

Quality of Work Life on Employees Job Involvement and Affective Commitment with Special Reference to Private Banks in Batticaloa District

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Abstract

Human beings are highly associated with emotion and intelligence. Therefore, the requirement to fulfill human need hierarchy is a rather important aspect especially on satisfaction and motivation. Ironically, by providing Quality of Work Life (QWL), organizations are keen on tapping employees' job involvement and commitment.

This research mainly studies how the Quality of Work Life affect the Affective Commitment and how the employee involvement playing an intervene role in this relationship of private bank employees in the Batticaloa District. Also this research try to find out the extent of Quality of Work Life, Affective Commitment and Employee Involvement in the private banks. The data for this study was collected from 200 employees selected from private banks in Batticaloa District. Three variables are considered, namely, Quality of Work Life, Employee Involvement and Affective commitment.

The researcher used the questionnaire to collect the primary data. Descriptive and inferential statistics were used to analyse the data. Mean and standard deviation was used in the descriptive statistics to find out the influence of each factor in the dependent variable. And the correlation and regression was done to find out the relationship between independent and dependent variable.

In general, researcher found that all the factors are in moderate level. And the Quality of Work Life, Job Involvement and Affective Commitment have the significant impact between each other. The research findings presented have demonstrated that satisfactory Qualities of Work Life enhance Job Involvement which relates to Affective Commitment. Therefore, organizations should strive to provide good Quality of Work Life to obtain the best results from their employees.

Keywords: Quality of Work Life on Employees Job Involvement, Affective Commitment and private banks

Introduction

In today's world of business, it is unavoidable for organizations to be free from various forms of competition. This scenario has been an impetus for many organizational researchers to study specific employee intentions in joining an organization (Ali, 1996). As the staff of every organization is one of the most important capitals, and paying attention to their needs can help to increase efficiency, lack of attention can lead to loss of many resources. Therefore, if an organization wants to achieve its goals, it should be attentive to its workforce. Because of this, the organizations are highly concerned with the

employee's involvement and commitment to the organization in order to ensure the organization is operating and managing effectively. To address this issue, quality of work life (QWL) needs to be a focal discussion point.

One of the realistic basics of the concept of quality of work life is that jobs without content, i.e. jobs which have become too much professional, reduce the efficiency of the staff (Herrick, 1981, according to Allame, 1999). Quality of work life tries to satisfy the needs of jobs which have become increasingly alienated. Quality of work life is responsible for the organizational development towards low levels of organization hierarchy (Harvey and Brown, 1998).

Considering the above-mentioned outlook and knowing the importance of manpower in continuation of organizational development, analyzing the manpower status of an economical unit called bank from different aspects is of considerable importance, because this can determine its activities and continuity in future. It is obvious that continuous improvement of performance and processes is achieved through manpower, and its main effect is more persistence in competitive market.

Literature Review

Job involvement is a descriptive belief of the present job and tends to be a function of how much the job can satisfy one's present needs (Kanungo, 1982). The concept of job involvement was first introduced by Lodahl and Kejiner in 1965. It has a direct correlation with job satisfaction and also influences the work performance, sense of achievement and unexplained absenteeism (Robinowitz and hall, 1977). Job involvement has been linked to job related behaviour as well as being a subsequent predictor of job related outcomes such as "intentions to leave an organization, professional commitment and ethical behaviour, psychological ownership for ownership and performance, lower role of conflict and role ambiguity and an employee's readiness to change" (Freund, 2005; Clinebell and Shadwick, 2005; Van Dyne and Pierce, 2004; Leong et al., 2003).

Employees do not get involved in the job because they let their emotions play a role. Being highly involved in the job is often a response to emotional rather than rational needs. Fine's (1998) quotes of a cook discussing the centrality of being emotionally involved in the job: I just love the activity...I concentrate totally, so I do not know how I feel...it is like another sense takes over. People are social creatures where, through job involvement they experience emotional attachment. A managerial job is often complex and challenging and most of the times they are extremely involved in task performed, where they remain beyond the required working hours.

