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## **A STUDY ON THE EFFECTIVENESS OF HRM PRACTICES WITH SPECIAL REFERENCE TO THE ICICI BANK IN HYDERABAD**

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### **Abstract**

*Human resources management is another critical factor that determines the success of any given organization in the extent to which they source, select, maintain, and the method of retaining their employees. This paper suggests that in the more flexible environment of contemporary business organizations, the issue of commitment on the side of employees has to be managed adequately. HRM is central to this process by developing flexibility that otherwise enhances the quality of work life (QWL) among individuals. The present research aims to understand the impact of certain specified HRM practices prevalent in ICICI Bank, Hyderabad in meeting employee satisfaction and organizational performance. This study intends to determine the HRM practices that matter in creating a healthy organizational climate and high morale among employees. It also examines the interactive nature of job design and QWL, stressing on the need to achieve congruity between organizational goals and values that its employees hold. The specific research findings of this study, therefore, reveal the nature and strategies of HRM as applied by ICICI Bank that other organizations can emulate to strengthen the firm's competitive positioning in the global market.*

**Keywords:**QWL, Employee Needs, Job Design, HRM Practices, Employee Satisfaction

### **Introduction**

Human Resource Management (HRM) can be defined as a strategic and integrated business management function aimed at managing people within a company and the organizational climate. Thus, it becomes clear that by engaging of effective HRM, an employee remains able to input significantly and efficiently regarding the overall company direction and realization of the goals and objectives of the organization. HRM covers several operations, remunerations, selection, control, development, safety, health care, incentives, information, administration and staff development. The function of HRM as part of the organization is to be responsible for the attraction and maintenance as well as guidance of the personnel. It seeks to observe individual contributions towards the achievement of an employer's laid down plans. Looking into the

responsibility of HRM involvement, the workplace environment has also to be maintained suitable for productivity with high levels of employee satisfaction.

Appropriate and efficient HRM can be flexible in the context of today's diverse business world that requires organizations to address the goals and values of the organization as well as the personal hopes and expectations of people working in these organizations. This ranges from formulating policies and strategies that improve on quality of work life (QWL) of the employees. QWL is a broad concept that includes workers' contentment in several areas like job satisfaction, WLB, and organizational conditions. Meanwhile, high standards of organizations can be achieved through enhancing QWL which in as a result enhances employee morale, reduces the level of turnover, and ultimately boosts the level of productivity.

The present work takes an interest in the HRM practices going on in the ICICI Bank in Hyderabad, more specifically on the impact it holds on QWL and organizational success. Based on the findings of this research on ICICI Bank's HRM, it intends to give an understanding of best practices of HRM that could be emulated by other organizations to enhance organizational results from employee satisfaction.

