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Impact of Quality Management Practices on the Performance of Employees: A Case Study of Selected Banks of Pakistan

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Abstract
In today competitive environment, having a loyal and satisfied customer increases revenues, reduces costs, builds market shares, and improves bottom lines. The objective of this paper is to examine the quality management practices (QMP) that affect employee service behavior. We selected five variables for quality management practices and they include employees reward, employee's empowerment, employee's commitments, and customer focus and employees leadership. It is assumed that these factors are unique in banking industry and significantly effect on employee service performance. We developed a structured questionnaire through which we collected from 200 employees working in selected banks such as Soneri Bank Ltd, Habib Bank Ltd, United Bank Ltd, and Muslim Commercial Bank Ltd. We examined the relationship between employee empowerment, employee commitment, employee reward, and customer focus and employees leadership with performance of employees. Multiple Regression method was used to measure the relationship between dependent and independent variables. Our Results show that quality management practices such as employees' commitment, reward, leadership, empowerment, and customer focus have significant effect on the performance of employees. The empirical evidence shows that employee empowerment has significant relation with performance of employees.
Keywords: employees reward, employee's empowerment, employee's commitments, customer focus and employees leadership.

1. Introduction

Consumers all over the world have become more quality conscious; hence there has been an increased customer demand for higher quality service. Service operations worldwide are affected by this new wave of quality awareness and emphasis (Lee 2004). Therefore service-based companies like the banks are compelled to provide excellent services to their customers in order to have sustainable competitive advantage, especially in the current trend of trade liberalization and globalization.

According to Awan and Malghani (2015), service quality remains critical in the service industries, as businesses strive to maintain a competitive advantage in the marketplace and achieving customer satisfaction. The financial services, particularly banks, compete in the marketplace with generally undifferentiated products; therefore service quality becomes a primary competitive weapon (Stafford, 1996).Literature has proven that providing quality service delivery to customers retains them, attracts new ones, enhances corporate image, lead to positive referral by word of mouth, and above all guarantees survival and profitability (Awan and Wahla, 2014).

Despite the criticality of service quality to businesses, measuring service quality poses difficulties to service providers, because of the unique characteristics of services: intangibility, heterogeneity, inseparability and perishability (Bateson, 1985; Douglas & Connor, 2003).In view of this, services require a distinct framework for quality explication and measurement. Among the prominent frameworks, SERVQUAL model developed by Parasuraman et al. (1985; 1988) is most preferred and widely used model for measuring service quality in the service industry.

Awan (2010) emphasized that satisfied employees from the management commitment will perform excellent service behaviors by delivering the hotel brand's promise, creating a good image, promoting its services and products, and providing better services than the competitors. In contrast, if frontline service employees feel their work is insulting, demeaning and humiliating, they provide poor services to customers. The service failure will generate negative outcomes such as declining customer confidence.

The employees' perception of services based on management commitment has an influence on their service-related behaviors and perceptions of the capability to provide prosocial service behaviors to customers (Ensher, Grant-Vallone & Gupta, 1998). To develop a commitment to employees and customers, the management team should focus on a promise on job satisfaction of employees (Awan,2010). The manager can monitor their commitment with methods such as organizational support, rewards, empowerment, and training to provide excellent service quality to customers. These commitments will affect employees' job satisfaction and their service behaviors to customers and coworkers (Babakus, Yavas, Karatepe & Avci, 2003; Bohlander &

Kinicki, 1988; Hartline & Ferrell, 1996). The Banks managers must consider the importance of their commitment to persuade their employees to perform the impress services to customers and coworkers to keep the business alive. Although the relationship of management commitment to service quality, employees' job satisfaction and prosocial service behaviors appears to be obvious, this study is an initial step in exploring the existence of these relationships.

1.1 Statement of Problem

Our main research problem is to investigate the impact of quality management practices on the performance of employees a case study of selected banks. It is generally assumed that quality management practices have significant effect towards employee performance. But how much, it is the focus of this research paper.

