



Impact of Quality work life and Workplace Empowerment on Employee Commitment: A Study of Banking Sector of Pakistan

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Abstract

Banking sectors is one of emerging sectors in Pakistan, but it stands out when it comes to employee quality of work life and the workplace empowerment and that lead to the lack of employee commitment. The target of this study to find the influences made by employee empowerment and quality of work life on the commitment of employees towards their organization. This investigation solely has targeted the branch banking employees of Pakistan. This analysis is perform using the data collected from the banks of Pakistan through the distribution of the questionnaire and the sample of 215 has been distribute to different branches of banks of Pakistan. Out of which 200 were found correct in all aspects. The software used in data interpretation and analysis were SPSS and AMOS for the determination of reliability and running the structural model equation respectively. The results suggested that the employee commitment has a positive and direct relation with the employee empowerment at workplace and the quality of work life of employee. This investigation provides an insight of the branch bankers of Pakistan and it gives an idea that the branch employees contain some grievances in context of their job. Hence this paper could be used as the highlights of the problems faced by the branch bankers of Pakistan.

Keywords: *Overtime, Late sittings, Quality of work life, Employee commitment, Workplace empowerment.*

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I. INTRODUCTION

Organizations spent billions of rupees in building resources, employees are considered as one of most prominent assets for a company. In emerging markets quality of work life is considered as most important factor for employees commitment and firms accept that it is essential to provide reward against the fulfillment of given task by the employees. Omofowa (2021) stated that quality of work life depends on the commitment of an employee, his career development and how well organization provides the opportunity to grow in his or her career. There should be career opportunity in workplace because it enhances their commitment toward performance.

Hence there is no doubt that these values appear to have potentially serious consequences if not implemented; for a core of committed individuals who are the source of the organization. Muramalla (2021) endorsed that remuneration offered in the form of reward enhances the employee's overall job satisfaction but many employees' job commitment is associated with how well organization committed in employees' training and development. Furthermore, he found that employees do not prefer to have strict supervision during work.

Empowered employees are those employees whom organization provides some of the essential authority for decision making and employees prefer self-efficacy so they can make decisions quickly. Zeeshan (2021) investigated that empowered employees make their decisions more efficiently and this quick decision making increases their productivity and ultimately it increases employees' work engagement and commitment toward the final goal of organization. He endorsed that employees in banking sectors required more self-empowerment in their decision making which will create employees' involvement in their job.

There are some complex areas for us as in our research which is for the banking employees of Pakistan; the problems are such that the idea of empowerment is very limited in this area because many things like SOP's, policies and procedures are regulated through the state bank of Pakistan and if the managers start to empower employees in this context so it will be a violation of the law. So a slight empowerment idea has been involved like initiatives, flexible hours for work etc. Baird et al (2018) investigated the importance of the enabling use of controls, through their significant association with the level of employee empowerment and their indirect influence on organizational performance. Hasan (2021) revealed that organization can influence the commitment of an employee by working on the work-life balance where companies can enforce strict compliance on completing work within the working hours. Further more study suggests that when an organization assigns tasks it must analyze who is the best for the given task, and tasks should be assigned as per the interest and field of the individual employee. Employee's commitment will increase once an organization maintains a clear line between the life of work and the employee's personal life.

AlKahtani (2020) studied that organizations which give empowerment to their employees have found more commitment of their employees toward the

organization and further endorsed that there is positive relationship exist between employees empowerment and their commitment toward their organization further more committed employees seems to be more satisfied from their job.

Organizations are facing an ever increasing competition and they prepare for new challenges one of the key components of survival is maintaining and upgrading the organization ability to use human resource effectively and efficiently. Andrew, A. (2017) endorsed Achievements of an organization's goal are directly related to employee's commitment towards organizational objective it has been realized that when employees were in stress they could leave organization which increases turnover ratio. It is considered that the continuity of the long term contribution by a specialized employees with organization committed and high performance to the organization will contribute to the growth in productively as well as competitive power. (Singh A. Chauhan, 2018) stated in the environment of an organization's employee management it is one of the complex tasks for an employer, different techniques are used for enhancing the performance of employees, employees empowerment is consider as one of them; it means delegation of authority and responsibility to the employees and it is based to enhance service quality and productivity of employees as well If employees are given importance, encouragement, priority and recognition for their work then it will create the feeling of belongings in them accordingly their performance will also increase employee absenteeism will also decrease and they'll work with full of their efficiency and effectiveness.