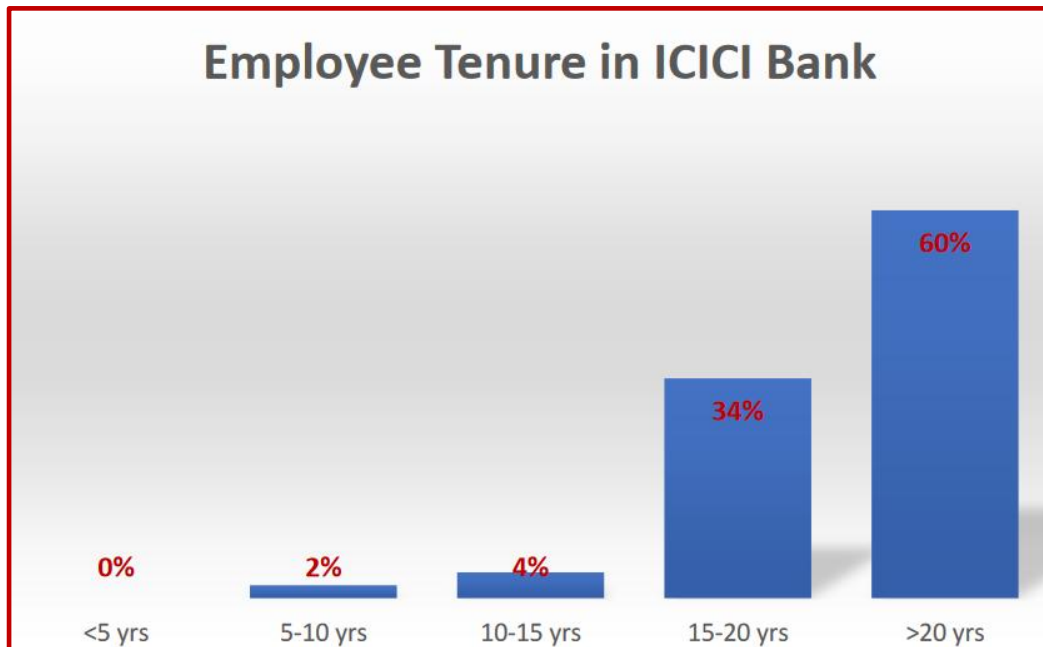
**Objectives of the Study:**

1. The purpose of this study is to establish the current state of practicing Quality of Work Life (QWL) in the organization.
2. To determine whether the Quality of Work Life program has the objective of achieving the set goals and objectives of the firm.
3. To establish the role played by the Quality of Work Life program to the extent of the personal growth of the employees.
4. Thus the purpose of the Quality of Work Life program, in this case, is to evaluate its efficiency.
5. The following assessment criteria has been establish to determine whether the Quality of Work Life program is well assessed:
6. That is to propose the necessary changes in Quality of Work Life techniques that is if necessary.

**Data Analysis and Interpretation:**

**Table 1: Employee Tenure in ICICI Bank**

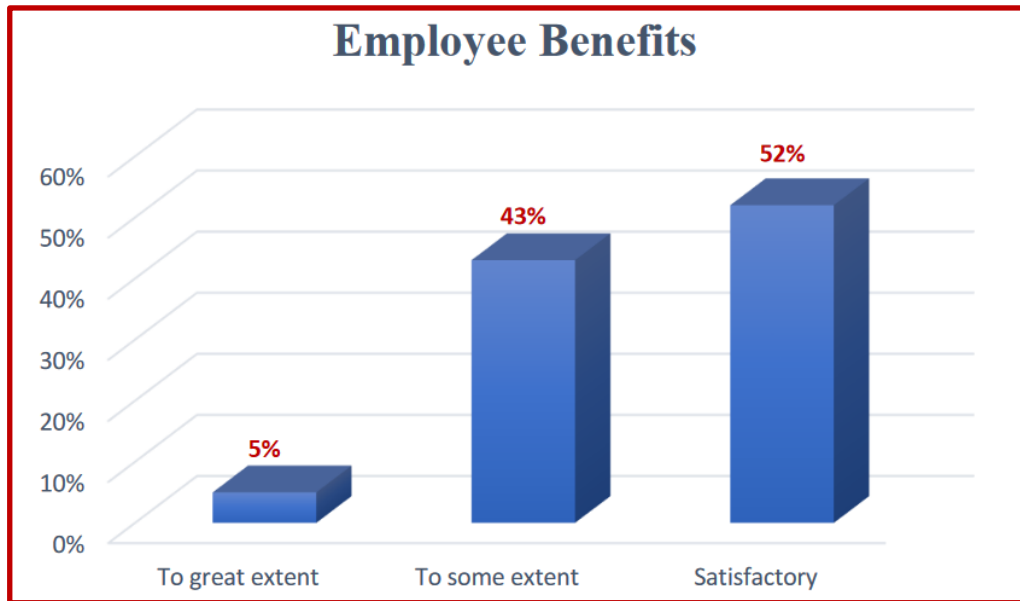
Years	<5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	>20 yrs
Percentage	0%	2%	4%	34%	60%



**Explanation:** This table shows the tenure of employees at ICICI Bank, Hyderabad. It indicates that a significant majority (60%) of employees have been with the bank for over 20 years, which suggests strong employee retention. The percentages decrease as the tenure shortens, with only a small percentage of employees having been with the bank for less than 10 years. This data suggests that the bank has been successful in maintaining long-term employment relationships.

