

ORGANIZATIONAL CLIMATE, LEADERSHIP STYLE AND EMOTIONAL INTELLIGENCE AS PREDICTORS OF QUALITY OF WORK LIFE AMONG BANK WORKERS IN IBADAN, NIGERIA

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Abstract

The effects of organizational climate, leadership style and emotional intelligence on the quality of work life were investigated in this study. The participants were two hundred and fifty bank workers drawn from selected commercial banks within Ibadan metropolis. Three research questions and hypotheses were raised in the study. Four valid and standardized instruments were administered on the participants. Pearson product moment correlation, multiple regression analysis and analysis of variance were used to analyse data at 0.05 level of significance. The result shows that the three independent variables when combined were effective in predicting quality of work life. The three variables contributed significantly to quality of work life of the participants with leadership styles as the most potent predictor in the study.. the result also show there was also a significant difference in quality of work life among participants with Democratic, Autocratic and Laissez faire leadership with contributions of democratic style being the most potent. Based on the findings, it is suggested that management should take into cognizance the importance and roles of emotional intelligence and leadership styles in enhancing quality of work life among employees

Keywords: Quality of work life, Organizational climate, Leadership style, Emotional intelligence

Introduction

Employees attitudes are the foundation of their contribution since they form the reservoir of natural ability and strengths that each person brings to their work (O' Connor, 1990). Many workers are not satisfied with their jobs due to the presence of certain factors within and outside their job. In today's fast-paced corporate world, a critical observation of particularly the nature of Banks and banking jobs would reveal continual structural, rapid socioeconomic, psycho physiological and demographic changes that are besieging the organization. The Nigerian banking sector has grown so extensively that it now plays a significant part in the country's economy. With the opening up of the economy of Nigeria, dramatic change has been observed in the banking sector of Nigeria. Such institutions play a critical role in capital formation and stimulate the level of industrialization, poverty alleviation and human development (Newaz et. Al., 2007). Specifically, the expansion of the banking sector has provided a quality of work life to employees who are working there and giving services to the customers. For instance, the structure of the Nigerian banking industry changed significantly since 2005 due to regulatory induced consolidation via mergers and acquisitions.

The banking sector reform coupled with the global trend in Merger and Acquisitions provided a compelling reason for major structural changes in the financial system that resulted in the emergence of 20 stronger and more focused banks from the previous 89. The reform included right sizing and realignment of staff which entailed retrenchment, demotion, salary reduction, redeployments, and culture conflict among others. These factors bear directly on employee welfare (ILO, 2001; Alaranta and Maarit, 2004; Barnett, Rachel, Pearson and Ramos, 2005). Hence, despite the benefits of the reform in energizing the banks, it has heightened bank employee fear job security, demand for greater efficiency and necessitating an examination on their quality of work life.

Literature Review

The term 'Quality of Work Life (QWL)' is reputed to have originated from an international labour relations conference in 1972 at Arden House, Columbia University, New York (Efraty & Sirgy, 1990). Quality of work life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. QWL refers to the impact of the workplace on satisfaction in work life (job satisfaction), satisfaction in non-work life domains, and satisfaction with overall life (Sirgy, Efraty, Siegel & Lee, 2001). The quality of work life exerts a strong influence on not only job

satisfaction but such other aspects of satisfaction as with family, social life and economical life, among others. This construct also includes the workplace effect on a staff's satisfaction with his/her job, non-work life realms, overall life, and subjective well-being. Extent of work life quality transcends job satisfaction (Sigry, Efraty, Siegel & Lee, 2001).

According to Islam and Siengthai (2009), QWL encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behavior towards employees. According to Gadon (1984), Quality of work-life programs have two objectives: (a) to enhance productivity and (b) to increase the satisfaction of employees. Thus QWL provides healthier, satisfied and productive employees, which in turn provides efficient and profitable organization (Sadique 2003). The reason behind choosing banking sector for this study is that it plays an important role in our economy. After the liberation war, the government of Bangladesh put in a constant effort to booster the country's banking sector. This key concept as elaborated in literature include job security, better prize system, higher pay, growth opportunity, participatory groups and improvement of the organization's productivity compared to that of rivals (Lau & May 1998).

