CHAPTER 16

INTERPRETATION AND DISCUSSION
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This chapter is divided in five sections. Section A deals with significant difference between quality of work life of workers. Section B shows a significant positive relationship between quality of work life and organizational climate section C it has been said that private sector is better than public sector. Section D throws light on a significant relationship between quality of work life and job satisfaction Section E deals with correlation between job satisfaction and organizational climate.

SECTION - A

According to Hypothesis 1 there is significant difference in between quality of work life of the managers of different organizations (public & private sectors).

Quality of working life (QWL) is a relatively new concept. It refers to the favorableness or unfavourableness of a job environment for people Davis and Newstrom (1985). It is a generic phase that covers persons feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. Several researches have been conducted in this field. Sayeed and Sinha (1981) examined the relationship between QWL, job satisfaction and organizational climate. The results indicate that higher QWL leads to greater job satisfaction and better organizational climate. Ghosh and Kalra (1982) in their study found that QWL is influenced by age, income, qualification, experience etc. Haque (1992) in his study found that QWL is positively related to satisfaction and negatively correlated to absenteeism. But no significance relationship was found between perceived QWL and workers age, education and job experience. Wadud (1996) in a study found that QWL was significantly
higher among the private sector women employees than their counterparts in the public sector.

Davis and Newstrom, (1985) refers to the favourableness or unfavourableness of a job environment for people. In their research work, human behaviour at work: organizational behaviour, Mcgraw - hill book company, New York. Haque, (1992) found that QWL is positively related to performance and negatively co-related to absenteeism in his study "Perceived quality working life and job satisfaction of industrial workers in relation to certain demographic variables" Bangladesh Journal of Psychology. Wadud, (1996) found that QW was significantly higher among the private sector woman employees than their counterparts in the public sector. In his study upon "Job stress and quality of working life among working women" Bangladesh Psychological study. Sinha, (1977) and vasudev and Pal, (1988) found that sincere and hard work were more employ rewarded in the private sector compare to the public sector in their paper "Supervisory style and types of industry as related to workers output". P.U. Management Review. Monga & Maggu, (1981) studied the influence of quality of working life on the individual and organizational health of the members of public sector organization in their study "QWL: A study of public sector in India" ASCL, Journal of Management. Sekaran, (1981) conducted a study on Indian bank employees and found that QWL is not high in banks in his paper on "Perceived Quality of Working Life in Banks in Major Cities in India." Prajanam.

SECTION - B

There will be a significant difference between workers of private and public banks. Workers of private sector perceived significantly higher quality of working life then the workers of public banks.
Findings shows that variance in the groups has been found. Managers of private sectors have better quality of work life than public sectors. It means that on the basis of public and private sector banks significant difference has been found in quality of work life. It shows that there is significant difference between the mean scores. In task oriented quality of work life manager spend their time and efforts doing the same kind of work. Instead, the more effected managers concentrated on task oriented function such as planning, scheduling, work co-ordinating and providing necessary supply equipments and technical assistant. They also presume self as a role model by working sincerely and hard. This is because work environment and facilities are provided to them so their performances become better than public sector.

Managers and workers have an interest in improving the quality of work life. Many managers believe that improving the quality of work life will increase productivity. Even if productivity remains the same, if the quality of work life can be improved with no detrimental effect to the firm why not do it? And although productivity might not change, turnover might decrease the firm might be able to attract better workers more easily, or morale might improve. The interest workers have in improving the quality of work life is even more obvious. If people are miserable 8 hours a day at work, they will be miserable the other 16 hours at home. Improving the QWL can improve a person's entire life.

Given the interest in QWL and the challenges to QWL in what ways can improvements be made? The 14 main ways, with some additional possibilities for the future. The current methods for improving the quality of work life are: job enrichment, job enlargement, vertical and horizontal loading, manipulating core job dimensions, job rotation, cross-training, feedback and reinforcement, well pay and floating holidays, empowerment,
child and elder care, changes to the work environment and social environment, ergonomic changes, wellness programs aesthetics and personalization.