**Table 2: Employee Benefits**

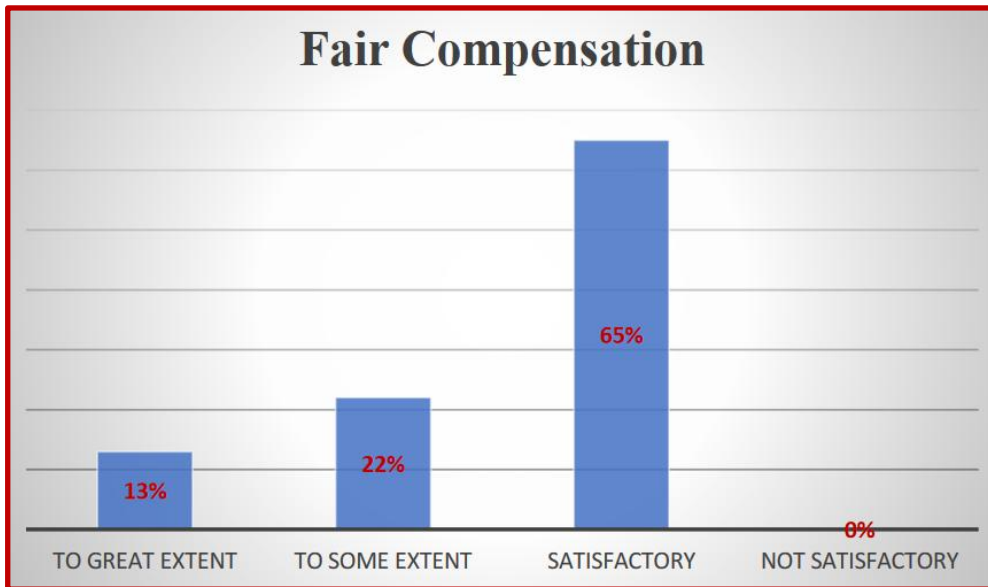
Response	Percentage
To great extent	5%
To some extent	43%
Satisfactory	52%



**Explanation:** This table indicates employee satisfaction with the benefits aimed at self-improvement. A majority of employees (52%) find the benefits satisfactory, 43% are somewhat satisfied, and only 5% are satisfied to a great extent. This shows that while most employees are content with the benefits, there is still room for improvement to increase the level of satisfaction.

**Table 3: Fair Compensation**

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



**Explanation:** This table shows the extent to which employees feel their performance is justified with fair compensation. Most employees (65%) find it satisfactory, while 13% feel it to a great extent and 22% to some extent. No employees found the compensation to be unsatisfactory, indicating a generally positive perception of compensation fairness.

**Table 4: Balance of Work**

Response	Percentage
To great extent	9%
To some extent	47.5%
Satisfactory	43.5%
Not Satisfactory	0%

**Explanation:** The table indicates the perceived balance of work in the organization. A significant portion of employees (47.5%) believe the organization maintains an appropriate work balance to some extent, and 43.5% find it satisfactory. Only 9% feel the balance is maintained to a great extent. This suggests that the organization could focus more on achieving a better work-life balance for its employees.

**Table 5: Opportunity for Growth**

Response	Percentage
Strongly agree	17.4%
Agree	82.6%
Disagree	0%
Strongly disagree	0%

**Explanation:** The table shows employees' agreement on the opportunity for growth provided by the organization. The vast majority (82.6%) agree, and 17.4% strongly agree, indicating a positive perception of growth opportunities. No employees disagreed or strongly disagreed, showing a strong consensus on the availability of growth opportunities.

**Table 6: Benefits Suitable to Needs**

**Explanation:** The table indicates that most employees (86.95%) feel that the benefits provided by the organization suit their needs, with 13.05% unable to say. This suggests that the benefits are well-tailored to employee needs, though there is a small percentage of employees who are unsure.