Hence, from the posit so far, quality of work life is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Indeed, it is difficult to best conceptualize the quality of work life elements. However, a simplistic definition of quality of life is satisfaction within multiple life areas (Bishop, Berven, Hermann & Chang, 2002); the "individuals' perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards, and concerns. (Frain, Berven, Chan & Tschopp, 2008). From the latter it could be proposed that categories relating to quality adequate and fair compensation, safe healthy working condition, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life. Hence, it requires employees' commitment to organization and environment in which this commitment can flourish. The quality of work life may therefore be conceptualized as a sub-set of the quality of works which is all inclusive in notion of life and living condition. To quote Nash (1985), it is the quality of the content of relationship between human beings and their work.

Work life quality can be seen as a multidimensional dynamic construct that brings together such concepts as job security, prize system and

opportunities for promotion, learning and participation in decision making (Censidine & Callus, 2001). Although no widely accepted definition of the work life quality has been proposed so far, the consensus among psychologists and management scholars is that work life quality is a structure ideal for staffers in terms of welfare. In a general sense, work life quality refers to subjective conception and understanding the staff members of an organization develop of mental and physical desirability of their workplace (Fakhrpour, Yavari, Amirtash & Tondnevis, 2012). Some believe that an individual's quality of work life includes the things which affect him/her during a workday for example salary and benefits, facilities for progress and realization of potentials, interactions and communications, balance between work and non-work lives, job security, norms and occupational values, among others (Ballon & Goodwin, 2007). This phenomenon which is further regarded as one of performance improvement approaches and of key elements in the culture of perfectionism" serves as an approach that brings in the same direction both the staff members and the organization (Richardson, Vandenberg & Wilkerson, 2000).

Mental demands of employees in an organization may be satisfied by utilizing work life quality techniques (Hoseini *et al.*, 2009). Walton (1973) sees work life quality as the employees reaction to work, in particular to its critical consequences in meeting their occupational demands and mental health; employing this definition the work life quality will encompasses personal consequences, work experience, and how to improve work so as to satisfy personal needs (Soltani, 2006). According to Walton's theoretical framework, eight major conceptual areas are suggested for understanding quality of work life. These are adequate and fair compensation, safe and healthy working conditions, opportunity for growth and constant security, constitutionalization, social reliance, total life space, social integration, and development of human competencies (Moorhed & Griffen, 1998).

Studies, Waitayangkook (2003); Kheirandish (2009) show that the quality of working life has an impact upon organization identity determination, job satisfaction, vocational attempts, vocational performance and the decision to abandon serving organization. From this, it is understood that a happy employee is a more efficient and useful one, a happy employee is committed and loyal. Therefore, quality of working life is essential in organization for absorbing, maintaining and supporting employees. There are many factors responsible for employees' quality of work life. However, to distinguish and determine which factors influence working quality is a difficult job. There is a reverse and significant relation between the quality of working life and vocational weariness and with improvement of working life quality, vocational weariness decreases (Monfaredniya, 2008). Sometimes the quality of working life encompasses various concepts, one of them being

employees understanding of working and non-working life (Giancaro, 2006). While researchers in organizational behaviour study are faced with the problem of identifying those things that could predict Quality of Work Life, this study evaluates effects from organizational climate, leadership styles, emotional intelligence.

Perhaps one of the most important significant characteristics of a great workplace is its organizational climate. It is generally referred to as the degree to which an organization focuses on, and emphasizes innovation, flexibility, application and recognition, concern for employees' well-being, learning and development, citizenship and ethics, quality performance, practices structure, leadership and goals and objectives (Patterson & Warr, 2004). Evans, Hodkinson, Rainbird & Unwin, (2006) described organizational climate as the summary perception which people have about their organizations. It is, thus, a global expression of what organization is. The convulsiveness of the organizational climate depends on various factors such as organizational context, organizational structure, company customs and values. It also includes physical environment, communication, rewards system, employees' encouragement, performance evaluation system, training and development programme as well as supervision (Rainbird, Fuller & Munro, 2004). Hooijberg and Petrock (1993) characterized the four corresponding climate types from the point of view of the employees' quality of work life. These are; group climate, developmental, rational goal climate and internal process. The concept organization climate is a generalized perception which people employ in thinking about and describing the organizations in which they work (Schneider, Brief & Guzzo 1996). Organizational climate, defined as the way in which organisational members perceive and characterize their environment in an attitudinal and value-based manner has been asserted as an important and influential aspect of satisfaction and retention, as well as institutional effectiveness (Verbeke, Volgering & Hessels, 1998).

