

MOTIVATION AND QUALITY OF WORK LIFE (QWL) PROGRAMMES AS PREDICTORS OF EMPLOYEE COMMITMENT: A STUDY OF SERVICE ORGANISATION IN GWALIOR REGION

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Abstract:

The success of any organisation depends on the human assets of an organisation, that means employees who work for the organisation. The purpose of this research is to study the significant impact of motivational applications and QWL programmes on the employee commitment in the context of service organisation i.e. private banks in Gwalior. Three variables were being examined which includes motivation and QWL programmes as independent variable and employee commitment as dependent variable. The study provides a refresh insight of the significant role of motivation and quality of work life on the commitment of employees towards the organisation. The data were collected from sample size of 125 respondents. The result of data from target respondents was analysed in the form of descriptive analysis, reliability and factor analysis. To find out the impact motivation and quality of work life on employee commitment multiple regression was used. Findings of the study suggested that there is a positive and significant impact of motivation and quality of work life on commitment level of employees.

Keywords: Employee Commitment, Motivation, Quality of Work Life

INTRODUCTION

Motivation is one of the significant factors affecting the behaviour and performance of an employee. Motivation is affected by the way an individual is motivated. The act of motivating channelises need satisfaction. Satisfaction refers to the contentment experiences of an individual which he derives out of need fulfillment. An employee in the organisation wants to satisfy his needs while working for it. To retain the services of employees and maintain a high level of performance, it is necessary to increase their motivation and commitment. Depending on the nature of individual, employee may want equitable financial package, employment benefits, job security, interesting work, involvement in decision making process so that he feels he is a part of the organisation and does work for the organisation with full commitment towards that organisation.

Motivation

Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. Dalton, Hoyle and Watts (2003) stated that many organisations are introducing new strategies including different compensation packages, as a means of motivating and retaining their employees. Motivation theories help in designing reward system, empowering employees, improving quality of work life, and work design. 'Binding' refers to the maintenance of the relationship with the commitment object and is seen as the most important outcome of commitment (Meyer & Herscovitch, 2002). Rewards used to control people's behaviour tend to reduce their sense of self-determination (Deci, Koestner, & Ryan, 1999). On the other hand, rewards used to convey information about competence can serve a valuable function.

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Quality of Work Life

Quality of work life comprises both the mental and objective aspects of work life. Casio (1998) determined eight factors of quality of work life such as communication, employee involvement, desire and motivation to work, job security, career progress, solving problems, salary, and pride of a job. It is specifically related to the level of happiness a person derives for his career. Thus, requirements for having a high “quality of work life” vary from person to person. It is the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. Adhikari and Gautam (2010) revealed other measures of quality of work life: adequate pay and benefits, job security, safe and health working condition, meaningful job and autonomy in the job. Qwl programmes focus on the development of employee skills and the reduction of occupational stress. Hosseini & Jorjatki (2010) stated that the quality of work system is considered the major method to attain job enrichment which includes more attention to fair pay, growth opportunities and continuing promotion which in turn increases quality of work life of employees. They further stated that career satisfaction, career achievement and career balance are not the only significant variables to achieve good quality of work life. Rose, Beh, Uli, & Idris (2006) revealed the role of quality of work life programmes. These programmes provide benefit to both faculty and management through mutually solving work-related problems, building cooperation, restructuring tasks carefully, and fairly managing human resource outcomes.

Employee Commitment

Commitment is the level of connection that employees feel towards the organisation. It allows an organisation to grow and gain in competitiveness and thus is considered a key variable in determining employee performance. Committed employees contribute added value to the organisation because they are more determined, give pro-active support, produce more and pay attention to quality. Meyer and Herscovitch (2001) defined commitment as “a force that binds an individual to a course of action of relevance to one or more targets”

REVIEW OF LITERATURE

Rose *et al.* (2006) stated that quality of work life is a philosophy which holds that people are trustworthy, responsible and capable of making valuable contribution for an organisation. They stated the significance of quality of work life in an institution. They identified three factors, career satisfaction, career achievement, and career balance and revealed that these factors contribute significantly for

high level of quality of work life. They further stated that faculty and management would be benefitted by quality of work life. Mirsepasi (2007) explained major factors of quality of work life. These factors are fair and proper payment for good performance, safe and secure work situation, possibility of learning and using new skills, establishing social integration in the organisation, keeping individual rights, equilibrium in job divisions and creating work and organisational commitment.

Asgari and Dadashi (2011) examined the relationship between the quality of work life and organisational commitment of Melli Bank staff in west domain of Mazandaran and proved that the relationship between organisational commitment and quality of life and its dimensions affective, continuance and normative were positive and significant. Shah (2011) reported the relationships and predictive power of quality of work life factor and organisational commitment in a developing country.