Omofowa (2021) Employee's career progression promotes quality of employee's work life, furthermore employee commitment, career development and the place where he or she work can foster employee's willingness to work. Quality of work life is one of the factor what not only effect employee's productivity but it also effect his culture and his approach to contribute employee's commitment toward organization. froese et al (2019) explained the employee's satisfaction and retention are critical to the conduct of business in the competitive market place and business environment today. The commercial banks have thus set out on different management strategies as resort to promote employee job satisfaction. Bazillai (2021) endorsed that Working culture of today industry make employee fully fatigued, the reason behind employee's exhaustion is long working hours, late setting during working hours and have long length of responsibilities that not only decrease employee's productivity but also affect his or her commitment toward the organization such issues not only hit working life but affect their personal life by increasing medical problems in the form of diabetes issues, increasing hypertension, psychological and furthermore their attitude problems. Ehido (2019) High commitment is one of the key element which is required in today challenging environment and employers need to understand that quality of work life which is organizational internal factor of their employees and if employer want to improve the productivity of employees he or she must work on the quality of life which he offer in the form of organization environment, employer have to overcome the gap that exist between quality of work life and employees engagement.

Nayak et al (2019) also claimed in a study of health sector keeping the mutual variable in consideration (employee empowerment) that this variable is sufficient enough to

enhance the commitment of employees. (Saleem et al. (2019) has also concluded in their findings that the empowered employee's results in better competent employees, so these all studies are generating an idea that the empowerment is linked with the quality of work and outcomes plus the enhanced commitment of employees as well. Similarly (Baired et al. 2018) studied the employee empowerment in manufacturing sector found significant results of it on the organization's overall performance, by which we can understand that the better performance of employee is related to their enthusiasm for the organization which could be an indicator for the commitment of employees This research is targeted towards the branch banking employees of Pakistan so we cannot claim that it will be applicable globally. This study contributes to highlight the problems faced by bankers of Pakistan in context of their work and provides valid solutions for them. The need of this study a raised because the branch banking employees of Pakistan hasn't been addressed in near past and if so then limited work has been done on it.

1.1) Scope of the study

This research will benefit the human resources department in the domain of controlling the turnover rate of the branch banking employees. This study has been focused towards the branch employees of the banks of Pakistan and such kind of investigations (in the domain of HRM of banks) are too rare to find in Pakistan. The HR personnel can use this study as a reliable source to understand the mindset/grievances/ problems of the branch employees which they might not get through a formal appraisal session.

II. LITERATURE REVIEW

General System Theory is Widely apply theory explained that an organization consists on different parts and these parts combined and make a system, every system has interdisciplinary system human force is considered one of the major part of a system and change in one part overall effects all parts of the system and this system is totally influenced by its environment, space and time. Structure of a system is defined through functions.

Extensive studies has been conducted on employees commitment and other related factors, many studied confirmed that Employees who are committed, involved in job, involved in creative and innovative activities are less likely to leave their jobs. Brendonk Et al. (2014) investigate the quality life for nursing in a trauma of dementia and the impact in Quality of work due to dementia emotionally wellbeing. The finding of the study endorse that quality of work live has positive impact on overall performance of an organization and it increase job satisfaction, work strain and motivation. Agudelo, Saavedra (2016) explained Organization must include Human resource practices in their organizational vision and this could be one of their key reason of success and staff of an organization could add competitive advantage of an organization. Hanaysha, J. (2016) Studies employee empowerment, training of employees and their team work in Malaysian educational sector, different methods were used to check their relationship and final conclusion of this study endorsed Commitment of employees is considered one of the most important element that

ensure organizational effectiveness the reason behind this statement is that such employees can help an organization to achieve its set outcome. Hence this study clearly confirms employee's commitment is positively depend on training of employees and their training.