1.2 Objectives of the study

The main objective of this study is to assess the level of service quality delivery at selected Commercial Bank Limited. The specific objectives of the study are stated as under:-

1. To assess the management commitment and its impact on the organizational performance.
2. Assess customer focus level of the services provided by selected Commercial Bank and its impact on performance.
3. Ascertain employee's award system of banks to satisfy the employee and its impact on performance of the banks.
4. Assess the relationship between Employees empowerment and performance of the banks.
5. To find out the relation of leadership and its impact on performance of the employees.

1.3 Scope of Study

The study is extent to service quality practices of selected commercial Banks. The Bank has branches in almost all the regions of Pakistan. This study however focuses on the four branches of commercial Banks located in the District Multan namely United bank Ltd, Muslim Commercial Banks Ltd. Habib Bank Ltd. and Soneri Bank Ltd.

2. Literature Review

(Davis et al, 2003) says that The word "quality" is frequently used to describe products and/or services. It connotes different meaning to different people and organizations, and therefore lacks universal definition. As a result there have been numerous definitions of quality from literature in an attempt to establish a common understanding. Until recently, the concept of quality was heavily associated with product. Thus, quality issues became prominence in the manufacturing era and that majority of the quality definitions possess product characteristics. Quality was initially seen as a defensive mechanism but it is seen as a competitive weapon for developing new markets as well as increasing market share. (Davis et al, 2003).

Bateson and Hoffman (1999) define services as deeds, efforts or performance whilst Regan (1963) sees services as activities, benefits or satisfactions offered for sale or provided in connection with the sale of goods. Heizer and Render (1999) describe services as "those economic activities that typically produce an intangible product such as education, entertainment, food and lodging, transportation, insurance, trade, government, financial, real estate, medical repair and maintenance like occupations" (Heizer and Render 1999). Johns (1999) adds that service could mean an industry, a performance, an output or offering or a process. As compared to manufactured products, services are less tangible and less measurable.(Awan and Wahla, 2014).

Schmenner (1986 cited in Fitzsimmons and Fitzsimmons, 2001) develops a service process matrix and categories service along two dimensions that significantly affect the character of the service delivery process. The vertical dimension measures the degree of labor intensity, which is defined as the ratio of labor cost to capital cost while the horizontal dimension measures the degree of customer interaction and customization, which is a marketing variable that describes the ability of the customer to affect personally the nature of the service delivered. The matrix indicates four types of services labelled as service factory, mass service, service shop, and professional service. (1986 cited in Fitzsimmons and Fitzsimmons, 2001)

Basically, banking is a business that is registered to accept deposits from the pubic and make out loans. Luckett, 1994 says that technically, banks mobilize funds from the surplus units and channel it to the deficit units of the economy. The objective of this fund channeling is to earn profit.This function makes banks one of the most important financial intermediaries in every economy and also assists Central Banks in achieving their monetary policies. Banks earn money in servicing beyond selling money. Banking services are about the money in different types and attributes like lending, depositing and transferring procedures. These intangible services are shaped in contracts. The structure of banking services affects the success of institution in long term. Besides the basic attributes like speed, security and ease in banking services, the rights like consultancy for services to be compounded are also preferred. (Luckett, 1994).

Awan and Shahid (2014) says that service quality is defined as customer perception of how well a service meets or exceeds their expectations or the degree of discrepancy between customers normative expectation for service and their perceptions of service performance (Parasuraman et al., 1985). Munusamy et al., 2010 says that many practitioners define service quality as the difference between customers' expectations for the service encounter and the perceptions of the service received (Munusamy et al., 2010). Customer expectation and perception are the two key ingredients in service quality. Oliver (1980) posits that customers judge quality as "low" if performance (perception) does not meet their expectation and quality as "high" when performance exceeds expectations. (Oliver 1980)

.Zeithamlet al., 1996 says that the terms customer retention and customer loyalty mean the same (Zeithamlet al., 1996). Gremler and Brown (1996) define service loyalty as ``as the degree to which a customer exhibits repeat purchase behavior from a service provider, positive attitudinal disposition toward the provider, and ready to use the same provider when a need for the service arises". According to Hoyer and MacInnis (2001), customer retention is "the practice of working to satisfy customers with the intention of developing long-term relationships with them". Zineldin (2000) defines retention as a commitment to continue to do business or exchange with a particular company on an ongoing basis (Zineldin 2000).

Literature establishes that customer satisfaction has a strong positive correlation with customer retention in the retail banking (Siddiqi, 2010; Kandampully and Suhartanto, 2000). The strong positive correlation means the customers will recommend the bank to other people. As a consequence, the bank can be assured of repeat and stable customer base. Cohen et al. (2007) found that a loyal customer takes less of the company's time during transactions and are less sensitive to price changes. Reichheld (2006) states that companies with higher customer loyalty experience growth in revenue twice as much as their competitor (Reichheld 2006).

The above discussions indicate that satisfaction is a determinant of customer retention to service organizations like bank. An organization needs to ensure that customers are satisfied in order to enhance their repurchase decision. Awan and Iftikhar (2015) contended that numerous publications treat satisfaction as the necessary premise for customer retention.

3. Conceptual Framework

Reitz (1971) identified two types of rewards: the positive rewards such as merit pay increases, recognition, and advancement in the organization; on the other hand, the negative rewards are reprimanding, dismissal, or withholding of pay. The positive rewards have a positive relationship with the job performance while the negative rewards have a negative relationship with job performance (Sims & Sziagyi, 1975 and Reitz, 1971). Employees who deal well with angry customers should be rewarded: otherwise, they will not perform effectively and customer satisfaction and retention will suffer as a result (Boshoff & Allen, 2000).

The study of Keller and Szilagyi (1976) reported that the significant correlation between positive rewards and job satisfaction ($p < 0.001$). On the other hand, reward is not significantly related to employee job satisfaction (Arnett, Laverie, & McLane, 2002).

Empowerment is necessary for a service business because contact employees require the flexibility to make their own decisions in order to satisfy customers (Hartline & Ferrell, 1996). Empowerment is a topic that appears frequently in human resource, business, and management literature but infrequently in the hospitality and tourism literature (Erstad, 1997). The success of empowerment depends on management commitment and continuous communication of information (Randolph, 1995). The commitment from top management, and the strategy and policy making of the organization are essential for a comprehensive culture of empowerment to exist. Empowering employees does not mean disempowering managers but, rather, permits time and energy to be used more efficiently and productively by all players (Awan, 2010).

The high levels of management commitment can be enhanced by managers. Being considered a valuable member of an organization and having promises fulfilled by the organization are strengths of commitment (Awan,2015). Employees develop positive attitudes and feel committed to an organization when the organization demonstrates its commitment to employees. Management can show its commitment to employees by increasing budget, staff support, training, and compensation administration (Bohlander & Kinicki, 1988). If the managers treat their employees well, employees will also treat customers well (Gronross, 1983). However, many organizations do not pay much attention to management commitment and job satisfaction of frontline employees that can directly influence customer satisfaction (Awan and Wahla,2014)).

4. Research Methodology

4.1. Sample

A data sample is a set of data collected and selected from a arithmetical population by a defined process. In this study primary data have been used. In quantitative study questionnaire has been used for recording the response from respondent.

