CHAPTER II
REVIEW OF LITERATURE

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2.1. INTRODUCTION

Probing into the past research studies was felt necessary for the better understanding of the direction of the progress in the present investigation. In this chapter several important concepts, related literature and theoretical information have been formulated for the support of the study. In this chapter an attempt has been made to review the related literature pertaining to the present study. Various books, articles and reports were available on the present study. The authors and researchers have attempted to study different dimensions of HRM, HRD, employee satisfaction, QWL etc. wide and vast publications were found on general aspects of HRM, and HRD policies, aspects related to QWL. But literature on case studies at micro level and on individual BPO industries were not sufficient.

Plentiful of researches were taken place on HRD and QWL of employees in recent years. Various aspects of policies of HRD and components of QWL were covered by research and reference work by academicians, researchers and administrators. The present work is related with certain different aspects as impact of HRD policies on QWL.

The present researcher has tried to provide some good insight into the quality of work life of employees by reviewing some previous work and publications which have provided a good sponsorship for analysis of issues related to present study.

Many researchers have pointed out that Human Resource Management Practices impact on the outcomes such as employee satisfaction, employee commitment, employee retention and employee presence, social climate between workers and management, employee involvement, employee trust, employee loyalty, organizational fairness.

Numerous studies involving certain factors or causes impacting on quality of work life have been reported, though they vary widely in scope and focus. While these studies aid our knowledge on possible influences of HRD policies on employee performance, productivity and overall organization, our understanding still suffers from some major gaps. First, most studies focus only on HRM like HRM in different
organizations, HRM policies for retaining of employees, HRM and employee training etc. Second, studies on BPO are mostly related with revenue generation, shifts of work, employee turnover etc. Third, quality of work life and its components, QWL and work life balance etc. However, to fully understand the QWL, why it changes from one organization to another and to bring expected change in QWL in the organization, HRD policies play an important role.

In order to get insight of the topic of the study the researcher has studied some earlier research works in this area. The review has been made in the following ways:

I. Published research studies

1. Ph. D Thesis

2. M. Phil. Dissertations

II. Articles from Journals on HRD and QWL

III. Book reviews on HRD and QWL

2.2. I. PH. D THESIS

1. Chandawarkar¹: “Human Resource Development Interventions and their effects on productivity at different levels in an organization with special reference to Kanoria Industries Ltd., Bagalkot”. The objective of her study was to evaluate HRD climate prevailing in selected industry and the effectiveness of HRD practices on productivity of organization, especially labour productivity. She took all the employees (i.e., 425) of the selected company as the number of employees was less. She took all employees of all three levels as manager level, supervisors and workers. She found that the number of managers and supervisors, exposed to training programmes was much more than the workers, Trainee selections are based on the needs of the company. The impact of HRD in the company has increased significantly over the period of five years under study and another important finding of her study was that the impact of different HRD interventions differ significantly from one another.
She suggested maximizing benefits from HRD department; its activities should be spread over a larger field and should include career succession and planning, organization development, communication etc.

2. Burkule: “Empowerment and Job satisfaction of women professionals: A case study of selected software companies in Pune”. In her study she selected 345 women professionals as respondents from 13 IT (software) companies. She studied job satisfaction level and empowerment of women in the companies. She found that majority of the women workforce is employed in the middle level management. 90% of the women employees are satisfied with the workplace provided by the management of software companies, but 44% of respondents find the job to be highly stressful. She suggested for integration of QWL programmes and to reinforce the QWL.

3. Deshpande: “Development of Human Resources in Commercial Banks during open regime- A case study of the Karnataka Bank Ltd., Mangalore.” The study covered 36 branches of selected bank from 7 districts. Questionnaires were sent to 76 officers and 164 clerical staff which received duly filled was used as samples. The study conducted with the objective of studying employees training and development practices, various dimensions of performance appraisal adopted in the selected bank and to study the effectiveness of policies and practices relating to recruitment of employees of the bank. The study was concluded with mentioning the need for remapping the recruitment system in the Indian banking sector and linking reward with performance and participation with appropriate training and mental attitudes. Training needs of employees should be always chalked out in relation to career planning needs of the employees at individual level.

4. Reena: “Quality of Work Life and Occupational stress among the library professionals in Kerala”. The study aims to find out the extent and level of “Quality of Work Life” and “Occupational stress” among the library professionals in Kerala, to compare QWL& OS among library professionals on the basis of sex, age, educational background, to estimate relationship of QWL and OS level.

A sample of 85 library professionals drawn from different libraries of the state. The study was concluded with the statement like QWL & OS of librarians are
found significantly and negatively correlated. So reducing the levels of stress is one of the best ways to enhance QWL.

5. Chavadi⁵: “Analysis of BPO in FMCG sector in India” this study was conducted to examine the growth and potential of BPO industry in Indian context. And also to give holistic approach as well as to examine the acceptance and performance of BPO in FMCG sector in India. He got response of 119 FMCG companies for the survey. From the findings of the study he opined that the availability of vendor expertise in the market and proven performance in specific areas is attracting clients to take more number of BPO decisions. Outsourcing on long term basis is proving to be a strategic option than operational. Therefore FMCG should view BPO as a strategic option rather than considering as operational goal.