According to Calahane and Sites (2008), organizational climate is a collective perception of the work environment by the individuals within a common system. Climate is a stable organizational characteristic that is maintained overtime and which gains considerable inertia as generations of workers come and go (Calahane & Sites 2008). Organizational climate is a relatively ending quality of the internal environment that is experienced by the members, influences their behaviour and can describe in terms of values of a particular set of characteristics of the organization (Tagiuri, 1968). Organizational climate is the set of characteristics that describe an organization and that (a) distinguish one organization from other organizations; (b) are relatively enduring over time and (c) influence the behaviour of the people in the organization" (Forehand & Gilmer, 1964). As

conceptualized by Schneider, Brief and Guzzo, (1996) climate perceptions are meaningful abstractions of sets of cues, the cues being the many specific events, conditions, practices, and procedures that occur in the daily life of an organization. Litwin (2001) defined organizational climate as a group of measurable characteristics that members could perceive directly or indirectly in the work environment,” and, as a description of environmental factors, it could help researchers ascertain the effects of environment on employee motivation. On the other hand Patterson, Warr and West (2004) described climate as those aspects of the social environment that are consciously perceived by organizational members. Organizational Climate generally defined as a psychological state is strongly affected by organizational conditions, such as systems, structure and managerial behaviour, perception of how things are in the organizational environment, which is composed of a variety of elements or dimensions (Denison, 1996). It can also be used to describe non-work social systems, such as families, clubs, and dyadic relationships (Aarons & Sawitzky 2006).

Guppy and Daniels (1994) discovered that individuals significantly differ in the way they perceive their climate, even if the climate description and the task they had to perform remained constant, thus, suggesting some individual differences must have an effect on the quality of work life. In their reviewed article, Burton and Obel, (2000) opined that each of the four climate can be effective and yield high desired organizational outcomes. It is well established in the literature that employees with a high level of psychological well-being are better, more committed, and more productive than employees with a low level of psychological well-being (Wright and Bonett 2007, Wright and Cropanzano 2004). Nonetheless, employees are likely to have higher wellbeing if they are satisfied with their work and organization and they perceive their Quality of Work Life (QWL) positively, since an employee’s experiences in the workplace and his/her QWL influence his/her health and psychological well-being (Chan & Wyatt 2007; Srivastava, 2007).

Leadership is one of the world oldest preoccupations and a universal phenomenon in humans (Bass, 1990). From the ancient to modern history, leadership has played an integral role in developing groups, societies and nations. Many people believe that leadership is simply being the first, biggest or most powerful. Leadership in organization has a different and more meaningful definition. A leader is interpreted as someone who sets direction in an effort and influence people to follow that direction. According to (Bass, 2008), leadership is ultimately about creating a way for people to contribute to making something extraordinary happens. Though, as a complex human relationship, Peterson and Luthans, (1998) define leadership style as a trait, behaviour tendencies, and characteristics method of a person in a leadership

position. An important division of leadership style is the extent to which the leader is willing to delegate responsibility and encourage input from followers. Some key styles are; democratic leaders, autocratic leaders and laissez faire leadership. Prior studies (Zhu, Chew & Spangler, (2005); Realin, (2005) postulated that leadership style relies on reciprocal actions, where team members work together in whatever roles of authority and power they have, not based on position power. Employees becomes interacting partners in determining what make sense, how to adopt to change and what is a useful direction. Similarly, (House & Aditya 1997; Yukl, 2002) revealed that leadership styles will have a direct effect on job satisfaction, organizational performance and perhaps employees quality of work life.

Emotional intelligence (EI) often measured as emotional intelligence Quotient (EQ) by Goleman (1995) is a term that describes the ability, capacity skills or a set-perceived ability to identify, asses and manage the emotions of one's self, of others and of groups. The term "emotional intelligence" is usually attributed to Wayne Payne's (1985). However, prior to this, the term had appeared in Mayer and Salovey (1990). In their earlier theorising, they defined emotional intelligence as a sub-set of social intelligence that involves the ability to monitor one's own and others feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action. The literature on empirical findings of emotional intelligence and employees' quality of work life seem to be conspicuously silent. Empirical review by Jordan, Ashkanasy, and Hartel, (2003) found that there is a significant difference between employees with high average emotional intelligence and those with low average emotional intelligence, in term of goal achievement and the effectiveness of the processes they used to achieve those goals. Mcenrue and Groves (2006) further opined that low emotional intelligence employees improved on their quality of work life to the extent that they become indistinguishable from the high emotional intelligence employees. It is not clear from this study whether this change in the improvement of quality of work life by low average emotional intelligence employees was due to the training or general group development over time.