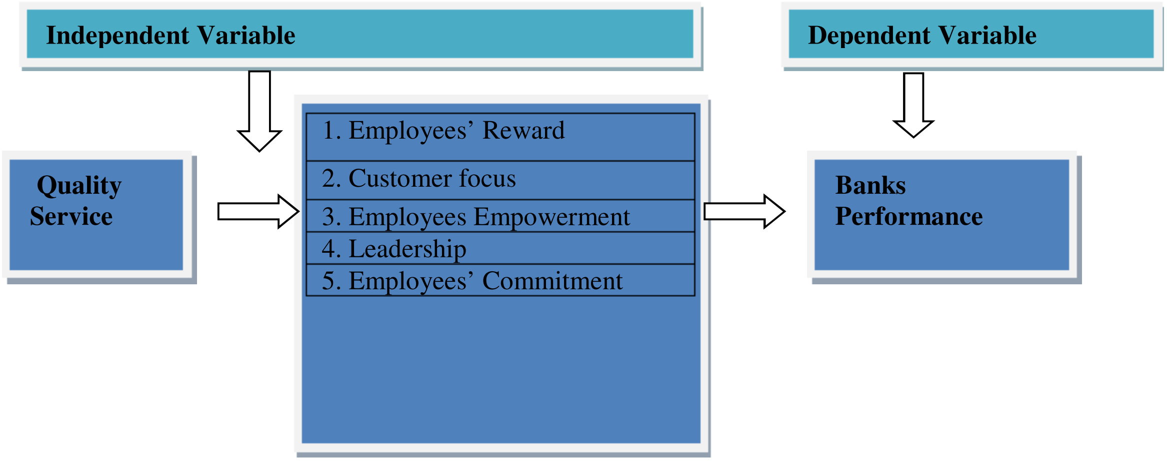
4.2. Sampling design

The study was conducted on all the employees of four branches of commercial banks in the district multan namely UBL, MCB, HBL, and Soneri Bank Ltd. The study was dependent on the systematic process of research for collection of information. So 200 respondents/employees of banks at city level from UBL,MCB, HBL and Soneri bank Ltd of district multan were considered as sampling design for this study.

4.3 Hypotheses:

H1. There is a relationship between service quality of banks and performance of the banks
H1a: There is a relationship between Employees Reward and performance of the banks.
H2b: There is a relationship between Customer focus and performance of the banks.
H3c: There is a relationship between employees' empowerment and performance of the banks.
H4d: There is a relationship between leadership and performance of the banks.
H5e: There is a relationship between employees' job Commitment and performance of the banks.

4.4 Research Model



4.5 Estimation Techniques

The study was conducted on the employees of banks so the data was calculated and analyzed through the percentage, mean, standard deviation tables and to check the relation between dependent and independent variables through multiple regression techniques were used. This helped to give the standardized ratio which declared the study of research.

5. Univariate analysis

Table 1 Gender

Characteristics	Number	Percentage
Male	126	63.0
Female	74	37.0
Total	200	100.0

Regarding the variable gender it is found that majority of the males are practice in an organization on the basis of quality management whose percentage is (63.0 percent) but the lowest percentage is found in females (37.0 percent).Further information's are below the table.

Table: 2 Age groups

Characteristics	Number	Percentage
16-25 years	6	3.0
26-35 years	93	46.5
36-45 years	69	34.5
over 46 years	32	16.0
Total	200	100.0

The analysis of univariate variable are age groups the maximum percentages are found in the age group of (26-35 year) whose percentage is (46.5) these age groups people are more practice than all other age groups. But the situation dramatically changes in the age group of (16-25 years) just the percentage is only (3.0). The reason for that may be the young age generations are attending the school. The details are given in the table 3.

Table: 3 Education level

Characteristics	Number	Percentage
Intermediate	4.0	2.0
Bachelors	21	10.5
Masters	174	87.0
MPhil	1.0	0.50
Total	200	100.0

Regarding the education it is found that mostly of the peoples are practice in organization whose level of education is master the percentage is (87.0) but all other education level whose percentage is only (13.0). While the very low percentage in intermediate level and higher level of education is (2.0) & (0.50). Further information is given in table 4.

Table: 4 Length of Employment

Characteristics	Number	Percentage
1-3 years	97	48.5
More than 5 years	103	51.5
Total	200	100.0

Regarding the variable length of employment it is found that majority of the employs practice are more than 5 year the percentage is (51.5) and the minimum percentage is (48.5). Further details are given in table 5.

Table: 5 Position/Designation

Characteristics	Number	Percentage
Manager	33	16.5
Operation Manager	54	27.0
Teller	43	21.5
Receptionist/Guest Service Agent	26	13.0
Business development officer	40	20.0
Others	4	2.0
Total	200	100.0

Regarding the variable Designation of employ it is found that majority of the employ who practice in bank organization the percentage is (27.0) while the lowest percentage who practice in other organization (2.0). The minimum percentage difference in Teller and Business development officer are (21.5) and (20.0). Further information's are given below the table.

Table: 6 Income per month

Characteristics	Number	Percentage
Below Rs 20000	36	18
Rs 2000 to 30000	62	31
Rs 30000 to 40000	43	21.5
Rs 40000 to 50000	31	15.5
More than 50000	28	14
Total	200	100.0

Regarding the variable income per month of employee it is found that majority of employee whose income lies 20000 to 30000 have percentage (31) while the lowest percentage whose income more than 50000 percentage is 14. Further information are given above the table.

