encouraged and practiced in this organization * Age	Between Groups (Combined)	36.180	4	9.045	7.326	.000
	Within Groups	314.816	255	1.235		
	Total	350.996	259			
5.There is a strong feeling of teamwork and cooperation in this organization * Age	Between Groups (Combined)	206.254	4	51.564	72.964	.000
	Within Groups	180.207	255	.707		
	Total	386.462	259			
6.Information and knowledge are shared openly within this organization * Age	Between Groups (Combined)	115.499	4	28.875	17.064	.000
	Within Groups	431.486	255	1.692		
	Total	546.985	259			
7.Communication is encouraged in this organization * Age	Between Groups (Combined)	8.532	4	2.133	10.878	.000
	Within Groups	50.003	255	.196		
	Total	58.535	259			
8.My manager does a good job of sharing information * Age	Between Groups (Combined)	8.532	4	2.133	10.878	.000
	Within Groups					
	Total					

	Within Groups	50.003	255	.196		
	Total	58.535	259			
9.Senior management acts as ombudsman in the organization * Age	Between Groups (Combined)	13.678	4	3.420	5.276	.000
	Within Groups	165.287	255	.648		
	Total	178.965	259			
10.Senior management communicates well with the rest of the organization * Age	Between Groups (Combined)	75.064	4	18.766	10.814	.000
	Within Groups	442.490	255	1.735		
	Total	517.554	259			
11.Senior management and employees trust each other. * Age	Between Groups (Combined)	233.204	4	58.301	47.763	.000
	Within Groups	311.258	255	1.221		
	Total	544.462	259			
12.My co-workers and I have a good working relationship * Age	Between Groups (Combined)	61.065	4	15.266	9.838	.000
	Within Groups	395.689	255	1.552		
	Total	456.754	259			

Source: Field Data

Testing of Hypothesis: Table 2 show ANOVA analysis for finding out whether there is any significant difference between demographic profile of respondents (Age) and quality of life determinants of employee engagement. There are around twelve quality of life influencing determinants of employee engagement and are considered for the study

ANOVA test is carried out to know the effect of quality of life determinants of employee engagement Practices in selected bank among different cadre who are in the Age groups of 18-29,30-39,30-39,40-49,50-59 and 60 above. The result of ANOVA between different cadre who are in the Age groups of 18-29,30-39,30-39,40-49,50-59 and 60 above. reveal that out of twelve quality of life determinants of employee engagement with regard to Age, f-values are significant at $p < 0.05$ for twelve quality of life determinants of employee engagement. The results reveal that f-value is greater than table value for maximum number of determinants . The null hypothesis is rejected. This indicates that there exists an effect of quality of life practices in employee engagement measures in select bank.

9 Findings: The statement there is trust between seniors and employees has scored moderately negative mean scores

10.Suggestions: Measures and quality of life determinant should be taken as impetus to develop Trust among seniors and employees as this will create open climate and free communication without filters to solve problems.

11 Conclusion: The determinants related to quality of life in employee engagement practices are galore and they play a vital role in enhancing the morale of the employees as well as enthusiasm to perform better. An engaged employee loves to come to work and give his best at work.

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ⁱ <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx>