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# A Study on Quality of Working Life with Reference to ICICI

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**Abstract:** *The success of any organization is highly dependent and how it attracts, recruits, motivates and retains its work force. Today organization needs to be more flexible so that they are equipped their work force and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life'. To satisfy both the organizational objectives and employee's needs. One of the ways to accomplishing QWL is through job design.*

**Keywords:** *QWL, Employee Needs, Job design*

## 1. INTRODUCTION

HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers.

## 2. REVIEW OF LITERATURE

Small businesses are vital. The Quality of Work Life (QWL) is a multi-faceted concept, having multi-dimensional constructs brought about by the variation of interest of the researchers and/or its users. The issue of QWL has become critical due to the increasing demands of today's business environment and of the family structure. This gave rise to an increased interest in QWL not only in business but also for many professions and fields. Determining QWL always involves the interplay between and among the worker, job content, and job context. Furthermore, the determination of the extent of QWL in an organization is a perceptual undertaking. As such, QWL is greatly influenced by the personal characteristics of those who determine it. Measuring the extent by which QWL in an organization is usually done through the level of satisfaction employees experience using a given set of variables that are appropriate and useful in their situation.

### Objectives of the study:

1. To identify the present practices of Quality of work life in the organization.
2. To know the Quality of work life program was in accordance with the company's objectives.
3. To know the Quality of work life program contributed for the employees, personal development.
4. To see if the Quality of work life program was effective or not.
5. To see if the Quality of work life program was effectively evaluated or not.
6. To suggest measures to improve quality of work life techniques if necessary.

### Limitations of the study

1. Firstly, the respondents were not available readily and the data were collected as per the convenience of the respondents. Few respondents were unwilling answering the questions.
2. Secondly, the sample of 100 respondents was given by the organization hence appropriate sample techniques were not applied for selecting the respondents.

3. Thirdly, time is also one of the constraints. Duration of 30 days is nonsufficient to cover all the aspects of the study.
4. As there were many departments, respondents from few departments were chosen.

### 3. DATA ANALYSIS AND INTERPRETATION

**TABLE 1.** Employee tenure in ICICI bank (Since how long you have been working in ICICI)

YEARS	<5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	>20 yrs
PERCENTAGE	0	2	4	34	60

**Interpretation:**

In the above table and diagram, we identified working conditions and working years in ICICI Bank, Hyderabad. In this scenario 2% of employees have been experienced with ICICI is 5-10 years.4% of employees have been experienced with ICICI is 10-15 years.34% of employees have been experienced with ICICI is 15-20 years.60% of employees have been experienced with ICICI is above 20 years

**TABLE 2.** Employee benefits. Q) To what extent are you comfortable with the benefits that are aimed towards your Self Improvement?

Respondents	Percentage
To great extent	5%
To some extent	43%
Satisfactory	52%

**Interpretation:**

In the above table and diagram, we identified benefit in ICICI Bank, Hyderabad 5% of employees say that they are satisfied to great extent with the provision of benefits at the workplace. 43% of the employees say that they are satisfied with the Provision of benefits to some extent. And 52% say that they are just satisfied and 0 say that not satisfied.

**TABLE 3. Providing fair compensation.** Q) To what extent is your performance justified with adequate and fair compensation?

Respondents	Percentage
To great extent	13%
To some extent	22%
Satisfactory	65%
Not Satisfactory	0%

**Interpretation:**

In the above table and diagram, we identified performance and compensation in ICICI Bank, Hyderabad 13% of the employees say that their performance is justified with adequate and fair compensation. 22% of the employees say that their performance is justified only to some extent.

**TABLE 4. Balance of work.** Q) To what extent your organization is maintaining the appropriate balance of work?

Respondents	Percentage
To great extent	9%
To some extent	47.50%
Satisfactory	43.50%
Not Satisfactory	0%

**Interpretation:**

We identified maintaining the appropriate balance maintaining in ICICI Bank, Hyderabad 9% of the employees say to great extent that the Organization maintaining appropriate balance of work 47.5% of the employees say to some extent the Organization maintaining appropriate balance of work and. 43.5% of the employees are satisfied.

**TABLE 5.** Opportunity for growth. Q) Your organization provides an opportunity for growth and continued security?

Respondents	Percentage
Strongly agree	17.40%
Agree	82.6%
Disagree	0%
Strongly disagree	0%

**Interpretation:**

We identified Growth of ICICI Bank, Hyderabad 17.4% of the employees strongly agree that the organization provides an excellent opportunity for growth and continued security. 86.4% of the employees agree that the organization Provides opportunities for growth and continued security.

**TABLE 6.** Benefits suitable to needs. Q) Do the benefits provide by the organization suites your needs?

Respondents	Percentage
Yes	86.95%
No	0%
Can't say	13.05%

**Interpretation:**

We identified various types of Benefits are provides by the ICICI Bank, Hyderabad that is 86.95% of the employees say yes that the benefits provided by the organization suites their needs. 13.5% of the employees can't say.

**TABLE 7.** Comfortable of Shifts. Q) Which of the following best describes your usual work schedule?

Respondents	Percentage
Day shift	82.60%
Afternoon shift	17.40%
Night shift	0%
Split shift	0%
Irregular shift	0%
Rotating shift	0%

**Interpretation:**

In the above table and diagram, we identified working schedule in ICICI Bank, Hyderabad 82.6% of the employees say that they are comfort with the Day shifts and 17.4% of the employees' comfort with the afternoon Shift.

**TABLE 8.** Dose your job let you to use your skills and abilities.

Respondents	Percentage
Strongly agree	21%
Agree	79%
Disagree	0%
Strongly disagree	0%

**Interpretation:**

In the above table and diagram, we identified Skills and abilities of each and individual employees in ICICI Bank, Hyderabad 21% of the employees strongly agree that the job let them to use their skills and abilities. 79% of the employees only agree that the job let them to Use their skills and abilities.

**TABLE 9.** Participation of making decisions. Q) In your job, how often do you take part with others in marking decisions that affect you?

Respondents	Percentage
Often	30.40%
Sometimes	69.60%
Rarely	0%
Never	0%

**Interpretation:**

In the above table and diagram, we identified Decision making process of Employees and other conditions in ICICI Bank, Hyderabad 30.40% of the employees say often they discuss with others in marking decisions. And 79.6% of the employees say only sometimes they discuss with others regarding the decision making.

**TABLE 10.** Involvement in work. Q) In your job, do you normally work as part of a team, or do you work Mostly on your own?

Respondents	Percentage
Yes	82.60%
No	8.70%
Individual	8.70%

**Interpretation:** In the above table and diagram, we teamwork and team spirit in ICICI Bank 82.6% of the employees say that they are working as part of a team and 8.7% of the employees say that they work on their own and 8.7% of the employees work as an individual.

**TABLE 11.** Promoting to higher levels. Q) Is current promotion policy at your organization promoting employees to grow up in the organizational level?

Respondents	Percentage
Yes	91.32%
No	4.34%
Can't say	4.36%

**Interpretation:**

In the above table and diagram, we considering promoting various employees to grow up in the various levels in ICICI Bank 91.32% of the employees say yes that the promotion Policy enables them to grow up in organizational level. And 4.34% say no and 4.36% of the employees can't say.

**TABLE 12.** Opportunity to get train. Q) You have the training opportunity in order to perform your job safely and competently.

Respondents	Percentage
Very true	30.43%
Somewhat true	52.27%
Not to true	0%
Not at all true	17.30%

**Interpretation:** In the above table and diagram, we considering promoting various employees to Training and Development in the various levels in ICICI Bank 30.43% of the employees say very true that the organization providing training sessions and 52.27% of the employees say somewhat true and 17.3% say not at all true.

**TABLE 13.** Relationship between management and employees. Q) In general, how would you describe relations at your workplace between management and employees?

Respondents	Percentage
Very good	13.04%
Good	60.86%
Satisfactory	21.73%
Bad	0%
Can't say	4.34%

**Interpretation:**

In the above table and diagram, we considering promoting various employees to Workplace and working conditions in the various levels in ICICI Bank 13.04% of the employees say they have very good relations with the management and 60.86% employees say they have good relations with the management. 21.73% of the employees say they are satisfied relations with the management and 4.34% can't say.

**TABLE 14.** Is their stress in work. Q) How often do you find your work stressful?

Respondents	Percentage
Often	13.04%
Sometimes	60.86%
Rarely-	21.73%
Never	0%

**Interpretation:** In the above table and diagram, we considering promoting various employees are facing to Work Stress in the various levels in ICICI Bank 13.04% of the employees often find their work is stressful. 60.86% of the employees find sometimes their work is stressful 21.73% of the employees find rarely their work is stressful.

**TABLE 15.** Recreational programs undertaken by your organizations. Q) What are the recreational programs undertaken by your organizations?