Table: 7 Employees Reward

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	If you improve the level of service you offer customers, you will be rewarded.	200	4.415	.4939
2	The rewards you receive are based on customer evaluations of service.	200	4.550	.4987
3	You are rewarded for dealing effectively with customer problems.	200	3.180	1.189

This table shows the central tendency measures like mean and standard deviation. Question no.1 has a mean and standard deviation of (4.41) and (0.493) respectively. In question 2 has (4.55) mean and (.498) standard deviation and questions 3 has a mean of (3.18) and standard deviation of (1.189). All the 200 respondents respond completely to this variable and further details are given in the table 8.

Table: 8 Employees Empowerment

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	You have the authority to solve customer problems when they occur.	200	4.41	.4939
2	You are encouraged to handle customers by yourself.	200	4.55	.4987
3	You have to get from higher authorities approval before you handle customer problems.	200	3.24	1.195
4	You are assured about your capabilities to perform your work activities.	200	4.41	.4939
5	Your manager trusts to make the appropriate decisions in your job.	200	4.55	.4987
6	You have significant autonomy in determining how you do your job.	200	3.19	1.253
7	You have considerable opportunity for independence and freedom in how you do your job.	200	4.41	.4939

This questioner consists of 7 questions. Question 1 has (4.42) mean and (.493) standard deviation, question 2 has a mean of 4.55 and standard deviation of .49874question 3 has a mean of (3.240) and (1.195) standard deviation question4 has (4.415) mean and (.493) standard deviation questions 5 has a mean of (4.55) and (.4987) standard deviation, question 6 has (3.190) mean and (1.2537) standard deviation and question 7 has a mean of (4.41) and standard deviation of (.493).

Table: 9 Leadership

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	In a crisis you trust your managers to make the right decisions	200	4.5500	.49874
2	Managers motivate staff well	200	3.0500	1.19358
3	Management decisions clearly benefit the organization	200	4.4150	.49396
4	Management is highly respected by staff	200	4.5500	.49874
5	Managers try hard to develop trust	200	3.1750	1.17955
6	Managers recognize the achievements of their staff	200	4.4150	.49396
7	Our senior management set good examples	200	4.5500	.49874
8	The decisions of managers are accepted readily	200	3.7200	1.12156
9	Our managers know what they are doing	200	4.4150	.49396

There are 9 questions to measure this variable. Question 1 has (4.55) mean and (.498) standard deviation, question 2 has a mean of (3.050) and standard deviation of (1.193), question 3 has (4.415) mean and (.493) standard deviation, question 4 has a mean of (4.550) and standard deviation of(.498), question 5 has a mean of (3.17) and standard deviation of(1.179), question 6 has a mean of (4.42) standard deviation of (.493), question 7 has a mean of (4.55)and standard deviation of(0.498), question 8 has (3.72) mean and (1.121) standard deviation and the last 9th question of the variable has a mean of (4.41) and standard deviation of(.493).

Table: 10 Customer focus

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	Employees know the clients' responsibilities and business pressures	200	4.5500	.49874
2	Internal and external client needs are clearly identified	160	3.3812	1.20727
3	Feedback from clients is used to make improvements	200	4.4150	.49396
4	Regular follow-ups are made to ensure that clients are happy with the service Customer Focus	200	4.5500	.49874
5	Employees are proactive in anticipating the future needs of the client	200	3.1950	1.23475
6	Clients are considered as part of the organization	200	4.4150	.49396

This variable consists of 6 questions. Question 1 has a mean of 4.5500 and .49874 Std. Deviation, question 2 has

3.3812 as mean and 1.20727 as Std. Deviation, question 3 has mean of 4.4150 and Std. Deviation of .49396, question 4 has mean of 4.5500 and .49874Std. Deviation, question 5 has 3.1950 as mean and 1.23475 as Std. Deviation and question 6 has 4.4150 mean and Std. Deviation of .49396.