**SECTION - C**

**There will be significant positive relationship between quality of work life and organizational climate**

Findings show that climate has a strong positive correlation with QWL. Findings of the study reveal that there is positive correlation of organizational climate with QWL in both private and public sector of Banks.

In organisational climate surveying. This data has been found to be highly effective in changing the perspective of people-based initiatives as being an "investment" rather than a "cost" and transforming HR into a "mission-critical strategic partner" from its perception of "personnel administration".

A number of studies by Dr Dennis Rose and colleagues between 2001-2004 have found a very strong link between Organisational Climate and employee reactions such as stress levels, absenteeism and commitment and participation.

A study has found that **Hart, Griffin et al.'s (1996)** Organisational Climate model accounts for at least 16% single-day sick leave and 10% separation rates in one organisation. Other studies support the links between organizational climate and many other factors such as employee retention, job satisfaction, well-being, and readiness for creativity, innovation and change. **Hunter, Bedell and Mumford** have reviewed numerous approaches to climate assessment for creativity. They found that those climate studies that were based on well-developed, standardized instruments produced far
higher effect sizes than did studies that were based on locally developed measures.

A study conducted in Malaysia shows that the most important predictor of QWL is organizational climate. Whenever the climate of any organization will not be healthy and supportive those will directly affecting employee's performance.

Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization works. Climate affects each activity in an organization directly or indirectly and is affected by almost everything that occurs in the organization. The Survival and growth of any organization is directly proportional to the favourable climate in it. Employees in the organization have to be well conversant with rites, rituals, policies etc. This can only bring sense of belongings among employees and further help in the growth of organization. Organization climate is of great significance for utilization of human relations and resources at all levels and it gives a major influence on motivation, productivity and job satisfaction. It is also a major motivating factor which is responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover.

The climate is a relatively enduring quality of the organization which is experienced by its members; it has an effect on their behaviour, and how the organization functions. We measured the organizational climate using seven concepts: trust, morale, conflict, rewards equity, leader credibility, resistance to change and scope gating. For a group of 245 Danish companies, the organizational climate can be summarized along two dimensions: "tension" and the resistance to change.
SECTION -D

Private sectors are better than public sectors on job satisfaction level

According to the Hypothesis of the present study, findings shows that there is significant difference between scores of job satisfaction in public and private banks. Private sectors are better than public sectors on job satisfaction level. Private sectors were found having significantly more job satisfaction in comparison to public sector. Industrial psychologists agree that job satisfaction is a pleasant and positive attitude possessed by an employee toward his job.

From the review of these and several other studies eight important aspect of job satisfaction appear to emerge. They are (a) work itself (b) supervision (c) organization and its management (d) opportunities for advancement (e) salary and other financial benefits (f) co-workers (g) working condition and (h) job security.

Dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organisation. Many current organisational experiments seek to improve both productivity for the organisation and the quality of working life for its members.

In private organizations the level of facilities are different then public sector.

Numerous programs for a high-quality work life include strategies and operations for an increase of job satisfaction by an improvement of work conditions and contents of work as well as by an advancement of the personal protection and the protection of the work setting. The primary goals
of these programs present a survival and a development of the organization under dynamic unstable circumstances. Only competitive and effective work organizations are able quickly to accommodate and accept changes of the new market economy- insecure employment, work force that grows older and mobile, flexible work hours, continuous education, team work, participation in managerial decisions, coordinative role of managers, share of information, an importance of the key constituents for effective doing business- employees, managers, stake holders, investors, suppliers, clients, etc.

**SECTION - E**

**There will be significant positive relationship between Quality of work life and Job satisfaction**

Job satisfaction shows a strong positive correlation with QWL and is significant at 0.001 level. Findings of the study reveal that there is positive correlation of Job satisfaction with QWL in both private and public sector of Banks.