6. Patil⁶: “Human Resource Development practices in the Co-operative Banks in Kolhapur district: A case study in social work”. The objectives of this work is to examine training and development programmes conducted by co-operative banks and to find out relationship between HRD practices and job satisfaction in the co-operative banks. He selected 283, i.e 5% of 5711 employees of 4 different levels. He found that inadequate training is provided in banks. On-the-job training is not provided and the performance appraisal was biased. Considerable % of respondents said that special skills of employees were not recognized, there is no career planning and counseling provided. He suggested providing orientation, trainings and career guidance to employees.

7. Mote⁷: “HRD of Tribal’s in Dhule and Nandurbar district of Maharashtra: A geographical analysis”. The objective is to study HRD of tribal’s in study area. 705 houses were surveyed from 15 villages and concluded with immediate need for their development.

8. James⁸: “A study on Human Resource Management in BPO with special reference to high employee attrition”. A representative sample of 400 BPO employees were taken from BPO companies located in Karnataka and Kerala. The research was conducted for studying the variation in factors causing high employee attrition among different areas of BPO and to identify critical factors causing high employee attrition in the BPO sector. On the basis of findings it has been recommended to tailor the
compensation system as per the employee credentials, to make reward system transparent in the organization and also to treat the employees with respect& fairness.

9. Chavare⁹: “A study of HRD in vocational education institutions in western Maharashtra”. Study was conducted with the objective of evaluating training and development programmes organized for staff in vocational educational institutions. 71 staff members have been selected at random. He is of the view that there should be improvement in the recruitment policies, selection methods, training and developments techniques etc. seminars on related topics by experts and trained teachers should be conducted, periodic meetings are to be held to provide value based training programmes.

10. Cherumkal¹⁰: “HRD processes and practices in selected industrial units in Kerala”. The study was conducted to the HRD climate in the manufacturing units of the private sector and public sector undertakings, and to examine the HRD processes and practices of recruitment, selection, training and development and compensation. He suggested that employees are continuously helped to acquire new competencies through a process of performance planning, feedback; training, review of performance etc. also suggested creating a new role called “HRD Manager” and new department called “HRD Department”. And says that there is tremendous scope for improvement in HRD climate.

11. Poshetty¹¹: “Human Resource Development activities initiated by Nandi sugar factory, Bijapur district of Karnataka state.” The purpose of the study was to analyze the HRD activities initiated by sugar factory. Out of 29 sugarcane growing villages of Bijapur, 6 villages were selected based on maximum number of sugarcane growers. He concluded that sugar factories have identified the importance of Human Resource Development and have initiated several HRD activities to motivate employees and farmers.

12. Ruikar¹²: “A study of Quality of Life of the decentralized powerloom workers in Ichalkaranji and its Vicinity”. The study was conducted to know the Quality of Life of employees and to understand factors affecting Quality of Life. The rational of the study is to protect the workers from deterioration of Quality of Life. 5 workers from 32 clusters were selected. She concluded that the workers are deprived of the basic requirements for performing the job. They are working in hazardous
environment, their job is insecure and they are facing lot of stress and strain in performing their roles. She suggested revising the pay scale, to chalk out housing schemes etc.

13. Krishnamurthy\textsuperscript{13}: “Training & Entrepreneurship development in Sericulture Industry: A case study of Belgaum district”. The aim of this research work was to analyse the sericulture training benefits and the entrepreneurial qualities of sericulture farmers of the study area. He took 320 farmers as sample for study. Mean, SD, co-efficient of variations were the techniques of data analysis. He found that 72 farmers attended training programmes. But the level of satisfaction derived by the trainees differs. Majority (61) farmers were fully satisfied and benefited by the training programme. To use advanced technology, encouragement of exports, development of varied product varieties, conducting contract farming etc were few suggestions made by the researcher.

14. Toro\textsuperscript{14}: “Human Resource Development in Universities_ A case study of Karnatak University Dharwad”. The purpose of the work was to highlight the need of professional development of teaching staff in the university set up in this competitive era of globalization and to evaluate effectiveness of HRD practices in building a congenial atmosphere in the university. Another area of the research was to study the attitudinal reactions that the teaching staff have towards the HRD sub-systems and practices. HRD systems of professional development of academic staff was also covered under study. In this work 175 employees of different departments of university were taken as samples.

The departmental atmosphere should be encouraging to the faculty for their career planning and advancement. Majority of respondents gave negative view in this regard. Responses could not confirm positively that the top management of the university is making efforts to identify and utilize the potential of the faculty. The researcher concluded that the HRD climate in university was found inadequate and hence suggested to make drastic changes in the approach of top management of the university. Faculties should be given scope for involvement in discussions and determining university policies. There must be formal counseling system be brought in practice.
15. Kenchakkanavar\textsuperscript{15}: “A study of Human Resource Development in Nationalized, scheduled and Co-operative banks in Dharwad district”. The study carried to evaluate the effectiveness of the HRD practices of training, performance appraisal, career planning, and employee welfare adopted in nationalized, scheduled and co-operative banks in the study area. 550 employees from top, middle and low level were selected for study. Out of the ten dimensions of the work life investigated, there was no good response. At all three levels of respondents, no one secured excellent. It means and thus concluded that satisfaction of the bank staff with the quality of their work life was not satisfactory.