Zare, Haghgooyan, and Asl (2012) conducted a study on quality of work life to identify its dimensions. For this purpose the information was collected by questionnaires through field study. These questionnaires were distributed among thirty experts. The data so collected were analysed using analytical hierarchy process (AHP); result of the study revealed that quality of work life can be explained by four factors and these are work life balance, economic factors, social factors, and job content.

Owoyemi, Oyelere, and Elegbede (2011) surveyed 250 employees and management staff of a financial firm of Nigeria for finding the relationship between motivation and organisational commitment. Result of study revealed a positive significant relationship between the motivation and commitment levels of employees to the organisation. Najafi (2006) found a positive and significant relationship between quality of work life and profitability of middle managers of Iranian companies. He further analysed about 20 percent of profiting is due to quality of work life and the remaining 80 percent is the effect of other factors.

OBJECTIVES

1. To develop and standardise a questionnaire on motivation, quality of work life and employee commitment.
2. To identify factors of motivation, quality of work life and employee commitment.
3. To study the impact of motivation and quality of work life on employee commitment.
4. To open new vistas for future research.

RATIONALE OF THE STUDY

In the above literature, strong emphasis is placed on the significant importance of quality of work life and it is

commonly noted as a crucial prerequisite for building competency and retaining talented employees. The contribution of this study is in its design, which allows for a more accurate assessment of variable effects and relationships. In this study, we conduct an unprecedented analysis of the specific effects of factors of quality of work life on the employee's behavioural response towards an organisation.

Hypothesis

H01: There is no significant impact of motivational applications and quality of work life on employee commitment.

RESEARCH METHODOLOGY

Study and Sample

The study was quantitative in nature where survey method was used to collect the data. The population included employees of banking sector in Gwalior region. The data were collected from two private banks i.e. Axis bank and HDFC bank in Gwalior and 135 questionnaires were distributed, out of which 130 were returned showing 95% response rate. After deleting incomplete responses, data for this study were obtained from 125 respondents.

Collection of Data

Data were collected through self-administered questionnaire. The responses took on the Likert type of 1 to 5 where 1 represent strongly disagree and 5 represent the strongly agree.

Tools Used for data Analysis

Cronbach alpha was applied to assess reliability. To ensure construct validity exploratory factor analysis was employed.

The relationship between the variables was established through Linear Regression.

RESULTS AND DISCUSSION

Reliability

The data have been tested for reliability using SPSS software and the alpha values are as shown in Table 1.

Table 1: Reliability

S. No	Variables	Cronbach's Alpha
1	Motivation	0.797
2	Quality of work life	0.799
3	Employee Commitment	0.799

The reliability values from the above table indicate that the reliability coefficient Cronbach's alpha value for the three measures used in this study were greater than 0.7, indicating that the reliabilities of these three measures were high and therefore the measures could be used for study.

Factor Analysis

Factor Analysis for Motivation:

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	367.988
	Df	45
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the motivation measure was 0.738 indicating that the sample was adequate to consider the data as normally

Table 3: Factor Analysis for Motivation

Factor name	Eigen values			Variable converged	Loading
	Total	% of variance	Cumulative %		
Job enrichment	2.298	22.979	22.979	7. Responsibility and role in work place. 1. Salary increments 8. Departmental support 2. Financial incentives.	.743 .726 .741 .635
Status system	2.058	20.581	43.560	5. Recognition 6. Good status 10. Good physical working condition.	.781 .721 .681
Employee benefits	1.835	18.350	61.910	4. Medical benefits 3. Retirement benefits. 9. Team spirit	.808 .744 .560

distributed. The Bartlett's test of sphericity was tested through Chi-Square value which was found to be 367.988 significant at 0% level of significance; indicating that the inter-item correlation matrix was not an identity matrix and therefore the data collected on this measure were suitable for factor analysis. The Principle Component Analysis with varimax rotation and Kaiser Normalisation converged on three factors named as job enrichment, status system and employee benefits (Table 3).

Factor Analysis for Quality of Work Life

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the motivation measure was 0.757 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's test of sphericity was tested through Chi-Square value which was found to be 365.662

significant at 0% level of significance; indicating that the inter-item correlation matrix was not an identity matrix and therefore the data collected on this measure were suitable for factor analysis. The Principle Component Analysis with varimax rotation and Kaiser Normalisation converged on three factors named as career growth, organisation support and safety and security provided by organisation (Table 5).