There are many organizational behaviour studies which have examined an individual's psychological attachment to their work organizations. Most studies use *organizational commitment* (OC) to examine the relationship of employees to their firms. The bond or link that an employee has with his/her organization is called organizational commitment (Lambert and Paoline, 2008; Mathieu et al., 1990). QWL and OC are multidimensional and is an outcome of one's evaluation of his/her work place (Normala, 2010). Most researches has shown a positive relationship between organizational commitment and job satisfaction (Garland et al., 2009; Lambert and Hogan, 2009; Markovits et al., 2007) and organizational commitment acts as a variable and provides useful information regarding planning, organizing, increasing, performance and reducing absences for managers. Employees who are committed to an organization will see themselves a part of the organization and remain loyal to it (Asgari et al., 2011). Managers can keep their employees committed to the organization by having employees participate

in decision-making and by providing an adequate level of job security (Moorhead, Translated by Alvani and Memarzadeh, 1995: 75).

Most research focuses mainly on antecedents and consequences. Allen and Meyer (1990) have identified three types of OC which are: affective, continuance, and normative. Most public organizational studies indicate the existence of affective and continuance commitment (Kalbers & Fogarty, 1995; Ketchand & Strawser, 2001). Most of the research on antecedent OC were oriented to job characteristic and work experience on various variables like work design, job challenge, autonomy, skills and feedback on task (Bamber and Iyer 2002; Dunham, Grude and Castaneda, 1994), and decision making participation and support from management (Zaffane, 1994). Konstans (1988) concluded that the commitment of employees was influenced by the organization's ability to meet employee expectations. Apart from that organizational tenure is also always positively associated with organizational commitment, this is because of the general assumption that the more years employees are with a company the more benefits they get (Pare, Temblay & Lalonde, 2001). It is very important to have committed employees for the existence of both the private and public sectors; it is both a basic activity and final aim governing survival of an organization to survive. This is because individuals who are organizationally committed are more adaptable, productive, work with a sense of responsibility and are not financial liabilities to the organization (Demir, 2012) Committed employees will remain in the organization compared to non-committed employees (Meyer et al., 2002). But an absence of alternatives can lead to weaker affective and normative commitment into a strong continuance commitment (Ceylan & Bayram, 2006) and the common point in organizational commitment is that employees continue to remain in the organization whether they feel positive or negative (Ozdevecioglu, 2003).

The present study defines QWL as providing a good compensation package, favourable conditions and environment, fair capacities of authority, rewarding potential growth and a supportive organizational climate. An excellent work environment is seen as nurturing to an employee's affective commitment. In order to improve the job satisfaction and commitment of employees determining the QWL is an important consideration for employers (Normala, 2010). There is a substantive list of studies pertaining to QWL, which asserts that QWL has a positive and significant relationship to organizational commitment (Ashoob, 2006); is positively and significantly correlated to a manager's profile (Ali Nataji, 2006); and is significantly related to performance of staff (Fallah, 2006).

Recent research included the perspective of employees and the fulfilment of their needs and with that, Sirgy et al. (2001) and Lee, Singhapakdi and Sirgy (2007) describe QWL as "a construct which deals with the wellbeing of employees" and defines it as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace". Employees who perceive their QWL positively and are satisfied with their work and organization have higher wellbeing because an individual's QWL influences individual and is also a major predictor of psychological, health wellbeing and also for life satisfaction (Martel & Dupuis, 2006; Sirgy et al., 2001; Srivastava, 2008; Wilson et al., 2004).

Anecdotal evidence suggests that an increasingly important step towards attracting and retaining quality employees is to improve the quality of the organization's work life. There are six critical factors to be considered in retaining employees which are compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work/life policies (McNee et al., 1998; Dockel, 2003).

Problem Statement

QWL is multi dimensional; it indicates the overall satisfaction in an individual's work life which leads to a balanced work-life. It gives a sense of belonging to the organization, a sense of being their-self and includes a sense of being worthy and respectable (Morin et al., 2003).QWL techniques can satisfy the psychological needs of the staff in an organization (Pluck, 1993).