**Table 7: Comfortable Shifts**

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

**Explanation:** The table shows that 82.6% of employees work day shifts, and 17.4% work afternoon shifts. No employees work night, split, irregular, or rotating shifts. This indicates that the majority of employees are in regular day shifts, which could contribute to better work-life balance and employee satisfaction.

**Table 8: Job Skills and Abilities**

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

**Explanation:** This table indicates that a significant majority of employees (79%) agree that their job allows them to use their skills and abilities, and 21% strongly agree. No employees

disagreed or strongly disagreed, showing a strong positive perception of job roles in terms of utilizing skills and abilities.

**Table 9: Participation in Decision Making**

Response	Percentage
Often	30.4%
Sometimes	69.6%
Rarely	0%
Never	0%

**Explanation:** The table shows that 30.4% of employees often participate in decision-making, while 69.6% sometimes participate. No employees reported rarely or never participating, indicating a reasonable level of involvement in decision-making processes within the organization.

**Table 10: Involvement in Work**

Response	Percentage
Yes	82.6%
No	8.7%
Individual	8.7%

**Explanation:** The table indicates that 82.6% of employees work as part of a team, while 8.7% work on their own or individually. This suggests a strong culture of teamwork within the organization.

**Table 11: Promotion Policy**

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

**Explanation:** The table shows that a large majority (91.32%) agree that the promotion policy enables them to grow within the organization, with only a small percentage unable to say or disagreeing. This indicates a generally positive perception of the promotion policy.

**Table 12: Training Opportunity**

Response	Percentage
Very true	30.43%
Somewhat true	52.27%
Not too true	0%
Not at all true	17.30%

**Explanation:** This table shows that a majority (52.27%) find it somewhat true that they have training opportunities, with 30.43% finding it very true, and 17.3% not at all true. This indicates that while many employees see training opportunities, there is room for improvement to make these opportunities more accessible.

**Table 13: Relationship Between Management and Employees**

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

**Explanation:** The table indicates that 60.86% of employees describe their relationship with management as good, 21.73% as satisfactory, and 13.04% as very good. No employees reported a bad relationship, suggesting generally positive relations between management and employees.

**Table 14: Work Stress**

Response	Percentage
Often	13.04%
Sometimes	60.86%
Rarely	21.73%
Never	0%

**Explanation:** The table shows that 60.86% of employees sometimes find their work stressful, 21.73% rarely find it stressful, and 13.04% often find it stressful. This suggests that while stress is a common experience, it is not overwhelming for most employees.



**Table 15: Recreational Programs**

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

**Explanation:** The table indicates that 56.52% of employees participate in weekend get-togethers, 30.43% in other programs, and 13.04% in paid holidays as recreational programs. This shows a variety of recreational activities are provided, contributing to employee well-being.

**Table 16: Working from Home**

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

**Explanation:** The table shows that 34.78% of employees work from home about once a week, 26.08% once a month, and 26.08% never work from home. This indicates that while some flexibility is provided, a majority of employees have regular office attendance.

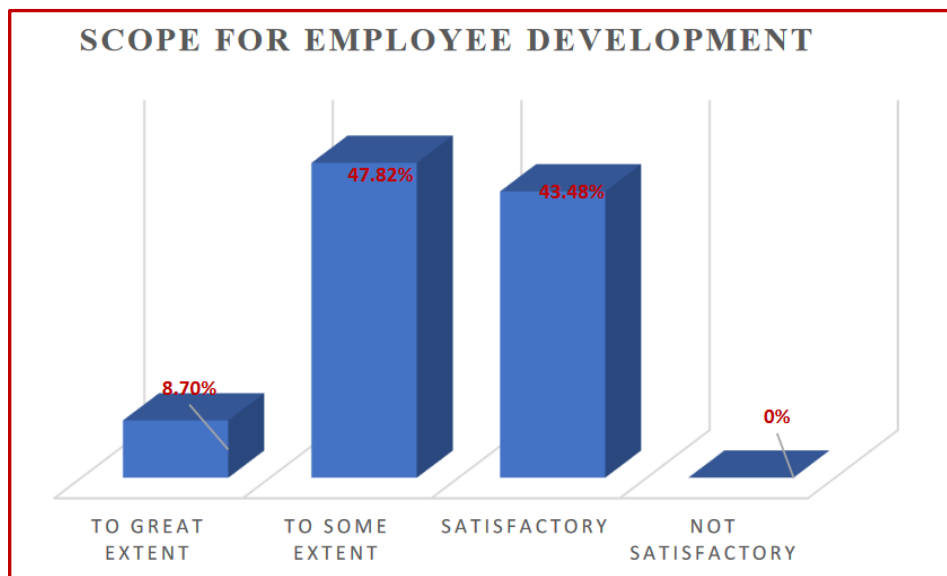
**Table 17: Fair Compensation Comparison**