Respondents	Percentage
L.T.C	0%
Paid holiday	13.04%
Weekend get together	56.52%
Other	30.43%

**Interpretation:**

In the above table and diagram, we considering promoting various employees to In the above table and diagram we considering promoting various employees to Training and Development in the various levels in ICICI Bank

in the various levels in ICICI Bank 13.04% say paid holyday. 56.52% say weekend get together. 30.43% say other programs as the recreational programs.

**TABLE 16.** Work at home as part of your job. Q) How often do your work at home as part of your job?

Respondents	Percentage
Never	26.08%
A few times in a year	4.34%
About once in a month	26.08%
About once in a week	34.78%
More than once in a week	8.69%

**Interpretation:**

In the above table and diagram, we considering promoting various employees to Training and Development in the various levels in ICICI Bank 26.08% Say never they work at home as part of the job. 4.34% say few times in a year. 26.08% say once in a month. 34.78% say once in a week. And 8.69% say more than once in a week that they work at home as part of the job.

**TABLE 17.** Comparison of fare compensation. Q) How fare is what you earn on your job in comparison to others doing the same type of work you do?

Respondents	Percentage
More than you deserve	39.13%
Somewhat less than you deserve	21.74%
About as much as you deserve	39.13%
Much less than you deserve	0%

**Interpretation:**

In the above table and diagram, we considering promoting job in comparison in the various levels in ICICI Bank 39.13% of the employees say that they are earning more than they deserve. 21.74% say less than they deserve and 39.13 say as much as they deserve.

**TABLE 18.** Scope to Employee development. Q) To what extent has the organization provides scope for the Employee development?

Respondents	Percentage
To great extent	8.70%
To some extent	47.82%
Satisfactory	43.48%
Not Satisfactory	0%

**Interpretation:**

In the above table and diagram, we considering promoting provide scope for the Employee development in ICICI Bank 8.7% of the employees say to great extent that the organization provides scope for the employee development 47.82% say to some extent the organization provides scope for the employee development.43.48% say satisfactory.

**TABLE 19.** Need for trade unions. Q) Workers need strong trade unions to protect their interests.

Respondents	Percentage
Strongly agree	4.34%
Agree	65.21%
Disagree	17.39%
Strongly disagree	13.04%

**Interpretation:**

In the above table and diagram, we considering promoting Workers need strong trade unions to protect their interests in ICICI Bank 4.34% of the employees strongly agree that they need Strong trade unions to protect their interests. 65.21% agree that they need strong trade unions to protect their interests. 17.39% disagree that they need strong trade unions to protect their interests and 13.04% strongly disagree regarding this.

**TABLE 20.** Suggestions to improve “QUALITY OF WORK LIFE”. Q) Can you quote more valuable suggestions in order to improve the System of “QUALITY OF WORK LIFE”?

Respondents	Percentage
Yes	79%
No	21%

### **Interpretation:**

In the above table and diagram, we considering promoting to improve the System of “QUALITY OF WORK LIFE in ICICI Bank 79% of the employees say yes they can quote more Valuable suggestions in order to improve the system of “QUALITY OF WORK LIFE” and 21% of the employees didn’t give any suggestions.

### **Findings:**

1. Employees retention is at an average level that needs to improve as there are few Members who are staying beyond 8 years.
2. Job satisfaction provided by the organization in terms of work profile is Excellent.
3. The organization provides excellent working conditions.
4. The organization is compensating employees with a salary in such a way that there is parity between performance and salary.
5. The work life balance maintained in the organization is an average level.
6. The organization need to take opinions of the remaining people.
7. If the organization is not providing excellent working conditions, there is no production.
8. No Job satisfaction is available here.

### **Suggestions:**

1. Work should be distributed among employees uniformly.
2. job rotation.
3. objective appraisal
4. transparent in communication both ways (top level to low level & vice versa)
5. Qualification Vs service at the time of appraisal to employees needs more transparency and effective strategies.
6. More motivational classes on the attitudinal change of the employee towards the job.
7. Manpower system needs to be more effective.
8. Appraisal system needs changes before and after appraisal of employee there should be pre and post counseling for employees.
9. Compulsory leave of 45 days.
10. work allotment should be made as per the performance.
11. More social get-togethers should be planned by officials to meet the family members of the employees.

## **4. CONCLUSION**

After conducting an intense study on quality of work life program in ICICI prudential Life Insurance Company the Organization should focus on the benefits that are aimed towards Self-improvement of the employees and maintain the appropriate balance of work. The overall study it is observed on the whole the quality of work life program in ICICI Prudential Life Insurance Company is good and Organization should focus on training sessions in order to motivate the employees.

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