On the basis of findings it is concluded that quality of work life has been effected by job satisfaction. As we can see job satisfaction is an integral element of management - Employees relationship. The industrialist, O.B. expert and also the management give very much importance to job satisfaction. Because if there is low job satisfaction in employees, the conditions of the organization are sure to deteriorate. It also may be a part of grievances, low performance, disciplinary problems and the difficulties Davia (1981). Job satisfaction is an integral component of organizational climate. Job satisfaction is positive emotional state that occurs when the person's job seems to fulfill important job values, provided these values are
compatible with one's needs Dubrine, (1981). Job satisfaction is dynamic. It changes from time to time. It can go as quickly as it came - usually more quickly - so it has to be maintained week after week, month after month, year after year. An intelligent and experienced management takes due care of it. According to Locke (1976), job satisfaction may be viewed as the pleasurable emotional state resulting from perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's need. Since, job is an important part of life, so the job satisfaction influences one's general life satisfaction, Near et al (1978). Job satisfaction has a number of good consequences for the organization as well as employees.

On the basis of the findings of present study private and public sector bank managers have been found equally on task oriented quality of work life and they might be bearing all the above mentioned characteristics in order to proof them effective managers. Findings of Section d show that private sectors are better than public sector on job satisfaction level. Most of the investigation on the subject has found that private sector managers are more satisfied with their job then public sector managers.

The concept of job satisfaction is related to but distinguishable from the concept of moral and job involvement both moral and satisfaction refer to positive emotional state, which may be experienced by employs. Vitles (1953) cites the following definition of moral: "moral is an attitude of satisfaction with desire to continue in and willingness to strive for the goals a particular group or organization". Two differences in emphasis from the concept of satisfaction stand out here: first moral is more future oriented while satisfaction is more present and past oriented; and second moral often has group referent while satisfaction typically refers to the appraisal made by a single individual of his job situation one could view moral as being caused,
in part by job satisfaction in that person to achieve his job goals or is making progress towards them should feel more confident about the future then one who is not successfully satisfied with one job in turn as a function of the degree of need satisfaction derived from, or experienced in the job. In the study by Lowler & Hall, satisfaction also emerged as a distinct factor.

Job satisfaction is general attitude towards ones job and evaluation of how well the job meets the expectation Mills, (1976). Empowerment is a process of entrancing the feeling of self efficiency among the members Conger and Kanungo, (1988).

Age also influence job satisfaction. The relationship between age of the employee and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually found to be high when people enter the work force it plummets and then plateaus of several years (say for five to six years up to age of roughly increase in satisfaction).

SECTION - F

There will be positive correlation between job satisfaction and organizational climate.

The evidence noted above supports Bolman and Deal's (1991b, 1997, 2003) assertion that a multi-frame orientation promotes organizational success, which is a by-product of the perceived organizational climate and satisfaction of organizational members. Furthermore, the role of organizational leadership and its impact on the quality of the organizational climate is evidently clear; organizational leadership has direct bearing on the climate and may facilitate change by adopting the cognitive complexity or balance necessary in assessing situations. The positive relationship between behaviours associated with the four frames and the degree of perceived
support, satisfaction and supervision, and the negative relationship between the four frames and disengagement as reported by Mosser and Walls (2002) illustrates as much, and demonstrates the usefulness of the four frames for such inquiries. In sum, if organizational satisfaction and success are associated with four-frame-related factors such as teamwork (human resource), guidance (structural), trust (symbolic), and autonomy (political), one would expect that an organizational climate encompassing the four frames in a multi-frame or balanced view would yield such results. These expectations were confirmed in the findings of Mosser and Walls (2002) and Scott (1999).

Generally Workers are satisfied with their work environment generally the reason of dissatisfaction may be promotion and involvement in decision making. It has been studied that quality of working life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours, etc are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicates that strong family ties and rural background are more positively correlated with life and job satisfaction.

The organizational climate is the psychological climate of the organization. The definition of the psychological climate is precise; it refers to the perceptions held by the individuals about the work situation.

The climate is a relatively enduring quality of the organization which is experienced by its members; it has an effect on their behavior, and how the organization functions. We measured the organizational climate using seven concepts: trust, morale, conflict, rewards equity, leader credibility, resistance to change and scope gating. For a group of 245 Danish companies,
the organizational climate can be summarized along two dimensions: "tension" and the resistance to change. Six of the seven variables load on the tension factor, where the resistance to change is independent. Using a competing values framework, the four organizational climates emerge: internal process, rational goal, developmental and group.