Potnuru et al. (2018) analyzed empowerment of employee and building team and its impact on employee competencies and role of modern organizations in learning culture. The findings of the study suggest that there is a significant relationship between organizational learning culture and team building and employee empowerment on employee competencies. . Baired et al. (2018) examined the relation that taken place between uses of control with the level of employee empowerment; they used manufacturing organization as randomly chosen, overall finding were in favor to provide more empowerment to employees to take independently decision the results of study also highlighted to importance of enable use of controls. Idris Et al (2018) imperially analyzed the relation of job satisfaction and employee empowerment, and its implications for change management of organizational and to understand the socio-cultural environments. Study found that the empowerment has an significant positive relationship with job satisfaction that show that the employee empowerment has a strong connection in job satisfaction in urban Malaysia which have upgrade their potential of productivity and innovations has policy makers should make policies in their organization of empowering employees so that ultimately it will benefit the organization and subsequently country. Juan et al (2018) analyzed the organizational performance in private and government institutions through human resource management and the main objective is to know the link between structural empowerment and organizational performance, the findings of this study suggest that organizational performance is positively associated with both structural empowerment and psychological empowerment whereas the strategic integration of HRM shows a positive and significant association with organizational performance. Ashley et al (2019) conducted an investigation about the impacts of quality practices and empowerment of employees on the organizational outcomes which in this investigation is specific to health sector. The results of the study suggested that the support of organization for improvement in general programs has a significant impact on the quality practices and frontline empowerments. While the doctor's support is linked significantly with the employee empowerment which could mean that the support of managers and/or bosses towards their subordinates at the workplace could be of greater importance if aimed to enhance the employee empowerment. Sinvaletal. (2019) studied the quality of work life and its impact on overall organizational development, employee's commitment is very essential element for high productivity with greater confidence concerning its internal structure and its relation to other behavioral constructs such as work engagement. Jabeenetal. (2019) investigate on Quality of work life of Emirati women and its influence on job satisfaction and turnover. They used job satisfaction quality of work life and turnover intention. Result of the study was found to have a significant relationship with all variables in the model, and they found, as positive effect on job satisfaction and a negative effect on turnover intention and Public sector organizations. Job satisfaction, as it will ultimately result in less staff turnover, greater productivity, and will also support the localization strategy. Furthermore it is indicated that public sector employers should formulate policies that will address

female employees' requirements in relation to employee.

Nayak et al (2019) in past have investigated the link between workplace empowerment, employee commitment in relation to quality of work life in the health sector industry. The results generated revealed that the workplace empowerment sufficiently impacts the commitment of employees in private health sector organizations.

Saleem et al. (2019) investigated how employee performance and organizational commitment were affected by transformational leadership and employee empowerment. Results endure that Integrity can enhance the performance of employees in banking sector which is positively associated with employee empowerment.

Mohammed, 2021 Triguero, 2021 YIMER 2021) Studied quality of work life in relationship with job security, training, pay and recognition the research concluded quality work life is the only factor that effect organization performance. There is need to address issues related to personnel. The finding of this study concludes that quality of work life have positive impact on organization performance. Khoury (2021) Studied job satisfaction and its related variable work life balance and its evidence from Palestinian industry this study explained the importance of quality of work life and employees awareness about this important element. The final result of this study revealed that employees satisfaction and balance work life is positively associated with overall organization's commitment. '

Sujatha (2021) Explained employees prescriptive and normalizing commitments have positive influence on the organizational operational performance, organizations policies which give importance to employees commitments seems to have highly outcome oriented.

Moda, Nwadike, Danjin (2021) concluded that industry should balance the life of workers with personal life, if firm take initiative which reduce stress during work, and ensure the safety of worker in workplace, wellbeing of health of employees then can have high productive employees and all these variables are part of quality of work life. Hence final finding of this study stressed the need of having quality of work life which increases the commitment of employees toward their organizational task.

Ali (2021) stated that once a company create better training opportunities, and employee's commitment can create better environment in banking sectors. This theory clearly endorses the quality of work life which can be considered as one of the part of an organization system and if employer work on this part of the system it will influence other parts which includes human resources as well.

III. RESEARCH METHODOLOGY

3.1) Research approach:

Mainly there are three approaches which are adopted while conducting any research,

following are mentioned and elaborated further. Quantitative approach is adopted when the paradigm of study is positivist and post positivist it involves collection and conversion of data into numerical form. Qualitative approaches. When a study is related to social constructions so this approach is adopted. In this study our research approach is quantitative because this research approach make results more valid, reliable and generalize a large population. This approach is in numeric form which will enable us to reduce biasness in analysis of data. There are three kind of research purpose that define purpose of the research, following are elaborated as under: The purpose of explanatory research is to test or verify specific theories and make amends of research that explain the aspects of theory. Correlational research design in this approach researcher used techniques to establish a relationship between two closely connected variables.