The Nigerian banking sector has had to contend with new demands to achieve greater efficiency and responsiveness to the needs of the Nigerian economy. This was what informed the drive for the recapitalization and consolidation of the industry. The resultant transformations are most challenging to the employees and management. More so, given the amount of time and energy people expend at the workplace, it is important for employees to be satisfied about their life at work. Time pressure is a serious problem in today's workforce, with ever-increasing numbers of workers bearing major responsibilities at home and meeting higher job expectations

and heavier demands at work (Glass & Finley, 2002; Van der Lippe, 2007). This underscores the need to evaluate the nature of quality of work life of Bankers, in addition to determine the effects of factors such as organizational climate, leadership styles and emotional intelligence.

Research Questions

1. Would there be any relationship between organizational climate, leadership style *and* emotional intelligence to quality of work life?
2. Is there any joint effect of organizational climate, leadership style and emotional intelligence to quality of work life?
3. What is the relative contribution of organizational climate, leadership style and emotional intelligence to quality of work life?
4. Is there any significant difference in quality of work life among participants with democratic, Autocratic and Laissez faire leadership style?

Methodology

Research Design

A survey research design using the ex-post facto type was adopted for the study. It is a research study in which a group of people, items or objects is studied by collecting and analyzing data from only a few people, items or objects considered to be the exact representative of the entire group. This survey research design method is used to find out the opinion of people in a given location toward an issue, item or event that may be of interest to the public in that geographical area being studied. Usually a cross section of people is sampled and interviewed or to whom questionnaire are administered. The results obtained from these are generalized to the population. The survey research is often used to predict outcome of events.

Sample and Sampling Techniques

The study's sample were (250) bank workers. A representative of twelve (12) commercial bank from six (6) local government areas within Ibadan metropolis. The technique adopted for selection of sample was a multi-stage random selection technique, one hundred and twenty six (126) male and one hundred and twenty four (124) females. The participants in the study were both of senior and junior cadre, who have spent more than ten years in the organization and those who have not spend up to ten years in the service of their organization. Also, the sample comprises of one hundred and forty-eight junior staff and one hundred and two senior staff. They have educational qualifications ranging from school certificate to Ph.D.

Ethical Considerations

Ethical regulations outlining professional guidelines for the conduct of research were strictly adhered to in this study. First and foremost, informed consent form was signed by all respondents. Participants were made aware that information gathered would be used only for the purpose for which it was collected - to advance knowledge in research and where possible serve as a guide to policy makers. Respondents were assured that any personal information obtained will be treated as confidential. Generally, all aspects of the research was conducted in conformity to laid down regulations as enshrined in the Nigerian Banking Sector (NBS)code of conduct for such a sensitive research.

Instrumentation

The participants responded to four valid instruments used in this study.

Organizational Climate Scale

Organizational Climate Scale developed by Pathe, Chaudhari and Dhar (2001) was administered to explore the general opinion of working managers of different organizations. It is self administering scale and eminently suitable for group as well as individual testing. This scale contains 22 items. Each item of this scale was rated on 7 point rating scale ranging from strongly disagree to strongly agree with a score 1 to 7 (1-strongly disagree, 2- moderately disagree, 3-slightly disagree, 4-neither agree nor disagree, 5-slightly agree, 6- moderately agree and 7-strongly agree). The scale measures four different factors of Organizational Climate such as; Results, Rewards and Interpersonal Relations Organizational Processes, Clarity of Roles and Sharing of Information and Altruistic Behaviour. The reliability of the scale was determined by calculating reliability coefficient on a sample of 205 subjects. The split half reliability coefficient was found to be 0.87. Besides face validity, as all items were related with the variable under focus, the scale has high content validity. In order to find out the validity from the coefficient of reliability, the reliability index was calculated, which indicated high validity on account of being 0.93. To ensure the internal consistency of the scale, the inter-item correlation was calculated along with the item total correlation. Norms of the scale are available on a sample of working population. These norms can be regarded as reference points for interpreting the organizational climate scores, those with high and low scores can be considered to perceive the level of organizational climate as highly favourable and unfavourable respectively.