Organization climate is of great significance for utilization of human relations and resources at all levels. Organizational climate has a major influence on motivation, productivity and job satisfaction. It is also a major motivating factor responsible for satisfaction and dissatisfaction of employees and affects the quantum of their turnover. In this study organization climate and organization culture term have been used interchangeably Organizational climate has been defined as the "relatively enduring quality of the internal environment of an organization that a) is experienced by its members, b) influences their behavior, and c) can be described in terms of the values of a particular set of characteristics (or attitudes) of the organization" Taguri and Litwin, (1968, p. 27).

Understanding job satisfaction and what it means is not only desirable but also a critical aspect of life for both individuals and organizations. Previous studies have shown that organizational ethical climate types are related to facets of job satisfaction. In his study of non-profit employees, Deshpad(2006) found that a "caring" organizational climate is associated with high level of satisfaction with Organizations Ethical Climate Types Caring Independence Rules Professionalism Efficiency Instrumental Facets of Job Satisfaction Pay Promotion Co-workers Supervisor Work Overall Job Satisfaction supervisors, and that instrumental and authoritarian and task oriented climate types have negative influence on overall job satisfaction as well as satisfaction with promotion, coworkers, and supervisors.
Similarly Koh and Boo, (2001) Wu (2009) studies showed that ethical climate types are associated job satisfaction. Based on these findings one may be able to conclude that organizational ethical climate types are associated with facets of job satisfaction and overall job satisfaction.

Henry (2009) studied the relationship between job satisfaction and organizational climate in Rohtak mill. The main objectives of the study were to see the position of job satisfaction in employees of the unit taken up, to discover the existing organizational climate in the unit, to determine the relationship of individual variables with job satisfaction and organizational climate. Responses were taken from 10 supervisors and 25 workers of mill. The results showed higher dissatisfaction at both levels of employees, the correlation between overall job satisfaction and organizational climate was very high, the maximum number of supervisors was dissatisfied with the items of promotional opportunities, technical and administrative information and facilities and present job and department. On an average, workers assessed the organizational climate better than supervisors, salary and organizational climate were positively correlated.

Henry (2005) predicted the association between the company climate and the productivity that would be mediated by job satisfaction. In his study of 32 manufacturing companies, subsequent productivity was significantly correlated in controlled analysis with eight aspects of the organizational climate and with job satisfaction. An overall analysis showed that the company productivity was more strongly correlated with those aspects of climate that had stronger job satisfaction loadings.

In a study private sector employee's quality of Working was higher. As quality of life is not a single phenomena. It changes country to country.
In the developing country like India the question of quality of Working may appear very small Thought but quality of work life is very important As Tandon (1982) said if QWL will improve then wages, health, working will change. Some indicates of health also affected QWL.

It is evident from the history that direct studies on Quality of Work Life started pouring-in after the first paper presentation by Davis in 1972 at Arden House, US and thereafter, there was a greater pressure on Quality of Work Life studies as organizations increasingly adopting the philosophy of making the man happy at work for enhancing their motivation and will to work. In present scenario of high technology world, it has become a great concern for management as well as employees. Quality of working life is the most substantial work related behavioural phenomenon which has positive impact on production, work culture and effectiveness of the organization. Though lot of work has been done on Quality of Work Life in different areas, but unfortunately a bit attention has been made to variables pertaining to the current research endeavor. Therefore, special attentions of researcher especially have been made on this point.

Payne and Pheysey (1971) in the light of an interesting study conducted on organizational climate came to conclusion that job satisfaction is an indicative of positive Quality of Work Life. This was to highlight qualities of employee's work life.

Sayeed and Sinha (1981) examined the relationship between QWL, job satisfaction and organizational climate. The results indicate that higher QWL leads to greater job satisfaction and better organizational climate.
Ghosh and Kalra (1982) in their study found that QWL is influenced by age, income, qualification, experience etc.

Haque (1992) found that QWL is positively related to performance and negatively co-related to absenteeism in his study "Perceived quality working life and job satisfaction of industrial workers in relation to certain demographic variables".