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.757
Bartlett's Test of Sphericity	Approx. Chi-Square	365.662
	Df	45
	Sig.	.000

Table 5: Factor Analysis for Quality of Work Life

Factor name	Eigen values			Variable converged	Loading
	Total	% of variance	Cumulative %		
Organisation support	2.429	24.288	24.288	7. Superior support 2. Skills and abilities 8. Training opportunities 3. Organisation instruction	.789 .708 .693 .621
Safety and security	2.067	20.671	44.959	6. Welfare activities. 5. Fringe benefits 1. advancement	.808 .790 .566
Career growth	1.819	18.190	63.149	9. Promotional opportunities. 4. high quality tools and techniques 10. Treated with respect.	.731 .696 .637

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.765
Bartlett's Test of Sphericity	Approx. Chi-Square	384.184
	Df	45
	Sig.	.000

Table 7: Factor Analysis for Employee Commitment

Factor name	Eigen values			Variable converged	Loading
	Total	% of variance	Cumulative %		
Employee involvement	2.574	25.742	25.742	8. Proud to be part of organisation. 7. Inspires best job performance. 3. Willing to put extra effort. 2. Proud to tell others I am part of organisation.	.820 .726 .722 .675
Employee loyalty	2.137	21.369	47.112	4. Best organisation 9. Goals and objectives 10. Care for organization 5. Speak highly about organisation	.777 .722 .643 .634
Job satisfaction	1.741	17.407	64.519	6. Good place to work 1. Accept any kind of Job assignment.	.823 .577

Table 8: Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate R Square Change	Change Statistics					Durbin-Watson
						F Change	df1	df2	Sig. F Change		
dimension0	1	.926 ^a	.858	.856	3.17118	.858	369.049	2	122	.000	2.403

a. Predictors: (Constant), qwlprogrammes and motivation

b. Dependent Variable: employeecommitment

Table 9: Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		Std. Error	Beta				
1	(Constant)	2.290	1.095			2.092	.038
	mot	.430	.119	.432		3.608	.000
	qwl	.508	.121	.504		4.201	.000

a. Dependent Variable: employee commitment

Factor Analysis for Employee Commitment:

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the motivation measure was 0.765 indicating that the sample was adequate to consider the data as normally distributed. The Bartlett's test of sphericity was tested through Chi-Square value which was found to be 384.184 significant at 0% level of significance; indicating that the inter-item correlation matrix was not an identity matrix and therefore the data collected on this measure were suitable for factor analysis. The Principle Component Analysis with varimax rotation and Kaiser Normalisation converged on three factors named as Employee involvement, employee loyalty and satisfaction towards job provided by organisation (Table 7).

Regression

$$Y = a + bx + cx$$

$$Y = 2.290 + .430X_1 + .508X_2 + \text{Error}$$

Where, X_1 = Motivation (independent variable) X_2 = Quality of work life (independent variable)

Y = employee commitment (dependent variable)

The result of regression is shown in the coefficient table (Table 9) which indicates that values for motivation and QWL programmes have significant relationship with employee commitment having beta values of .432 and .504 which were significant at .000 and .000 level of significance as indicated by t-value of 3.608 and 4.201 respectively. The model summary table (Table 8) indicates that value for motivation and quality of work life explained 85.6%

variance in the employee commitment as indicated by adjusted r^2 value of 0.856. So we can conclude that there is significant impact of motivation and quality of work life on employee commitment. Hence null hypothesis of our study has been rejected.

The results of this study have contributed to the body of knowledge in the field employee response behaviour and organisational commitment in the banking sector in Gwalior. Theoretically speaking, the findings of the study revealed positive and significant relationship between quality of work life and motivation with organisational commitment. There are few practical indications that we can draw from this study. First, the study has strong indicators for managing the employees in a banking organisation. If the managers find that the employees are not satisfied with their job and are feeling insecure, they can take a step towards improving the quality of work life by providing various benefits to employees and increase the satisfaction level of employees. Secondly, an organisation can draw inferences from the study and implement it. Thirdly, managers of the banks in Gwalior region could benefit from this study by implementing quality of work life programmes for enhancing the commitment level of employees. In this way they can improve the image of the banks to their employees.

FUTURE RESEARCH

Firstly, future work can overcome limitations of the present study in terms of number of respondents and focusing on the whole state that will help in generalising the findings of the study. Secondly, future research can look for other moderating and mediating variables that can affect the relationship between motivation and quality of work life towards the commitment of employees.

CONCLUSION

The study tested the impact of motivation and quality of work life on the employee commitment of employees who works in private banks of Gwalior region. The data were tested for reliability and factor analysis. Motivation emerged in three, quality of work life in three and employee commitment in three factors. The effect of motivation and quality of work life programmes was found to be significant on employee commitment. Through this research we can conclude that if the organisation cares employees' needs and comfort, provides various benefits and give performance linked rewards, the employee feel motivated and thus he or she will be committed towards the organisation.

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