Leadership scale; it is a leadership behaviour description questionnaire constructed by Stogdill (1974). It has 27 items assigned to "consideration and initiating structure" categories of leadership styles. It has been extensively used in the past (Mathieu and Zajac 1990). Is a five point scale ranging from 1-strongly disagree to 5-strongly agree. The internal consistency reliability (Cronbach's Alpha of LBDQ is 0.89). In current research, 0.83 for the initiating structure score and 0.92 for the consideration scores.

Emotional Intelligence Scale; is a scale developed by Schutte, Marlowe, Hall, Hargarty, Cooper, Golden and Dohmeier (1998) assesses emotional intelligence based on self-report responses to items tapping the appraisal and expression of emotions in self and others, regulations of emotion in self and others, and utilizations of emotions in solving problems. The scale has a 33 items on a five-point scale ranging from 1-strongly disagrees to 5-strongly agree. The EIS has demonstrated high internal consistency with Cronbach's ranging from .87 to .90, and a two-week test-retest reliability coefficient of 0.78 (Schutte et al,1998). The instrument has been successfully used by various researchers (Salami, 2005; Adeyemo &Ogunyemi, 2005). The researchers conducted a pilot study in order to revalidate the instrument. A coefficient Alpha of 0.92 was got.

Quality of work-life scale; is a scale by Hackman and Lawler (1971). It a 10 item scale constructed on a 5-point likert format ranging from 1-strongly disagrees to 5-strongly agree. It has a Cronbach's Co-efficient ranging from 0.75 to 0.90.

Procedure

The instrument was administered on the participants following the approval granted by relevant authorities. The managing Director's and personnel managers assisted the researcher by imploring the respondent's to cooperate and respond positively to the questionnaire. Three hundred and twenty copies of the questionnaire were distributed out of which two hundred and fifty were dully completed and returned were vitally utilized for the study. It took the researcher six weeks before he could successfully administer the questionnaire due to the busy schedule of the banking sector.

Data Analysis

Descriptive statistics, Pearson product moment Correlation, Multiple regression analysis and Analysis of variance were used as statistical tools.

Results

The study investigated correlation between organizational climate, leadership style, emotional intelligence and quality of work life. Descriptive

statistics such as mean and standard deviation were calculated, and Pearson Product Moment Correlation was applied to see if there would be significant relationships between the predictor variables and criterion measure. Multiple regression analysis was run on the data to determine the predictive capacity of the independent variables on quality of work life. Analysis of variance was also used to find out the differences in the quality of work life among variations of leadership styles.

Bivariate Correlation Analysis

Correlation analysis showed positive significant relationship between organizational climate leadership style, emotional intelligence and quality of work life. The results further revealed stronger relationship between quality of work life and leadership style at $r=.698$.

Multiple Regression Analysis

Multiple regression analysis was utilized to determine which of the independent variables is predictive of quality of work life. The regression model explained a minimal amount but significant variance of the dependent measure ($R^2_{\text{adjusted}}=.52.7$). This indicates that .532% of the total variance of quality of work life is accounted for by the combination of the three predictive variables in the study. The percentage was found to be significant ($F=3,246$, $p<0.05$). See table 2 for details. From the result displayed in table 3, each of the independent variables made significant individual contributions to the prediction of the criterion measure (quality of work life) in varying weights. Leadership styles ($P=.766$, $t=14.948$, $p<0.05$), emotional intelligence ($P=250$, $t=3.344$, $p<0.05$), and organizational climate ($p=.357$, $t=4.865$, $p<0.05$).

Analysis Of Variance

Analysis of variance was utilized to find out the difference in quality of work life among variations of leadership styles. As observed in table IV (a), the F-ratio value score ($F=3,246$) at 5.107, indicate a significant difference in quality of work life among participants with democratic, autocratic and laissez faire leadership style. On table 4(b), democratic style of leadership had the highest adjusted mean score ($=33.07+(6.02)=39.09$). Autocratic leadership style had the second adjusted mean score ($=33.07+(.93)=34.00$), while laissez faire ranked least at ($=33.07+(-2.73)=30.34$). However, the MCA as shown in table 4(b) indicate that, multiple R and R-Square value of .199 and .040 were respectively observed. This implies that the combination of leadership styles account for 4%.