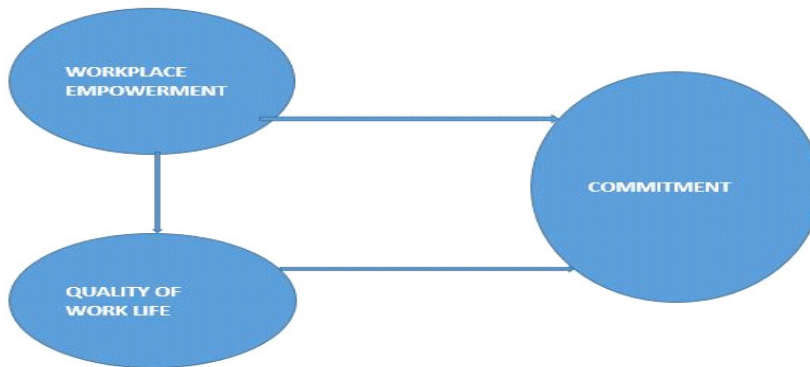


Figure 1

3.2) Nature of Research

The research is Qualitative in nature. SPSS is employed to check that how much and in what direction the independent variables i.e. quality of work life, and workplace empowerment impact the dependent variable employee commitment. We collected data in raw form it was firsthand data collected from bank's employees which later converted into interpretable form. The population of our study comprised on the employees working in branches of private banks of Pakistan, the reason behind collecting data from urban city Karachi is that the economic activities are concentrated in large cities thus rapid organizational change highly effect urban workforce.

3.3) Sample

The target sample/audience of study is branch employees of the banking sector of Pakistan. Researcher selected the target audience for study using snow ball sampling technique, but keeping in view selecting employees from officer cadre and middle management and branch service officers. A self- administered questionnaire were the source of collection of data. Zikmund (2000) augmented this as one of the best approaches to data collection in management research is via self-administered

questionnaires. The sample size is $n=200$. we considered this sample size and response rate effective base on the guidelines spelled out by Tabachnick and Fidell (2013)

3.4) Research Tool

The selected tool for the research is questionnaire. Questionnaires are self-structured and are based on 1-5 Likert Scale. 1 denotes strongly disagree on Likert scale whereas, 5 denotes strongly agree on Likert scale. Cronbach's alpha is used to check the reliability of the research tool. The Cronbach Alpha of the study is 0.968.

The questionnaire have two parts, part A part consist of demographic of the respondents whereas, part B consists of three scales i.e., QWL (quality work life), WE (work empowerment) and EC (employee commitment) after extensive review of literatures.

QWL scale have 18 items, WE scale consists of 16 items and EC scale contains 10 items, all these items are adopted from Nayak, T., Sahoo, C. K., & Mohanty, P. K. (2018) to measure the extent to which employees are committed to their organization.

3.5) Hypotheses:

H1: Workplace empowerment has a positive relationship with Quality of work life.

H2: Quality of work life has positive relationship with the employee commitment in banking employees.

H3: Workplace empowerment has a positive relationship with the employee commitment in banking sector.

IV. RESULTS

4.1) Demographics:

As presented in Table 1 the study includes 145 male and 55 females which constitutes of 72.5 per cent of male and 27.5 per cent of female respondents. Respondents aged between 20 and 25 years (32.5 percent) followed by 26- 31 years (29 percent), 32-37 years (14 percent), 38-43 years (11.5 percent) and above 43 (13 percent). In total of respondents 53.5% were unmarried and 46.5% were single. Among respondents Graduate were (80%), while under graduate were (20%), post graduate employees were also the respondent (9%) respondents have others education were also part of study. Among respondents 41% were working 10-11 hours on daily basis, 36% were working 9-10 hours on daily basis, 15.5% were working 8-9 hours on daily basis and 7.5% were working in different variable hours on daily basis.

Table1: Respondents Profile

Factor	Frequency	Percentage
Male	145	72.5%
Female	55	27.5%
Married	107	53.5%
Unmarried	93	46.5%
Age in Years		
Aged between 20 and 25	65	32.5%
26- 31 years	58	29%
32-37 years	28	14%
38-43 years	23	11.5%
above 43	26	13%

4.2) Reliability and validity analysis

To check the Cross Validation of the Data that has been collected from banking sector of Pakistan reliability test was run on SPSS. The Cronbach's alpha value for workplace empowerment is 0.925, for Quality of work life is 0.920, and for Employee Commitment is 0.935. The overall Cronbach's alpha of the study is 0.968. For Social Science the benchmark for the reliability test was kept equal to/ more than 0.70

Variables	Items	Cronbach's alpha
Workplace Empowerment	16	0.925
Quality of Work life	18	0.920
Employee Commitment	10	0.935
Overall	44	0.968

4.3) SEM analysis

This study also applied one of very authentic statistical approach structural equation model for further endorsement of the analysis, the results and interpretation given below.

Table-3 Cronbach's alpha

Hypothesis	Path Analysis	Effects Type	P value	SRW	Remarks
H1	WE QWL	Direct	***	.822	Supported
H2	QWL EC	Direct	***	.518	Supported
H3	WE EC	Direct	***	.354	Supported

In our research the three hypothesis H1, H2 and H3, and all have been supported by the p- value P which contains the benchmark of determination which should be lesser than 0.05. Hence our all hypothesis determined in this regard are significant and direct in nature.