16. Kharade\textsuperscript{16}: “HR practices in Grameena Banks- A case study of Malaprabha Grameena Bank(KVGB)”: the organizations have realized that only talents and skills do not bring desired results unless the workers exhibit required ethics, loyalty, dedication, priorities, determination, team work and sacrifice. With this background the study was made to make in depth analysis of the different dimensions of the problems of human resource practices. She is of the opinion that sincere and dedicated efforts are needed to address HR issues concerning process workers and management in RRBs to improve efficiency of the institution. The new epoch of competition based on the use of more flexible technologies and forms of work, organization thus calls for job enlargement and multi-skilling and in some cases re-arranging employee’s rather than recomposing the tasks they perform.

17. Kulkarni\textsuperscript{17}: “Training and Development- policies and practices in Indian Banks with special reference to State Bank of India”. To know the expectations and perceptions about training and development programmes as well as to assess impact of T&D programmes the study was undertaken. The required data was collected from 480 employees of bank belonging to two categories i.e., officers level and clerical level. Ten districts were selected for field survey randomly. 46 branches of SBI were taken into consideration giving due weight age to urban, rural and other areas while selecting branches. T- test, one-way ANOVA followed by Newman-keuls multiple post hoc procedures were used. It was found that the perception of employee’s towards T&D programmes differ depending on age, designations, marital status , gender etc. similarly the impact also differs.
2.2. II. M. PHIL DISSERTATIONS

1. Mathapati: “A study of HRD practices in Maharashtra State Road Transport Corporation (MSRTC), Solapur Division”. The objective of study is to examine HRM practices of MSRTC, Solapur Division. She concluded that majority of the respondents were happy with work load, facilities, existing wage structure and working conditions etc.

2. Pisal: “A study of workplace stress of employees with special reference to co-operative Banks in Satara”. She conducted the study to find out common causes of workplace stress, and to study the effect of stress on work factors like morale, job satisfaction etc. The sample size is 113 employees of 6 cooperative banks of Satara. She found that 70% of respondents are under stress and leads to tension, anger and anxiety. 68% respondents opined that training can be used as a coping strategy by their banks to reduce stress of employees.

2.2. III. RESEARCH ARTICLES FROM JOURNALS

1. Gupta & Sharma: “Factor credentials boosting quality of work life of BSNL employees in Jammu region”. The study conducted with the objective of examining the demographic profile of the employees, to analyze the factors determining the satisfaction with the quality of work life in the organization and to study the nature of relationship between the factors affecting quality of work life and satisfaction level with the quality of work life in the organization.

The study was carried out in the organized sector i.e. Bharat Sanchar Nigam Limited (BSNL) in Jammu region. The researcher found that BSNL has commitment for employee’s welfare activities. A very wide range of welfare programmes, with a focus on the employees’ welfare is continuously implemented by the Staff Welfare Board of the Company. In addition to this BSNL has provided assistances during natural calamities. The employee’s are of the opinion that their participation is encouraged, which enhances employee – employee and employee – employer relationships in the organization. The survey indicates that the quality of work life in BSNL is quiet satisfactory. There is a provision of enhancement programmes for BSNL employees. Moreover, frequent exams are conducted for analyzing the
employee capabilities and special training programmes are organized for boosting their capabilities. The working conditions are very conducive and transparent. The employees working are satisfied with the hygiene and the maintenance of the organization which automatically proves that the employees are safe and free from any risk of illness/injury.

2. Silva\textsuperscript{21} opined that training and development of employees must be viewed as an integral part of an employee’s overall human resource management strategy. The study was linked to the economic development of a country. The study further says that employers and business concerns should concentrate more and more on HRD issues and related HRD strategies with special regards to selection, training to be provided to employees, appraisal policies, career advancement plans, safety and security of employees.

In this paper the focus of HRD plans and policies are only for Knowledge workers and their education and training. The principal theme of this paper is that investment in education and training. Provisions of proper working conditions, quality of work life were not covered. Semi skilled and unskilled workers are ignored who are also important part of the nation. Where as in the present study the researcher concentrated on training needs as well as other aspects of quality work life.

3. Rao\textsuperscript{22} stated that the micro and macro factors of business environment influence on business as well on human resource management policies. Human resource management is a strategic contributor to the overall grand strategy of the organization. The business environment may be controllable, uncontrollable, stable, changing or turbulent. Redefining HRM contours in such dynamic environment is a necessity. The new approach may be used for enhancing the competencies and performance. The individual goals and organizational goals are integrated using competencies for key performance areas. The competencies are integrated with organizational goals to achieve better results in dynamic environment. The approach uses SWOT analysis intensively; self-introspection stage is an additional stage. The new technique may be implemented for executives/managerial personnel as HRD tool. Competency linked goal setting model as HRD tool is discussed in the paper.

The present research is how to achieve the goals of the organization along with improving the quality work life of employees. HRD policies towards QWL and how they trigger the performance of employees to reach the organizational goals.
4. Ramakrishna\textsuperscript{23} explained the importance of job satisfaction and relation between employee satisfaction and organizational commitment. Further he says, Job Satisfaction dimensions also significantly predict Organizational Commitment; HR practices lead to Job Satisfaction and Organizational Commitment. He identifies HRM Practices impact significantly on employee satisfaction and organizational commitment. Further identifies that Job satisfaction lead to organizational commitment and there is relationship among HRM practices, employee satisfaction and organizational commitment in Public sector Banks.