Table 1: Descriptive Statistics and Correlations among Dependent and Independent variables

Variables	N	Mean	Std	Quality of work life	Organizational climate	Leadership style	Emotional intelligence
Quality of work life	250	39.6800	4.1866	1.00			
Organizational climate	250	75.9720	7.2241	.224	1.00		
Leadership style	250	99.4720	7.5401	.698	.511	1.00	
Emotional intelligence	250	118.2400	10.4370	.323	.790	.477	1.00

Table 2: Summary of Regression Analysis between predictor's variables and quality of work life.

R = .730 R2 = .532 Adjusted = 52.7 STD Error Estimate = 2.8808					
Source of Variation	DF	Sum of squares	Means squares	F-ratio	P
Regression	3	2322.795	774.265	93294	.000
Residual	246	2041.605	8.299		
Total	249	4363.400			

Table 3: Relative contribution of independent variables to the prediction of quality of work life of bank work workers

PREDICTOR	Unstandardized coefficients		Standardized coefficient	t	Sig
	B	Std. Error	β		
(Constant)	1.725	2.633		.655	.513
Organizational climate	-.207	.043	-.357	4.865	.000
Leadership style	.425	.028	.766	14.948	.000
Emotional intelligence	9.641E.02	.029	.240	3.344	.001

Table 4(a): Analysis of variance (ANOVA) on difference in quality of work life among variations of leadership styles

Source of Variation	DF	Sum of squares	Means squares	F-ratio	Sig. of F
Main Effects Groups	2	3445.501	1722.750	5.107	.007
Explained	2	3445.501	1722.750	5.107	.007
Residual	247	83319.203	337.325		
Total	249	86764.704	348.453		

Table 4(b): Multiple Classification Analysis on Leadership styles
Grand Mean = 33.07

Variable + category	N	Unadjusted Dev'n	Eta	Adjustment Dev's	Beta
Group	151	-2.73		-7.73	
Laissez faire	63	6.02		6.02	
Democratic	39	.93		.93	
Autocratic					
			.20		.20
Multiple R squared					.040
Multiple R					.199

Discussion

The analysis of relationship among organizational climate, leadership styles, emotional intelligence and Quality of Work Life as shown in the correlation matrix of Table 1 indicates that there is a positive and significant correlation among the variables studied and the criterion measures. This suggests that organizational climate, leadership style and emotional intelligence could predict Quality of Work Life of bank workers.

As showed in Table 2, the multiple regression analysis indicates that organizational climate, leadership style and emotional intelligence could significantly predict Quality of Work Life of bank workers. The magnitude of this relationship in predicting the Quality of Work Life is reflected in the values of co-efficient of multiple R^2 (0.7730) and in multiple R^2 adjusted (0.532) as shown in Table 2. Thus, it can be said that 52.7% of the total variance in the Quality of Work Life of bank workers is accounted for by the combination of organizational climate, leadership style and emotional intelligence. The F-ratio value of 39.294 is significant at 0.05 level. This further affirms to the fact that the predictive capacity of the independent variables are not due to chance factor.

Concerning the extent to which each of the three independent variables contributes to the prediction, it could be ascertained from Table 3 that leadership style is the strongest predictor of Quality of Work Life, despite the positive predictive strength of organizational climate and emotional intelligence. Zhu et al., (2005) reported that leaderships style were associated with improve Quality of Work Life, as leadership relies on reciprocal actions, where team members work together in whatever roles of authority and power they may have, not based on position power. Employees become interacting partners in determining what makes sense, how to adapt to change and what is a useful direction.

Acknowledging theoretical postulations, the results are not surprising. For instance, by the nature of the construct emotional intelligence, it is expected that a good recognition and understanding of ones and other people emotions, as well as one's ability to regulate and manage

them will have a strong positive effect designated levels of performance that influence over event that affect their lives. Thus, a high level of emotional intelligence suggests a strong level of Quality of Work Life of bank workers. This finding is in congruence with that of Mcenrue and Groves (2006) and Jordan, Ashkanasy and Hartel (2002). The findings of Offermann, Bailey, Vasilopoulos, Seal and Sass, (2004) also lend support to the present findings. In a place like the workplace where success depends on variant factors particularly the workplace ecology, interpersonal relationships, the construct of emotional intelligence cannot be over emphasized. A strong social support developed with positive emotional intelligence skills could be immense psychological benefits in developing confidence in employees work performance abilities. Lack of emotional control resulted in higher levels of conflicts and therefore reduced the performance of employees who focused on their conflict rather than arriving at a decision. In addition, the finding indicates that there is accumulating evidence that emotional intelligence can play a significant role in improving employees Quality of Work Life.