The Workplace Empowerment (WE) which is independent variable has a positive and direct relationship with Quality of work life (QWL) containing an SRW value of 0.822. Which reveals that a unit's change in the Workplace empowerment (WE) will bring an increase of 0.822 units of Quality of work life (QWL). Similarly, a unit's change in the Quality of work life (QWL) will bring a change of 0.518 units in the Commitment level of Employees (EC). And for the final case (H3); a unit's change in the Workplace Empowerment (WE) will bring about a variation of 0.354 in the Employee Commitment (EC).

Table-4 Exploratory Factor Analysis

	Workplace empowerment	Quality of work life	Employee commitment
WE-1	0.752		
WE-2	0.905		
WE-3	0.867		
WE-4	0.797		
QWL-1		0.854	
QWL-2		0.771	
QWL-3		0.814	
QWL-4		0.751	
EC-1			0.835
EC-2			0.837
EC-3			0.788
EC-4			0.787

Confirmatory factor analysis is analyzed to study the relationship that construct amongst different variable and their items (Shelby, 2011). The results presented in above table-4 clearly endorsed loading of most of the factor is less than 0.60 hence it constructs a clear relationship exist among variables.

V. CONCLUSION

Based on our Test it is Revealed through reliability Test and SEM that Employee Empowerment is sufficiently, positively and directly linked to quality of work life and employee commitment therefore policy makers should consider this these factors in order to improve Employee Performance in order to Achieve Firm's goals. in our review of literature it has also been shown that such practices (to empower and improve the lives related to work of employees) has a great influence to enhance the commitment of employees. The data collection which was a challenge in the process because hardly anyone was able to participate voluntarily in it and what more, the branch bankers are such a busy body that they cannot divert their attention on something other than work especially the operational staff. The data analysis revealed that in this Study a broad research has been done on Employees that people spend a huge portion of their life at their work this is why our study could be an effective tool or a contributor for Quality Improvements. In addition, the Employee Empowerment is strongly related to the quality of working lives, which Provides rise to an idea that Employee empowerment could prove to be of huge significance that could have an effect on the turnover ratio and the end outcome that could also lead to organization to better perform. So all of these researches (which we reviewed) give rise to the concept that empowerment is related to the quality of job and results as well as increased employee performance and of course the commitment with organization. The issues are such that the concept of empowerment is not appreciated in banks and somehow has limitations in these areas because many thing like sop's, policies and processes are controlled through Pakistan State Bank and if the executive initiates empowering employees and this will result in a breach of law. Therefore this research helps to highlight the issues that Bankers in Pakistan Faces during their job. This study has been conducted with the focus in mind that the branch bankers in Pakistan spend approximately more than 10 hours of their day at work without being compensated for it (overtime payments) and other hurdles which could affect their commitment for the organization (which was our dependent variable). So we started to review past papers based on such scenarios and then found some relevant stuff e.g. instrument, variables etc. The instrument was then modified and approved through an experienced academician and researcher. Based on our analysis the results extracted were sufficient, positive and the benchmark values were met the impact between empowerment in the workplace and quality of work life were linked with sufficient numerical weights and similar was found in the case of quality of work life and commitment level of employees and in the third case also; which was work place empowerment and employee's commitment.

VI. RECOMMENDATION

The recommendations for policy makers, employers, HR personnel/decision makers are as follows:

Regulatory authority of banking sector should designed a strategy which promote quality of work life and release the stress of employees who works in branches every day employees suffers because of late working hours and then not getting compensations or reward against it, authority should implement policy that can be on the basis of suggested two scenarios:

Prominent recommendation which this research suggest is to promote quality of work life in the form of giving importance to employee's training development, employee productivity activities such as providing skills programs which will eventually promote quality of work life and employees orientation toward organization.

Employer should make sure to promote initiative taking environment that will foster of sharing knowledge and employer should appreciate employees once he or she take initiative which will enhance loyalty and commitment of employees.

To decrease the timings of the bank's dealing with the public which will provide the staff sufficient time to wind up the closing processes.

To compensates for the extra hours spent by the staff on closing process of the branch.

Banks should promote flexible work schedules in Organization, employees work long hours which ultimately destruct their personal life that make them pressured during the work.

FUTURE RESEARCH

Since Banking Sectors was focus center of our study so access we don't have the access to the policy maker's especially state bank of Pakistan. Therefore we recommend future researchers to contact policy makers and ask their point of view in employee empowerment.

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