Table: 11 Employees Commitment

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	You are emotionally attached to the organization	200	4.550	.49874
2	You have a high degree of autonomy with your working arrangements	200	3.190	1.23756
3	You identify with the goals of the organization	200	4.415	.49396
4	You continue to work for the organization because you fear the financial	200	4.550	.49874
5	You continue to work for the organization because you fear the loss of social ties if you leave	200	3.340	1.29723
6	The organization provides family-friendly policies/flexible working arrangements to help you to fulfill non-work commitments	200	4.545	.49922
7	You continue to work for the organization because you feel obliged to	200	4.545	.49922

This variable consists of seven questions; means and Std. Deviation are given below for each question. Question 1 has a mean of 4.5500 and Std. Deviation of .49874, question 2 has a mean of 3.1900 and Std. Deviationof 1.23756, question 3 has a mean of 4.4150 and .49396Std. Deviation, question 4 has 4.5500 as mean and .49874 as Std. Deviation, question 5 has a mean of 3.3400 and Std. Deviationof 1.29723, question 6 has a mean of 4.5450 and .49922 as Std. Deviation, question 7 has mean of 4.5450 and .49922 as Std. Deviation**.**

Table: 12 Performance of Employees

Sr.No.	Descriptive Statistics			
	Question	**Number**	**Mean**	**S.D**
1	Empowering the employees contribute to Performance of Employees	200	4.4150	.49396
2	Employees reward contribute to contribute to Performance of Employees	200	4.5450	.49922
3	Employee’s customer focus contribute to Performance of Employees	200	4.4150	.49396
4	Highly committed employees helps the banks to contribute to Performance of Employees	200	4.5500	.49874
5	Leadership of banks contribute positively contribute to Performance of Employees	200	4.5500	.49874
6	Employee Performance is directly related to employee empowerment	200	4.6200	.48660

The final variable of performance has total 6 questions. Question 1 has 4.4150 mean and .49396Std. Deviation, question 2 has a mean of 4.5450 and Std. Deviation of .49922, question 3 has mean of 4.4150 and Std. Deviation of .49396, question 4 has a mean of 4.5500 and Std. Deviation of .49874, question 5 has a mean of 4.5500 and Std. Deviation of .49874 the last and final question has a mean of 4.6200and Std. Deviation of .48660.

5.1 Bivariate Analysis

Model – I

Impact of Employees Rewards (ER) & Performance of Employees (PE)

Employees Reward (ER) = f [performance of Employees {PE}]

Table: 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775[a]	.600	.560	.10605

a. Predictors: (Constant), ER

The Model Summary table indicates that the correlation coefficient *(R),* using overall climate for ethics as the predictors, is 0.775 (R^2 = 0.600) and the adjusted R^2 is 0.560, it means that 56.0% variance in dependent variable that is Employees Performance (PE) can be examined through the independent variable that is Employee Reward (ER). It means 56.0% changes in Employees Performance (PE) come through Employee Reward (ER).

As it is evident and can see from the coefficients table, Employees Performance (PE) is significant.

Table:14 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.418	1	.418	37.141	.000[a]
	Residual	2.227	198	.011		
	Total	2.644	199			

a. Predictors: (Constant), ER
b. Dependent Variable: PE

The ANOVA table shows that F=37.141 and is also significant. This show employee Performance (PE) as a predictor significantly predicts Employee Reward (ER).

Table:15 Co-efficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.100	.069		59.776	.000
	ER	.103	.017	.397	6.094	.000

a. Dependent Variable: PE

The Table 15 shows the standardization of beta coefficient, which is interpret similarly to correlation coefficient. The *t*- value and P-Value of independent variable Employee Reward (ER) shows whether that variable is significantly contributing to the equation for predicting the Employees Performance (PE). As for this model, t-value is 6.094 and p-value is 0.000, it means there is a significant relationship between employee's performance (PE) and employee reward (ER). The above cited results shows that the employee reward (ER) can put positive impact on employee's performance (PE) and ultimately performance of organization will also increase.

Model – II

Impact of Employees Empowerment (EE) & Performance of Employees (PE)

Employees Empowerment (EE) = *f [performance of Employees {PE}]*

Table: 16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739[a]	.546	.514	.09850

a. Predictors: (Constant), EE

The Model Summary table indicates that the correlation coefficient *(R),* using overall climate for ethics as the predictors, is 0.739 (R^2 = 0.546) and the adjusted R^2 is 0.514, it means that 51.4% variance in dependent variable that is Employees Performance (PE) can be examined through the independent variable that is Employee Empowerment (EE). It means 51.4% changes in Employees Performance (PE) come through Empowerment (EE). As it is evident and can see from the coefficients table, Employees Performance (PE) is significant.