The focus of the article was only on impact of HR practices on job satisfaction which is one of the components of QWL. Whereas the researcher has covered the other aspects of QWL like health and wellbeing, job security, competency development, work and non work life balance, adequate and fair compensation, equity and also job satisfaction.

5. Scullion and Starkey\textsuperscript{24} : According to you since the early 1990s there has been a growing interest in international HRM. The success or failure of business at national and international level depends on effective management of human resources of the business. Hence business should give reflecting recognition to HRM. Establishment of more and more MNCs over the world is leading to more importance to HR. HRM has become a challenging task. There is also evidence that HR constraints often limit the effective implementation of international business strategies. The paper also focuses the need for integration of Hr strategies at national and international level.

The object of this paper was on the issues of board-level representation by personnel/HR directors and senior HR managers’ involvement in strategic decision making. Present research was on employee involvement in decision making and how it will affect on QWL.

6. Agarwala\textsuperscript{25} stated the role of effective management of human resources of the entrepreneurship. Further she added that in the current, challenging and contemporary business environment, human resource (HR) is like pillar of any organization which decides the destiny of business. Effective management of human resources has an important role to play in the performance and success of organizations. The pressure of competition demands organizations to identify employee problems and to adopt innovative HR practices for the survival. The study suggests that the innovative approach of HR practices boosts employees morale and
creates greater sense of identification with their organization, when compared to the employees of organizations that are not innovative. It is the fact that higher organizational commitment may lead to better organizational performance. However, there is a need to study the relationship between HR practices, commitment and firm performance systematically.

The focus of study was only on Organizational commitment of employees of the companies who have adopted innovative HR practices. Relationship of HR practices towards organizational commitment and organizational performance were studied. Whereas the present study tries to focus on employee commitment, performance along with their career advancement, job security and improvement in the quality of work life.

7. Westmark examined the core competencies of Human Resource Management include ethics, communication, and strategic planning. He gave new dimension to HR functions. Employees of organization can become valuable asset to the organization HR manager takes care of core competencies of HRM. In earlier days strategic planning was taken care by upper management. Today, with globalization and complicated business environments, HR assists management and gives input on many aspects of planning for the future such as: future training needs, recruitment requirements, and work environments.

This article explained the evolution and growth of Human resource Management from simple labor relations functions to modern HRM functions in all areas of a company’s activities. Functions of modern HRM was the focus of the study.

Present study will be on impact of HR policies and strategies on quality work life of employees.

8. Singh and Khanna, opines that the most serious and growing problem the contemporary business is facing is of employee turnover and absenteeism which affects directly on productivity. The cost and loss due to employee’s absences is much more than the cost due to accidents in the companies. There is need to control the employee turnover. Many organizations are struggling to find the remedies for increased employee absenteeism. The study gives some methods by which employee loyalty can be built and by improving working conditions in the companies, employee turnover can be reduced. Following are some of the methods: safe work place, respect and recognition, providing lunch, hosting company get-togethers, providing training, providing time offs and flexible schedules.
In the said article importance of various above mentioned factors were studied in relation of managing and improving employee absenteeism, whereas the researcher focuses on impact of HR practices to improve QWL.

9. Babu, Naresh and Raj Kumar \cite{28}: They studied the ways to improve the productivity of the business concern. The better way to improve the productivity is by proper use of resources than by utilization of systems or process such as Automation, Motivating work force, Effective control of processes, Implementing MIS, Better work methods, On job training, Improved working conditions, Quality circles, Supply chain management, Updating technology, Total Quality Management, Business process Re-engineering, ISO series certification etc. because human resource is the most synergized asset of the organization which cannot be copied by competing firms. Developing skills through training and coaching, promoting team work and participation, motivating and recognizing employees and providing meaningful communication are eight important HR skills that all managers embrace for total quality to succeed. Therefore the manager to be successful in his work must understand HRM practices. This paper is an attempt to discuss the concept of TQM in HR practices in integrating the same for the sighted benefits of the organizations.

In this paper the efforts such as training and coaching, promoting team work and participation, motivating and recognizing employees and providing meaningful communication are all from organizations benefit point of view. The researcher studied all these for the benefit of employees as part of their work life quality.

10. Singh \cite{29}, concluded that the success and overall goals of organization depends on teamwork with employees and employers. Organizational success also depends on improved individual professional development. Hence it should be the look out of every organization to take care of employee’s individual development. As an employee improves themselves, and progress on their career development with the help of employers, they become more effective members of the organization. Career Development and Organizational Development is a key component in the success of an organization. This also reduces employee turnover. Human Resource Development is essential to meet the requirements of the changing environment of the Industrial Sector due to educational, social, cultural, economic changes and technological advancements.
Career Development and Organizational Development were studied as tool for success of organization. The researcher studied CD and OD as one of the component of QWL of employees which gives job satisfaction to worker. All Other aspects of QWL were also studied by the researcher.

11. More\(^3\) studied that the BPO industry has been facing the problem of good health due to working hours and long term seating with exposure to computers and other devices for interacting with the clients. From sleep disorders to digestive problems, from back aches to depression, everything has been associated with many nights stay in offices. The long working hours, erratic timings, travel time, work pressure and insufficient breaks have always been the factors causing stress amongst the BPO goers. And when you add lesser amount of money over and above these factors, the stress increases manifold. The employees in the BPO sector really work hard during office hours. The problems of the health of the BPO employees have also shown the concern about their future diseases which will be of course taken care by employers by giving the best share in terms of salary, off time and good working conditions for the employees.