Response	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%

**Explanation:** The table shows that 39.13% of employees feel they earn more than they deserve, 39.13% feel they earn about as much as they deserve, and 21.74% feel they earn somewhat less than they deserve. This suggests that most employees feel their compensation is fair or more than fair.

**Table 18: Scope for Employee Development**

Response	Percentage
To great extent	8.7%
To some extent	47.82%
Satisfactory	43.48%
Not Satisfactory	0%



**Explanation:** The table shows that 47.82% of employees feel there is some extent of scope for development, 43.48% find it satisfactory, and 8.7% feel it is to a great extent. No employees found it unsatisfactory, indicating positive perceptions of development opportunities.

**Conclusion**

The following are the implications of the data analysis and interpretation: The results highlighted that the HRM practices influenced employee satisfaction and organization performance in the operation of ICICI Bank in Hyderabad. Through its analysis, it is possible to identify that most employees are long-term, and the firm enjoys high rates of employee turnover and possesses efficient HRM mechanisms. The majority of employees thus reported they are satisfied with the benefits they are offered at work implying that if more benefits were to be offered the employees' satisfaction level would rise higher. A larger proportion of the employees are content with their pay, thus an overall favorable perception of organizational pay practices. Moreover, a sizeable portion of employees is of the perception that the organization provides a good balance between work and life, equally the section opined that it may be possible to improve on this aspect in a bid to optimize the health of the employees in this

organization. Regarding the availability of growth opportunities, the respondents' per cent agreement stood at 100 percent, implying that the environment favored growth in the personal and career realms. This shows that the HRM strategies used are indeed effective in identifying and providing the exact benefits that are relevant to the employees' needs.

The data also reveals that most of the employees work day shifts, which helps them maintain a balanced life, and gain satisfaction. There is evidence of well-matched job demands and employee characteristics, which is evident through the responses whereby employees said that they believe their jobs enable them to perform their skills and abilities. A moderate level of involvement of the employees in organizational decisions implies a high degree of organizational commitment. Working as a team is very prevalent in the organizational structure of the company, which helps to create an effective satisfactory environment. The findings on the promotion policy and training show that there is a clear channel regarding career progression and training. The interrelation between managers and subordinates is mostly friendly which leaves positive implications on the climate in the organization. However, acknowledging the fact that stress as a phenomenon is universal, it is well-contained among the employees, implying good measures for managing stress. This means that the array of recreation activities offered enhances employees' health and happiness levels. Telecommuting is partially allowed for some staff, others are required to report to the office on a regular basis. Perceived organizational justice of compensation seems to be fairly high since the majority of the employees consider their compensation as fair or even more than fair; there seem to be good policies as far as compensation is concerned; the positive perception in development opportunity line supports the notions that employee development is a priority area that is well supported.

To complement the existing HRM practices within ICICI Bank, the following are some recommendations; Improve the current employee benefits, support work-life balance, make training and development easily available, support the employees' involvement in managerial processes, support teamwork, and collaboration among the workers. If these recommendations are put into practice then the satisfaction level of employees can be increased along with the performance level of the organization and ICICI Bank can establish its better position in the competitive marketplace. Besides, this study also provides a useful reference to other organizations that have attempted or would like to try to improve HRM.

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