Human beings are highly associated with emotion and intelligence. Therefore, the requirement to fulfill human need hierarchy is a rather important aspect especially on satisfaction and motivation. Ironically, by providing QWL, organizations are keen on tapping employees' job involvement. Job involvement by an employee is seen as an indicator of high performance and an organization's return on investment. Developing and providing excellent QWL has a financial impact on an organization as well. Upon providing QWL, the expected output is employee's job involvement which focuses on a task or job and the following expectation will be Organizational Commitment (OC). Organizational commitment indicates the intensity of an employee's involvement and how strongly they relate to the organization (Hellrigel, Slocum Woodman, 1998). Job involvement is defined as the degree to which a person psychologically identifies with. Job involvement is related with the work motivation that a person has with a job (Bashaw & Grant, 1994; Hackett et al., 2001). Organizations with high OC are perceived to have lower turnover rates and absenteeism.

Organizational commitment (OC) has been a vital area of study among researchers for past decades. Various outcomes of research have been produced with various interpretations of organizational commitment. In addition, most research was also able to assist organizations determine the employee's level of performance, and tenure with the organization (Malloy, 1996). Thus, the focus of this study is to examine "The importance of Quality of Work Life (QWL) and the conviction of Quality of Work Life's on employees' Job Involvement and Affective Commitment. The study is conducted based on 5 dimensions of QWL pertaining to Job Involvement and Affective Commitment which will be moderated by age and the working experience of the employee". This research will act as a platform for organizations to recognize the extent of their employees' job involvement and affective commitment through the practices of quality of work life".

Research Questions

1. To what extent Quality of Work life in Private Banks?
2. To what extent Job Involvement in Private Banks?
3. To what extent Affective Commitment in Private Banks?
4. What is the relationship between Quality of Work Life and Job Involvement?
5. What is the relationship between Job Involvement and Affective Commitment?
6. What is the relationship between Quality of Work Life and Affective Commitment?
7. Is Job involvement intervene the relationship between Quality of Work Life and Affective Commitment

Objectives of the Research Project

The main objectives of this research are,

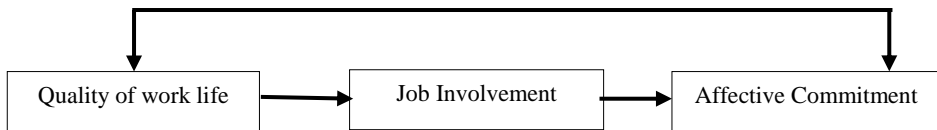
- To identify the relationship between Quality of Work Life and Job Involvement.
- To identify the relationship between Job Involvement and Affective Commitment.

- To identify the relationship between Quality of Work Life and Affective Commitment.
- To identify whether Job involvement intervene the relationship between Quality of Work Life and Affective Commitment

The research study has following sub objectives:

- To identify the extent of Quality of Work life in Private Banks.
- To identify the extent of Job Involvement in Private Banks.
- To identify the extent of Affective Commitment in Private Banks.

Theoretical Framework



Operational Definitions

Quality of Work Life (QWL): QWL is viewed as perceived working conditions in an organization. An average human capital spends a minimum of eight hours of daily time at work undertaking diligent performance of tasks. Carlson (1980) has viewed QWL as: (a) a movement; (b) a set of organizational interventions and (c) a type of working life experienced by employees.

Job Involvement: Employees whom are involved are more psychologically present, more attentive and display greater connection to their work. Through this involved employee, it is easy for an organization to access the inaccessible part of them (Kahn & Kram, 1994). Therefore, an employee who is highly motivated towards the job renders better involvement to the organization than those who are not (Kanungo, 1982).

Affective Commitment: According to Allen and Meyer (1997), there are three components of organizational commitment: (a) affective commitment (AC), which relates to an employee's emotional attachment to, identification with, and involvement in the organization; (b) continuance commitment (CC), which relates to the cost the employee associates with leaving the organization; (c) normative commitment (NC), which relates to the employee's feelings of obligation to remain with the organization.

Research Hypothesis

H1 : The higher the satisfaction with QWL, the higher the Employee's Job Involvement.

H2: The higher the satisfaction with QWL, the higher the Affective Commitment.

H3: There is a positive relationship between Employee's Job Involvement and Affective Commitment.

H4: The Employee's Job Involvement is significantly intervened the relationship between QWL and Affective Commitment.