Table: 17 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.723	1	.723	74.527	.000[a]
	Residual	1.921	198	.010		
	Total	2.644	199			

a. Predictors: (Constant), EE
b. Dependent Variable: PE

The ANOVA table shows that F=74.527 and is also significant. This show employee Performance (PE) as a predictor significantly predicts Employee Empowerment (EE).

Table: 18 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.846	.078		49.335	.000
	EE	.163	.019	.523	8.633	.000

a. Dependent Variable: PE

The Coefficient table shows the standardization of beta coefficient, which is interpret similarly to correlation coefficient. The *t*- value and P-Value of independent variable Employee empowerment (EE) shows whether that variable is significantly contributing to the equation for predicting the Employees Performance (PE). As for this model, t-value is 8.633 and p-value is 0.000, it means there is a significant relationship between employee's performance (PE) and employee empowerment (EE). The above cited results shows that the employee empowerment (EE) can put positive impact on employee's performance (PE) and ultimately performance of organization will also increase.

Model – III

Impact of Employees Leadership (EL) & Performance of Employees (PE)

Employees Leadership (EL) = *f [performance of Employees {PE}]*

Table: 19 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812[a]	.659	.639	.09689

a. Predictors: (Constant), EL

The Model Summary table indicates that the correlation coefficient *(R),* using overall climate for ethics as the predictors, is 0.812 (R^2 = 0.659) and the adjusted R^2 is 0.639, it means that 63.9% variance in dependent variable that is Employees Performance (PE) can be examined through the independent variable that is Employee leadership (EL). It means 63.9% changes in Employees Performance (PE) come through Employee leadership (EL). As it is evident and can see from the coefficients table, Employees Performance (PE) is significant.

Table: 20 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.786	1	.786	83.689	.000[a]
	Residual	1.859	198	.009		
	Total	2.644	199			

a. Predictors: (Constant), LD
b. Dependent Variable: PE

The ANOVA table shows that F=83.689 and is also significant. This show employee Performance (PE) as a predictor significantly predicts Employee leadership (EL).

Table: 21 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.648	.095		38.341	.000
	LD	.212	.023	.545	9.148	.000

a. Dependent Variable: PE

The Coefficient table shows the standardization of beta coefficient, which is interpret similarly to correlation coefficient. The *t*- value and P-Value of independent variable Employee leadership (EL) shows whether that variable is significantly contributing to the equation for predicting the Employees Performance (PE). As for this model, t-value is 9.148 and p-value is 0.000, it means there is a significant relationship between employee's performance (PE) and Employee leadership (EL). The above cited results shows that the Employee leadership (EL) can put positive impact on employee's performance (PE) and ultimately performance of organization will also increase.

Model – IV

Impact of Customer Focus (CF) & Performance of Employees (PE)
Customer Focus (CF) = *f [performance of Employees {PE}*

Table: 22 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.576	.550	.10540

a. Predictors: (Constant), CF

The Model Summary table indicates that the correlation coefficient *(R),* using overall climate for ethics as the predictors, is 0.759 (R^2 = 0.576) and the adjusted R^2 is 0.550, it means that 55.0% variance in dependent variable that is Employees Performance (PE) can be examined through the independent variable that is customer focus (CF). It means 55.0% changes in Employees Performance (PE) come through customer focus (CF). As it is evident and can see from the coefficients table, Employees Performance (PE) is significant.

Table: 23 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.367	1	.367	33.043	.000[a]
	Residual	1.755	158	.011		
	Total	2.122	159			

a. Predictors: (Constant), CF
b. Dependent Variable: PE

The ANOVA table shows that F=33.043 and is also significant. This show employee Performance (PE) as a predictor significantly predicts customer focus (CF).

Table: 24 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.975	.095		42.022	.000
CF	.132	.023	.416	5.748	.000

a. Dependent Variable: PE

The Coefficient table shows the standardization of beta coefficient, which is interpret similarly to correlation coefficient. The *t*- value and P-Value of independent variable customer focus (CF) shows whether that variable is significantly contributing to the equation for predicting the Employees Performance (PE). As for this model, t-value is 5.748 and p-value is 0.000, it means there is a significant relationship between employee's performance (PE) and customer focus (CF). The above cited results shows that the Employee leadership (EL) can put positive impact on employee's performance (PE) and ultimately performance of organization will also increase.