The investigation also reveals that organizational climate is a significant predictor of Quality of Work Life. This finding is supported by the studies of Burton, Lauridsen and Obel (2004); and Hooijberg and Petrock (1993). In these studies, it was reported that there is a positive relationship between the four corresponding climate types from the point of employees Quality of Work Life. These include; group climate, developmental climate, rational goal climate and internal process climate. Though, organizational climate was not the point of focus, the variables are auspiciously related. Thus, it is not out of context to assert that the organizational climate of the banking sector would determine the degree of Quality of Work Life of the employees. The assertion finds support from the viewed of Burton, Lauridsen and Obel (2000) that each of the four climates can be effective and yielded high desired organizational outcomes. In particular, both rational goal and internal process climates, both with high tension can perform well when each is matched with appropriate -environment and other contingency factors. It is also noteworthy that the findings of Guppy and Daniels (1994) situational effect studies which concluded that individual's significantly differs in the way they perceives their climates even if the climate descriptions and the tasks they had to perform remain constant, thus suggesting that some individual's differences must have an effects on the Quality of Work Life.

The Analysis of Variance (ANOVA) in table 4(a) indicates that there is a significant difference in Quality of Work Life among participants with different leadership styles, suggesting possible predictive abilities of the independent variables on Quality of Work Life. With regards to leadership styles, the finding is in consistency with House and Aditya (1997) which

establish that a leadership style has a strong and predictive correlation with Quality of Work Life. Yukl (2002) who also showed in his study that leadership style is positively related to Quality of Work Life, thus providing a base for this present finding with regards to leadership style and employees Quality of Work Life.

As predicted in Table 4(b), the Multiple Classification Analysis on leadership styles revealed that democratic leadership style had the highest adjusted mean score of 39.09. Autocratic leadership style had the second highest adjusted mean score of 34.00, while Laissez faire style ranked least at 30.34. However, these leadership styles collectively as a composite factor can significantly and positively predict employees Quality of Work Life.

In the light of the fact, that other variables could intrude in this present finding, it therefore necessary that further studies be conducted with the necessary control required to determine the strength of the findings in concurrence with literature.

Conclusion and Recommendations

The findings of this study have given rise to further research on how organizations can increase their output due to adequate employees Quality of Work Life. The predictor variables; organizational climate, leadership style and emotional intelligence should be given more attention, fostered and encouraged among employers and employees in order to enhance productivity in organizations. Organizations should create a work place environment with visionary leadership as the 3P's: people, pride and profits. And they work in that order. Pay attention to your human resources (people), acknowledge and reward who they are (pride), and they will deliver the sun and the moon and the stars (profits). It is a time tested formula: managers are simply building on people's innate need to fulfill their destiny (self-actualization) make it work for you, not against you. Caution then needs to be taken when generalizing the findings of the study.

Implications

The result of this study supports the proposition that the degree of satisfaction in Quality of Work Life is related to the degree to which the individual believes his or her success criteria have been met especially if the individual places great importance in these criteria which include pay, respect, personal growth and family life balance. In general, leadership (Top management and senior managers) can be regarded as the driving force for organizations on the path of productivity. They can give the assurance of commit themselves to modeling the designed behaviour combined with the values and need to be institutionalized. The findings from this study will help organizations to identify those employees' related issues that can slow,

productivity in the workplace. Organizational with climate characterized by open communication, internal process, internal goal, developmental and valuing people will show greater trustworthy, behaviour, particularly, delegating control, communicating, openly and showing concern for employees in organization. Further, blessed is the organization that has employees with high independence EQ. Employees get on with the business of running the business, not getting side tracked with getting their emotional needs met all the time in the workplace. This is not to say that employees should not get emotional satisfaction from working..” Rather, EQ independence among employees allows people "to do their job". It can thus be concluded that the essential determinants of Quality Work of Life appears to be organizational climate, emotional intelligence, leadership styles "taking into account of executives" met expectations of their employees.

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