Methodology

Sample criteria and sample size

Accuracy of the estimates largely depends on the way the sample was selected. The sample was selected based on the simple random sampling technique. In order to make the research valuable, 200 employees in the private banks have been taken into consideration and their responses were obtained through questionnaire.

Table 1. Sampling Framework

No	Private banks	Population	No. of questionnaire issued
1.	Commercial Bank	19	18
2.	Seylan Bank	59	54
3.	Hatton National Bank	32	30
4.	Sampath Bank	25	23
6.	Union Bank	20	19
7.	Pan Asia Bank	16	15
8	Nations Development Bank	25	23
9	Nations trust	19	18
	Total	215	200

Source: Annual Reports of Private Banks

Data collection methods

Primary data collection

The researchers used the questionnaire to collect the primary data. Questionnaires were circulated to all 200 of the Private Bank's staff in Batticaloa District. A total of 189 responses was received, for a response rate of 94.5%. All responses were anonymous. The Walton's (1974) QWL model was modified and adopted in this study. There are five dimensions namely a) fair and appropriate salary, (b) working conditions, (c) employees capacities at work, (d) opportunities that employees have at work and (e) organizational climate. Partial implication of the Allen and Meyer's (1997) dimension of organizational commitment were adapted in this study by focusing on the affective commitment of the employee towards their organization. The Kanungo's (1982) job involvement 10 item study was adapted and modified as well.

Data analysis and evaluation

Descriptive and inferential statistics were adapted to data analysis and evaluation. Under the descriptive analysis, mean, and standard deviation were adopted, and under inferential statistics, correlation, and regression were adopted.

Univariate analysis

Univariate analysis consists of mean, median, mode, and standard deviation. Based on the Univariate analysis the establishments of each variable in the conceptual framework have been derived three types of attribute can be derived from the variable indicated in the questionnaires between the scales of 1 – 5 as follows.

Table 2. Decision range

Range	Decision Attribute
$1 < x_i \leq 2.5$	Lower level of factors
$2.5 < x_i \leq 3.5$	Moderate level of factors
$3.5 < x_i \leq 5$	Higher level of factors

Inferential Statistics

In this research model there are three variables, namely Quality of Work life, Job involvement and Affective Commitment. Hence, in this research, the inferential statistical analysis was made to determine:

1. Whether there is any relationship between Quality of Work life, Job involvement and Affective Commitment.
2. What the strength (magnitude) of the relationship between those variables is?

The following statistical techniques were selected to do the above inferential statistics:

1. The Correlation analysis
2. The Regression analysis

Results and Discussion

Reliability Analysis

The reliability of the instrument was measured using Cronbach's alpha analysis. It measures the internal consistency of the instrument, based on the average inter-item correlation. The result of Cronbach's alpha test is given in Table 3.

Table 3. Reliability Analysis

Variables	Cronbach's Alpha value
Quality of Work Life	0.733
Job Involvement	0.918
Affective Commitment	0.8314

Demographic Factors

The collected data shows there are 72% are males and the rest are females. And also it depicts most of the respondents' lies between 25 – 40 and less numbers are lies between 41 – 60. Sample data shows, that the educational level of the 51% of employees completed their A/L, rest are completed their higher education (Post graduate, Master Degree etc.).

Research Information

Extent of Variables

Table 4. Extent of Quality of Work Life / Job Involvement / Affective Commitment

Variable	Mean	Decision Attribute
Quality of Work Life	3.21	Moderate
Job Involvement	3.49	Moderate
Affective Commitment	3.42	Moderate

As per the above table all the variables are in moderate level in the private banks.

Testing Hypothesis

H1: The higher the satisfaction with QWL, the higher the Employee's Job Involvement.

The analysis presented in Table 1.5 indicates that 56.5 percent of the variance of Total Quality of Work Life (TQWL) explained the significant influence on Job Involvement which was significant at 1% (sig. = 0.000). Therefore, according to the results of both

tests, the null hypothesis was rejected and the alternative hypothesis was accepted since $r > 0$.