12. Ojha and Neerukonda\(^31\) discussed the importance of human resource and responsibilities of business concern towards them. She opines that the competitive and dynamic world of modern business has compelled the corporate to continuously review their policies towards the human resources whose efforts and contribution leads the business significantly towards the survival and growth. Employees are a boon and not a bane of business concern. In this path administrators are taking steps to identify, channelize and develop the potential of their human resource; they have realized that development of business is not possible without development of its employees. Human Resource Development is a process by which the employees of an organization are helped to sharpen their capabilities for performing their present and future duties, helped to identify and utilize their inner potential for their personal as well as organizational development, to create a pleasant culture in the workplace, to inculcate team spirit among employees. In India most of the company’s top management has started showing interest in the development of their human resource.

In the above article the role of HRD to sharpen the capabilities of employees, to identify and utilize their inner potentials, to improve superior-subordinate relations
etc were focused. The researcher has studied impact of HRD policies on QWL of employees.

13. Rao, Raju and Yadav\textsuperscript{32} reviewed that in last ten years various human resources development structures have come into existence. Organizations are using these HRD frameworks for improving their HRD systems and overall performance. Further the changes in market conditions, high expectations of employees, technological developments and changes in management systems have necessitated increased emphasis on Human Resources Development (HRD). Organizational growth and development depends on employees and their dynamism. For this change in business environment is required. The HRD effort should aim at equipping employees with competencies to manage career frustration and enjoy work. Author was of the opinion that one of the indicators of success of a chief executive is the extent to which he has created self-renewing systems within the organization and the extent to which he has developed his own employees. HRD instruments can aid him to move in this direction. Small investments in HRD with the commitment of the chief executive can go a long way in building the competencies of employees and a healthy and dynamic organizational culture.

The gist of the article was on functioning of HRD and its role in the dynamic and competitive world for survival of organizations.

14. Dayal\textsuperscript{33} argued that the HRD deserves increased attention of both managers and the academicians. HRD in organizations is necessary for effectively coping with changes in the environment, employee’s expectations, and the need for adjustment to rapid changes in technology. Goodwill and sustained leadership of organizations depends on the success of their HRD programmes. HRD is also equally important from social point of view. The employee may have unsatisfactory relationships in the family and society due to poor/lack of development at work. Positive experiences at work are necessary for developing collaborative societal relationships.

HRD programmes, changing perspective of HRD functions, HRD initiatives for growth and satisfaction of employees at all levels were discussed in the article. The researcher studied HRD policies having its impact on QWL.

15. Cribb\textsuperscript{34} stated that technology capital and organizational capital and a motivated workforce are the most important three intangible assets to support an organization’s value creating processes. According to Peter Drucker ‘The most valuable asset of a 20th century company was its production equipment. The most
valuable asset of a 21st century institution will be its knowledge workers and their productivity’ (Drucker1999, p79). The human resource capital along with the other intangible assets supports and strengthens all activities of the organization. HRD covers all the set of activities that improve the performance of the individual, teams, and the organization as a whole. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications. The focus of concern has changed from what the trainer does, to what the learner requires. The ultimate aim of the training and development process has been characterized as the creation of the learning organization, constantly reviewing its mistakes and successes and adapting its activities appropriately.

Through this article importance of human capital was focused and the right kind of training programs to improve the performance of the individual and teams, hence the organizations were studied. Right kind of training at right time being one of elements of QWL of employees which was studied by researcher along with various other factors like CO and OD, fair compensation, team work etc.

16. Mahesh said that the effective human resources management becomes the key to building excellence in service organizations. Managers have continued to use primarily authoritarian and control-oriented styles to get the work done from people. But this style of traditional management is meeting its major problems in service organizations, where over 90 per cent of all relevant contacts between a customer and the organization take place beyond the immediate eye of the supervisor. Only if the front-line staff find scope for self-actualizing themselves in their work organizations, will the contacts between them and the customers come alive making customers happy. The management of a service organization has to realize this fact. The management has to communicate properly with its staff, has to respond to the valuable suggestions of them in spite of only controlling them. If free environment is provided to staff to deal with customers needs, the organization will achieve excellence. The article studied HRM role with regards to policies like rewards, promotion, recruitment, punishment etc, in building corporate internal branding so as to satisfy customer. Focus was on customer satisfaction whereas the focus of present study was on employee satisfaction.
17. Rao, Raju and Yadav\textsuperscript{36}, discussed that, HRD should help the company to increase enabling capabilities. The capabilities outlined in their report include: development of human resources in all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc. HRD should help individuals to recognize their potential and help them to contribute their best to various organizational roles they are expected to perform. The aim of this article was to examine the way the HRD function is structured in the Indian corporate sector and to study the current HRD practices in India.

HRD practices were studied in this article in general. Whereas researcher studied HRD policies with respect to employee’s quality work life.