Allenspach's (1975) report on flexible working hours based on experiments in Switzerland, discusses its advantages and disadvantages including its effects on Job satisfaction and employee and management attitude.

An analysis of work place and the work process as a constant source of stimuli lack of stimuli lack of stimuli on the basis of their influence on the worker was make by Vaszkb (1975). The working environment can exercise favorable or unfavorable influence on work activity and knowledge of the direction and nature of these influences are indispensable in order to create the optimum working environment.

The concept of job satisfaction has been widely defined by different people. Private sectors are better than public sectors on job satisfaction level

Locke (1979) specified that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. In a study it has been found Job Satisfaction is a good indicator of increased productivity. It has been proved that lower Job Satisfaction affects productively, success etc. Job Satisfaction can influenced by many factors like education, relationship, environment etc. It directly affected a person's efficiency Denizer (2008)
Spector (1997) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job.

Pestonjee (1973) reported that supportive organizations are truly related to workers morale and job-satisfaction. Similarly in a study conducted by Schnider and Snyder (1975), it was found that climate and satisfaction are positively correlated and almost the same result was found in a study of Lafollette and Sims (1975), as they found organizational climate and organizational practice correlated to jobs. Rajappa (1978) found that organizations with achievement oriented climate were highly productive.

Balkrishnan (1976) examined the relational importance of physical, social, financial, security, achievement, responsibility, recognition, and growth factors of industrial employees. Results indicated that financial and physical factors were very important as compared to other factors. Workers were found to be above physical and safety needs and were somewhere between social and ego needs.

Brown (1996) found job satisfaction is linked to a healthier work force and has been found to be a good indicator of longevity and although only little correlation has been found between job satisfaction and productivity in his paper "Keeping score: using the right matrix of drive word class performance" New York :Quality Resources. Similar to the above evidence, two recent studies by Volkwein and colleagues (2000, 2003) examined the administrative job satisfaction at both public and private universities. Their collective findings reported job insecurity, stress, and pressure as having a significant negative Imation.

In a study Cockburn & Perry (2004) studied that J.S. is very important because it effects performance productivity, commitment as well as
relationship. Forzau divided J.S. in five major components. **There will be significant positive relationship between Quality of work life and Job satisfaction**

According to studies it has been proved that higher quality of work life leads greater satisfaction Many researcher had found that Quality of work life is positively related to Job satisfaction.

Organizational Climate Researchers in organizational behavior have long been interested in understanding employees' perceptions of the work environment and how these perceptions influence individuals' work-related attitudes and behaviours. **There will be significant positive relationship between quality of work life and organizational climate**

Early researchers suggested that the social climate or atmosphere created in a workplace had significant consequences- employees' perceptions of the work context purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organizational productivity e.g Katz and Kahn(2004) Likert (1997) McGregor (2000).

Climate has been described as an experientially based description of the work environment and, more specifically, employees' perceptions of the formal and informal policies, practices and procedures in their organization (Schneider, 2008).

Organizational climate comprises of cognate sets of attitudes, values and practices that characterize the members of a particular organization. Xaba (1996) defined organizational climate as consciously perceived environmental factors subject to organizational control.

Robert (1997) presented a summary of determined tests of the assumption that success rates are so low in Organizational Commitment that
doubt or cynicism constitutes the appropriate mind-sets. This opinion continues to appear in the literature, both scientific and popular, despite the existence of several large data sets that could either reinforce the doubt or cynicism, or require variously nuanced caveats about them. 16 major data sets are reviewed in effect to sketch some confidence intervals concerning reasonable estimates of success rates in varieties of planned change commonly labeled as Quality of Work Life, organizational development and Organizational Commitment.

Climate has been studied in context with perception. A large no. of studies have demonstrated relationship between Organizational Climate and individual outcomes (Ostroff et al, (2007) Low (1997) coined the term O.C. to describe the attitude, feeling and social process of organization.

In studies it has been found that Organizational Climate and Job Satisfaction are closely related with each other. (Pritchard and Karasick)