Model – V

Impact of Employees Commitment (EC) & Performance of Employees (PE)
Employees Commitments (EC) = *f [performance of Employees {PE}]*

Table: 25 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762[a]	.580	.540	.11093

Predictors: (Constant), EC

The Model Summary table indicates that the correlation coefficient *(R),* using overall climate for ethics as the predictors, is 0.762 (R^2 = 0.580) and the adjusted R^2 is 0.540, it means that 54.0% variance in dependent variable that is Employees Performance (PE) can be examined through the independent variable that is Employees commitment (EC). It means 54.0% changes in Employees Performance (PE) come through Employees commitment (EC). As it is evident and can see from the coefficients table, Employees Performance (PE) is significant.

Table: 26 ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.208	1	.208	16.884	.000[a]
	Residual	2.437	198	.012		
	Total	2.644	199			

a. Predictors: (Constant), EC

The ANOVA table shows that F=16.884 and is also significant. This show employee Performance (PE) as a predictor significantly predicts Employees commitment (EC).

Table: 27 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.110	.099		41.452	.000
EC	.098	.024	.280	4.109	.000

a. Dependent Variable: PE

The Coefficient table shows the standardization of beta coefficient, which is interpret similarly to correlation coefficient. The *t*- value and P-Value of independent variable Employees commitment (EC) shows whether that variable is significantly contributing to the equation for predicting the Employees Performance (PE). As for this model, t-value is 4.109 and p-value is 0.000, it means there is a significant relationship between employee's performance (PE) and Employees commitment (EC). The above cited results shows that the Employees commitment (EC) can put positive impact on employee's performance (PE) and ultimately performance of organization will also increase.

6. Findings & Results

In first part of analysis we have concluded from descriptive statistics on socio economic variable that is gender, age, education, length of employment, income, position. From gender frequency shows that there were out of 200 respondents 126 males and 74 females employee working at different positions at selected banks UBL, MCB, HBL, Soneri bank Litd. From the age frequency shows that there were 200 respondents in which 93 employees were falling in age 26-35 it shows mostly young people were working in these selected banks. At the third frequency education shows that 174 employees having master degree most of the people in these banks have master degree so they give better respond. From the 4th frequency 103 employee have practice more than 5 years give response in these banks. From the 5th frequency result shows that majority 54 employees who practice in these selected banks give more respond to questionnaire.

In second part of analysis we have checked the impact of employee rewards, leadership, employee commitment and employee empowerment, customer focus on employee's performance at selected banks. Regression techniques were used in order to see the impact of dependent variable (employee performance) on independent variables (employee rewards, leadership, employee commitment and employee empowerment, customer focus). There is significant positive relationship between employee's performance and all the independent variables as discussed in chapter four. All the independent variables have strong impact on the employee's performances.

7. Conclusion

The aim of this study was to test the impact of Quality Management practices on the employee's performance of commercial banks like United Bank limited, Muslim Commercial bank, Habib bank limited, and Askari bank limited. Quality management practices have significant effect towards employee performance. Therefore, banking performance is more influenced by the service quality practices. Quality management practices provide best explanation in improving employee performance through the dimensions such as employee reward, employee commitment, reward system, empowerment, and leadership style. These management practices become a competitive advantage for the banks to get the best performance of employees and ultimate increase the profit and market share.

8. Recommendations

As our argument suggest, quality management process is a system with interactive components, and committing to just one part of the system is unlikely to produce the desired effects. Thus, quality management is more than leadership, customer focus. It is all of them together and successful implementation means that effort and perseverance are required to find the right balance for each organization. It should be remembered that quality management practices were easy to adopt for all type of sectors but to maintain it is very difficult. So, it is very important to make time to time innovative policies and maintain quality management practices. For banking sector and also get the competitive advantage than other banks and also get huge profit and market share. Due to time shortage and limited resources I have focus some practices but some more important factors like Training, pride of workmanship, plan of action, consistency of purpose, benchmarking seems to be highly relevant to quality management practices implementation and performance for further research on service organization.

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