18. Manohar\textsuperscript{37} concluded that there is an interrelationship between HRD policies, employee job satisfaction and retention, organizational culture and environment, attitudes and practices of employer to recognize and retain the employees and commitment patterns to stay or quit. The skills of the employees are to be developed and retained for the overall development of the organization. Wherever necessary the employees must be given autonomy to make decisions on their own in certain situations. They should be given opportunity to learn, groom and utilize their skills to improve their own performance and the organization as a whole. The employees must be given recognition for their contribution. The entrepreneurs must be able to inspire the employees to achieve the goals of the firms. The benevolent leadership style may be adopted to understand the problems of employees and lead them in proper direction with employee and organization development. The entrepreneurs need to emphasize on focus on organization and share the pleasure of success with employees and provide them incentives. The sense of conviction and commitment is to be inculcated in the minds of employees towards organization by appreciation and rewards.

This study was with regards to HRM policies on motivation, incentives, involvement of employees in decision making, recognize and utilize their skills etc, towards employee retention. Researcher studied policies of HRD for improving QWL.

19. Youndt and Snell\textsuperscript{38} stated that, HR activities will not increase the performance of the firm on its own, because management is getting things from others for achieving organizational goal. It has been realized that HR plays a
dominant role in developing and managing strategic resources and core competencies. By introducing intellectual capital as a mediating construct, we hope to better frame how HR systems drive organizational performance. HR activities help to increase employees' knowledge and skills, facilitate group interaction and knowledge sharing and enable organizations to drive organizational performance.

The summary of article was HR activities increases the knowledge and core competencies of employees and in return the overall performance of organization. Researcher also studied various HR activities and policies that affect on QWL of employees which creates healthy atmosphere in the organization and in return on overall performance of organization.

20. Singh examined the present day challenges that are faced by organizations and HR managers particularly in India. Further he found that the challenge of human resource development (HRD) practices would be to create a competent and healthy environment which can successfully accommodate and adjust to the changes in systems, structures, technologies, methods, etc. The pressures of change are most likely to be felt by those who have to lead and manage the change process in such a volatile economic environment. This paper was an attempt to identify the relationship between human resource (HR) practices and the philosophy of management of the Indian business organizations. HRD would have the ability to attract and retain people and is the key to manage this macro change—both in terms of pace and rate. The challenge is to get individuals who would have a sense of belonging and commitment to the organization and who would welcome the impending changes. Organizations would have to adopt managerial philosophy which is sensitive to human existence. Such managerial philosophy will have an impact on the organizations of the future. HR concepts with friendly sensitive philosophy are likely to change the work environment positively, because the fact is that people want to be cared for and respected.

HR practices are studied and linked with philosophy of organization and its future. Researcher studied HRD practices in relation to QWL of employees which will retain employees and also decides their future as well the future of the organization.

21. Gupta, Aayushi and Sandhir viewed that the BPO industry has always been characterized by ungodly hours, monotonous job, low perceived value, dispirited efficiency resulting to high attrition level. Notwithstanding the ever rising
attrition rate, it has become critical for the companies to satisfy their employees in order to retain them. Significant relationship relationships existed between the employee satisfaction constructs and the demographic factors of gender and age. Other factors like tenure, marital status and income level also had certain relationship with employee satisfaction.

22. Hatala explained that the Social Network Analysis is a methodology for examining the structure among actors, groups, and organizations and aides in explaining variations in beliefs, behaviors, and outcomes. SNA can improve the empirical rigor of HRD theory building in such areas as organizational development, organizational learning, leadership development, organizational change, and training and development. This article looks at the applicability of social network analysis (SNA) in the field of human resource development. This article has introduced social network analysis as a unique methodology for studying social relationships of importance to HRD.

Team building, cooperation, belongingness etc were the core aspects of SNA and how SNA concept brings change in thoroughness of HRD and its practices was studied in the article. Sense of belongingness, team spirit was also studied by researcher in present study as part of QWL.

23 Meghana and Pramod claimed that the evidence showed that individual creativeness and innovativeness has a direct effect on employee’s performance which is beyond their job scope. The innovativeness of employees depends on the scope given to them by their superiors. The superiors should give support and encouragement to subordinates at work. It has been proved that in an environment in which relationships are important, the superior’s emotional support, motivation and proper guidance appeared to assist subordinates in achieving higher levels of performance. When there is good superior–subordinate relationship, the performance of subordinates also improved, and this somehow has increased bearing towards making the subordinates perform better Organizational Citizenship Behaviour (OCB). The results of this study highlight the important and complex role of understanding individual innovativeness and OCB. Several other avenues can be envisioned for future research. The most obvious avenue is to explore the relationship between individual innovativeness and OCB, and also the relationships between superior–subordinate relationship and other organizational variables.
The functions and role of HR in improving the superior–subordinate relationship and improving the individual innovativeness was focused in the study whereas the research studied superior–subordinate relationship as one of concept of QWL.

24. Arthi and Chitramani found that in today’s global economy, organizations face various HR challenges as in recent times there is increasing importance given to human resources. HR departments pay more attention to the aspiration of every employee and evolve strategies to constantly discover their true potential. One of the core objectives of the organization is to increase the efficiency by getting maximized productivity at the minimum cost. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employee’s quality of work life (QWL) to satisfy both the organizational objectives and employee needs. A clearer understanding of the inter relationship of the various facets of QWL offers the opportunity for improved analysis of cause and effect in the work place. With the increasing levels of development, the working environment has also become more competitive. Employers now demand for more skilled, trained and qualified workforce since the organizational output and productivity is highly dependent on the employee’s performances. Such employees in return also look for enabling work environment to ensure best contribution towards achievement of the goals. The objective of the article is to understand whether Quality of Work life has an impact on Organizational Commitment.