Table 5. Regression between QWL and JI

Method	(H1)
Regression	0.565
R ²	0.483
Adjusted R ²	0.472
Beta	0.565

H2: The higher the satisfaction with QWL, the higher the Affective Commitment. The analysis presented in Table 1.6 indicates that 42.4 percent of the variance of Total Quality of Work Life (TQWL) explained the significant influence on Affective Commitment which was significant at 1% (sig. = 0.000). Therefore, according to the results of both tests, the null hypothesis was rejected and the alternative hypothesis was accepted since $r > 0$.

Table 6. Regression between QWL and AC

Method	(H2)
Regression	0.424
R ²	0.385
Adjusted R ²	0.345
Beta	0.424

H3: There is a positive relationship between Employee's Job Involvement and Affective Commitment.

The analysis presented in Table 7 indicates that 61.4 percent of the variance of Job Involvement explained the significant influence on Affective Commitment which was significant at 1% (sig. = 0.000). Therefore, according to the results of both tests, the null hypothesis was rejected and the alternative hypothesis was accepted since $r > 0$.

Table 7. Regression between JI and AC

Method	(H3)
Regression	0.614
R ²	0.562
Adjusted R ²	0.532
Beta	0.614

H4: The Employee's Job Involvement is significantly intervened the relationship between QWL and Affective Commitment.

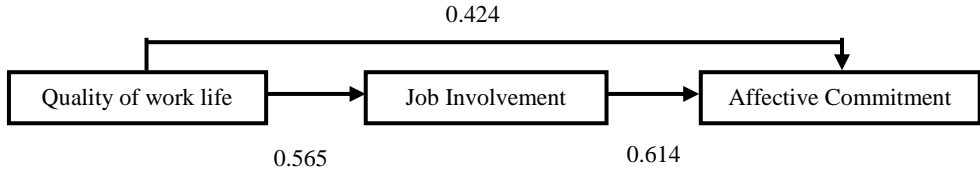


Table 7 noted that Employee's Job Involvement does intervene the relationship between Quality of Work Life (QWL) and Affective Commitment (AC). The Beta value of QWL's relationship with Affective Commitment is 0.424 and QWL's relationship with JI has a Beta value at .565. For testing whether employee's Job Involvement significantly intervene the relationship between QWL and Affective Commitment is by comparing the difference between the beta (β). The difference between .424, .565 and .614 is 0.190 which indicated the effect and the significant value is at .000 which is low than 0.05. Therefore the hypothesis 4 which states the employee's, job involvement significantly intervene the relationship between QWL and Affective Commitment is supported.

Conclusion

Quality of Work Life does have a significant relationship to Affective Commitment. From the analysis, if the employees are relatively satisfied with the quality of work life provided by the organization, the stronger the commitment will be to the organization. Affective Commitment is highly related to "I want to be" with the organization. The positivity and willingness is important towards achieving an organization's mission, vision and objective. Employees who display a high degree of Affective Commitment are deemed to be loyal and satisfied with the organization's management and tasks assigned.

The research also contributed to a new perspective of Quality of Work Life in the Sri Lankan context. Previous studies commonly focused on the outcomes or the importance of Quality of Work Life. However in this paper, the framework is new which addressed the employee's satisfaction of Quality of Work Life in relation to Job Involvement and Affective Commitment among the employees. Hence, the findings have sought to demonstrate the importance of dimension of QWL from a new perspective.

The following contributions are the improvements that can be made by the respective organizations which were studied or the sector per se in designing an effective Quality of Work Life. Although the variables are grouped into five dimensions, the organization as a whole may adapt and improvise the current work system within the organization to enhance employee job involvement and affective commitment. Especially among the private sector which is usually perceived as the provider of better human touch services. It is not an easy task for management and the organization to design and adapt Quality of Work Life effectively without the support and dedication from the employees themselves. However, both management and the organization can plan and design the best fit approach for the benefit of all. It is not just the monetary based benefits that human capital seeks today; there are other aspects that motivate and enhance their job involvement and affective commitment such as opportunities at work.

In conclusion, the research findings presented have demonstrated that satisfactory qualities of work life enhance job involvement which relates to affective commitment. Therefore, organizations should strive to provide good Quality of Work Life to obtain the best results from their employees.

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