

An Empirical Study on Quality of Work Life among Employees of Insurance Companies

Yamini Surolia

Abstract is gaining significance in each and every organization in present day scenario. Insurance is a fast growing and emerging sector today. So, QWL has special significance for insurance employees. The main aim of the study is to determine the association of income on various components of quality of work life. It also aims to determine the association of income on various components of employee performance. Components of Quality of work life included in the study are job satisfaction, work environment & management support, compensation & benefits, job/work pressure and work & family life. For employee performance, components considered for the purpose of this study are job design & productivity, work based recognition and time management & performance. Chi square test has been applied to check the association. The study has been conducted on a sample of 390 employees from four major cities of Rajasthan i.e. Jaipur, Udaipur, Jodhpur, and Bikaner.

Keywords: Quality of Work Life, Employee Performance, Income, Insurance.

Introduction

The term Quality of work life was introduced in late 1960's. Since then this term has been gaining more and more importance in every work place. Initially the quality of work life was focusing on the effect of employment on the general wellbeing and health of workers. But now its focus has been changed.^[1] With the passage of time the conception of quality of work life has totally changed and organizations have started thinking for the welfare and development of their employees for their longer stay in the organization. In today's global world, an organization considers quality work life as a positive phenomenon by considering their employees as an asset rather than a cost.

The total life space of human beings can be classified into three divisions i.e. Family life, Working life and Social life. These three divisions of human life are interrelated and inter connected. Failure of any one or two affects the quality of the other badly.^[2] So, the quality of life of an individual is totally dependent upon the quality of family life, work life and social life. There should be a sense of balance between work, family, and social life of employees through which quality of work life can be improved. Many researchers have found that there is a positive relationship between quality of life and quality of work life as when QWL increases the quality of life simultaneously increases of an individual and vice versa.

Review of Literature

- **Jency, S., & Jenica, S. (2016)** showed that effect of quality of work life on employees of banking sector. Banking sector plays an important role in our economy. This scenario has created an urge to the bank policy makers to identify the underlying situations and reasons and bring them into consideration as the main issue that affects the QWL. Because of high importance of this industry it is very important to evaluate the QWL of the employees regularly. QWL creates balanced environment, which helps in retaining employees in the organization for a longer period of time.
- **Madhu, Mohan, R. (2015)** showed different factors which affect the quality of work life of bank

employees in tirunelveli district. Related to work context the quality of work life holds wide range of issue which includes both financial and non-financial aspects. So it is necessary to work on the important needs of the employees to improve their quality of work life.

- **Hosmani, A.P., Shambhushankar, Bindurani, R. (2014)** showed the impact of quality of work life and employee performance among the employees of Secunderabad division. There is a high level of satisfaction regarding quality of work life among employees; it improves the organizational performance and employee job performance. The study reveals that there is a positive relationship between quality of work life and employee performance. QWL not only enhances company productivity but also improves the employee identification, sense of belonging and pride in their work.
- **Kiriago, N.A., Prof. Bwisa M.H. (2013)** concluded that poor safety and health conditions inadequately affect the quality of work life of the employees. It has also concluded that there is a poor quality of work life at the stations because most of the employees are under work pressure and poor quality of work life is also aggravated by lack of adequate tools that are required to perform duties effectively.
- **Mejbel, Ellah, A.A. et al. (2013)** stated that quality of work life is a complex issue, and is a combination of job environment and overall assessment process of job variable. The findings of the study reveal that the most frequent drivers are reward system, benefits and compensation, career development opportunities, communication, safety and security. It also states that the most important driver is financial rewards awarded by the organization.

Research Methodology

This study has been carried out to analyze the association of income with various components of quality of work life as well as employee performance. A structured questionnaire has been used to collect the responses of 390 employees of different insurance companies of Rajasthan. Proportional sampling has been applied to collect the data. For testing the hypothesis, Chi Square test has been applied.

Objective and Hypothesis of the Study

Table: 1 Objective and Hypothesis

S.no.	Objectives	Hypothesis	Statistical processor applied
1.	To determine the association of income on various components of quality of work life.	Ho₁: Income and Components of quality of work life are independent to each other.	Chi - Square
2.	To determine the association of income on various components of employee performance.	Ho₂: Income and components of employee performance are independent to each other.	Chi - Square

Analysis and Interpretation

Objective 1: To determine the association of income on various components of quality of work life.

Hypothesis

Ho₁ Income and components of quality of work life are independent to each other.

Ha₁ Income and components of quality of work life are dependent on each other.

To test the independence level between Income and components of quality of work life, chi square test is applied.

**Table 1: Chi-Square Tests
(Independence of Attributes)**

Predictors	Value	df	p-value
Income of Employee Vs. Job Satisfaction	131.958	8	0.000
Income of Employee Vs. Work Environment & Management Support	87.083	8	0.000
Income of Employee Vs. Compensation & Benefits	65.361	8	0.000
Income of Employee Vs. Job/Work Pressure	6.841	8	0.554
Income of Employee Vs. Work & Family Life	15.082	8	0.058
Income of Employee Vs. Over All Quality Work Life	116.460	8	0.000

Table 1 shows the p-value of all the cases. It depicts that p-value of four cases (job satisfaction, work environment & management support, compensation & benefits and QWL-overall) are less than 0.05 ($p < 0.05$) so we reject the null hypothesis and conclude that there is a significant association of income with job satisfaction, work environment & management support, compensation & benefits and QWL-Overall. But in case of testing the association of job/work pressure and work & family life with income, the p-value is more than 0.05, thus the null hypothesis is to be accepted and can be concluded that there is no significant association of income with above two mentioned components.

Objective 2: To determine the association of income on various components of employee performance.

Hypothesis

Ho₂: Income and components of employee performance are independent to each other.

Ha₂: Income and components of employee performance are dependent on each other.

To test the independence level between Income and components of performance, chi square test is applied.

**Table 2: Chi-Square Tests
(Independence of Attributes)**

Predictors	Value	Df	p-value
Income of Employee Vs. Job Design & Productivity	128.190	8	0.000
Income of Employee Vs. Work based Recognition	133.838	8	0.000
Income of Employee Vs. Time Management & Performance	48.749	8	0.000
Income of Employee Vs. Overall Performance	119.491	8	0.000

Table 2 shows the p-value of all the cases. It depicts that p-value of all the cases (job design & productivity, work based recognition, time management & performance and performance-overall) are less than 0.05 ($p < 0.05$) so we reject the null hypothesis and conclude that there is a significant association of income with job design & productivity, work based recognition, time management & performance and Performance-Overall.

Findings

- There is significant association of income with job satisfaction, work environment & management support, compensation & benefits and there is no significant association of job/work pressure and work & family life with income
- There is a significant association of all the components of employee performance i.e job design & productivity, work based recognition, time management & performance with income.

Conclusion

Insurance is a fast growing sector today, so quality of work life gains a special significance for insurance employees. On the basis of this study it can be concluded that income plays an important role in improving the quality of work life and performance of an employee. So, insurance companies should aim at remunerating their employees as per the best industry standards resulting in better quality of work life of its employees which in turn will lead to better performance.

Research Scholar,

Department of Commerce, The IIS University, Jaipur

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