This article studied impact of QWL on organizational commitment. Researcher studied to what extent HRD is aware of QWL, and its policies towards QWL of employees.

25. Bharathi, Umaselvi and Kumar opine that QWL is the shared responsibility not only of the management and employees, but also by the society. To improve Quality of work life is first to identify and then try to satisfy employee’s important needs through their experience in their working environment. Depending upon the situational requirements, management may select the relevant needs of the employee’s to improve them with a short term plan. According to traditional teachings, the workplace is a temple and work is worship. A planned change in the
working environment is the need of the hour to improve QWL in India. Improved Flexible working environment can be an answer to the multifarious roles of the Indian employees. Rise in the quality of work life would help employees’ well being there by the well being of the whole organization.

This research is an attempt to study the quality of work life of college teachers. It has been opined that there is a significant association between quality of work life total and quality of life in teaching environment total.

26. Varghese and Jayan\textsuperscript{45} stated that in the present scenario organizations have recognized the importance and value of human resources. It is well understood that the success of any organization or employee is strongly associated with certain personal qualities and skills of employees and the communications with the organization. QWL has an impact on Job Attitude.

The purpose of the present research is to assess the role of QWL on Job attitude. Researcher studied how HR policies will affect on QWL.

27. Pathak and Sarin\textsuperscript{46} claimed that the industries including BPO was at first somewhat slow in recognizing the significance of the demographic shift. Women made their way into the corporate workforce, but without priority of full development of their talents and rise for leadership positions. Stress is a wide phenomenon as it seems to have universal spread. Stress exists in human beings, animals and even in metals. Stress is also related with providing quality services to human beings depend upon their stress levels. Many people think they understand stress. In reality, stress is complex and often misunderstood. Our BPO industry has a name for it: BOSS – Burn-Out-Stress-Syndrome., which is seen very commonly among women working in BPO sector.

28. Ramadoss\textsuperscript{47} found that the support in the workplace for employees to manage their work and family demands include organizational support, supervisor support and co-worker support. Organizational support includes both formal family-supportive policies and benefits, such as those administered through Human Resources departments, and informal family-supportive work cultures. Specifically with respect to India, organizations in the IT sector offer various work-life benefits such as job sharing, schedule flexibility, services such as gymnasiums, day-care facilities, cafeteria, laundry facilities and rest area with futons to sleep on during breaks (Uma Devi, 2002) in order to help their employees balance their work and non-work lives.
29. Ravindra and Hussain explain that the Quality of Work Life (QWL) attempts to improve the quality of life for the worker. The Scientific approach towards management and organization resulted in a rigid structural hierarchy, exhaustive specialization of job, deployment of unskilled labor and an unfavorable work environment. This led to high employee turnover, decline in productivity, absenteeism and consequently, a group of demotivated employees. Modern managers have realized the need to develop a work climate that motivates the employees to perform better in order to enhance the productivity of their organizations.

The aim of the paper was to determine the factors which are influencing the quality of work life of employees and how to eliminate the stress in QWL and minimize employee turnover as well as absenteeism.

30. Reddy and Reddy stated that the Quality of Work Life (QWL) is a comprehensive construct that includes an individual’s job related wellbeing and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. The concern for QWL has been increasing due to several factors. These include increase in education level and consequently job aspirations of employees, Association of workers, Significance of human resource management, Widespread industrial unrest, Growing of knowledge in human behaviour and the like. The elements of QWL comprise of health and wellbeing, job security, job satisfaction, competence development and the balance between works with nonwork life. In this context, for improving the QWL different groups have been taken responsibility such as employers, workers, professional organizations, government, and managers.

Researcher studied role and responsibility of HRD and its practices towards improving QWL of employees. Role of professional organizations and government were not the studied.

31. Vijayaraj, Sathyavathi and Malarvizhi observed that Human Resource Development techniques include performance analysis and development, training and development, career planning and development, organization change and development and quality circles. Quality of Work Life deals with various aspects of work environment, which facilitates the human resource development efficiently. Thus, Quality of Work Life helps for development of human resources. In fact, QWL
includes and motivates the employees to born further for present and future roles. Employees at the grass root level experience a sense of frustration because of low level of wages, poor working condition, unfavorable terms of employment, inhuman treatment by their superiors and the like, whereas managerial personnel feel frustrated because of alienation over the conditions of employment, interpersonal conflicts, role conflicts, job pressures, lack of freedom in work absence of challenging work etc. a study on Quality of Work Life helps for development of Human Resources. Since employees are the backbone of the company. So the company should satisfy them in order to improve the business in the higher competitive market of the liberalized economy.

This article quantified the effects of quality of work life on employees. It aims to gain an insight into current working life policies and practices, as well as work-life balance issues of employees.

32. Banu said that the Quality of Work Life (QWL) in an organization is essential to the smooth running and the success of its employees. The Work – Life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. Quality of Work Life helps employees to feel secure and like they’re being thought of and cared for by the organization in which they work. Is QWL important? Yes, it certainly is! Hence, the main objective of penning down this article is to help better understanding of QWL, its importance, components, measures to improve, etc. Quality of Working Life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. To retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life.

Researcher studied all these aspects of QWL and various HRD practices in this regards.

33. Alipour, Kord and Tofighi studied the recent improvements in technology and management has changes our attitude related to the way of organizing world business and one can say that these change occur by two factors: The first factor is cost structure which changes by applying new technologies and the second factor is complexity of production and business processes which are created
by applying new technologies by the organization. Organizations can decrease their cost structures by reorganizing the processes and outsourcing some of their activities to the external providers. At first BPO was concerned about outsourcing of processes such as salaries, but then companies found its advantages for clerks and managers. Nowadays according to the strategies of the main business most of the duties are considered as subordinate duties. Most of these organizations outsource duties as human resources (HR), financial sources, management of processes, accounting, salaries and ways of customer-related activities.

34. Krishnakumar and Sugavaneswari concluded that the work environment was considered to be the most important factor that enhances the employee’s quality of work life when it is conducive in case of ONGC. In case of organizations like ONGC it is very essential to concentrate on the work environment aspects as the employees expect more from their organization. Work environment factors have direct impact on employee’s quality of work life which in turn increases the performance and productivity of an organization and helps it to succeed and survive in this competitive world. This study is an attempt to identify the pre-dominant factors that affect the work environment of ONGC employees and exhibit how they affect the employee’s quality of work life.

The article was on physical working conditions required in the organization. Researcher studied working conditions along with other aspects of QWL.

35. Thayumanavar & Radhakrishnan explained that the business world today is changing fast and facing increasingly volatile market conditions. Organizations are required to deploy strategies to improve the employees’ Quality of Work Life so as to satisfy both the organizational objectives and employee needs. Globalization has led to the worldwide competition and the consequent restructuring, downsizing and Reorganizing of industries have negatively impacted employee morale. In this context, government support will be needed for ensuring the adoption of measures for the implementation of Quality of Work Life through the implementation of an individualized and selective piece of legislation to suit the wide variety of situations and environment. It is well known that “one size may not fit for all” and industry-wise policies and guidelines are to be framed to ensure the effectiveness of QWL programs. To satisfy new generation workforce, organizations need to concentrate on job design and organization of work. Various programs like flexi time, alternative
work schedules, compressed work weeks, telecommuting, etc., can be adopted by organizations.

Physical working conditions were the focus of this article. Training, career development, organizational development, stress free work, fair compensation etc were also studied by the researcher in the present study.

36. Subrahmanian & Anjam examined that the success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. Concerted and concrete efforts for enhancement of Quality of Work Life would do a lot to improve the morale and motivation of the employees and as a result there would be improvement in the health of our Indian industry.

37. Avasthi & Soni argued that the HR function, concerned as it is with management and development of human resources, must address itself to the behavioral and attitudinal issues affecting productivity and employee satisfaction. An in-depth understanding of employee’s behavior in a wide variety of situations can lead to initiating search for alternative ways of channelizing human actions towards productive pursuits. A number of new job design concepts are being tried as part of productivity management programs. Many of these include attempts to improve the quality of work life (QWL). Quality of work life deals with various aspects of work environment, which facilitates the human resource development efficiently. Thus, quality of work life helps for development of human resources. In fact, QWL includes and motivates the employees to learn further for present and future roles.

38. Stephen & Dhanapal reviewed that the Quality of work life programs are the human resources practices adopted by the company for the up-liftment of the Quality of work life of employees. It is the utmost responsibility of the management to ensure the good quality of work life of employees. The QWL programmes may be related with work enrichment, personal enrichment, work life balance and the career development. The quality of work life programs may include union – management cooperation, work reorganization and employee Involvement.

39. Markham & Grant opined that QWL is a major issue for employees, and how organizations deal with this issue is of both academic and practical
significance. QWL and its relationships with employees’ mental health and performance became an explicit objective for many of the human resource policies in modern organizations. Although there is no formal definition of QWL, industrial psychologists and management scholars agree in general that QWL is a construct that deals with the well-being of employees and that QWL differs from job satisfaction. QWL variables are excellent indicators of whether or not employees are coping well with the stressors they are confronted with. Employees in the workplace should experience and exhibit high levels of mental health in order to ensure they cope effectively with the stressors they are being exposed to. QWL can produce a favourable work environment which is beneficial for developing and maintaining a good mental health.

40. Sivarethinamohan & Aranganathan: The purpose of this research is to study the employee’s perception about Quality of Work Life prevailing in IT companies located at Chennai metropolitan city. The study was done taking 150 respondents. In this research, is has been suggested to companies to work towards bringing an interrelationship between a person’s work life and personal needs of life. Because majority of respondents remained neutral at satisfaction level towards personal needs and opportunities for career development in IT companies.

41. Padmini & Venkatramaraju: the study was conducted to determine the demographic variables with the level of quality of work life and to examine the relationship between job satisfaction and level of QWL among the employee’s of BPOs. The respondents were selected by using convenience-sampling technique in the study. 200 employees of BPO companies were taken as sample units. It was observed during the study that female employees were not satisfied with the shifts of working hours. The lack of income, fair remuneration, safe & healthy working conditions, opportunities for development of human capabilities etc were the main factors responsible for dissatisfaction with the QWL.

It has been suggested that the compensation and salary should not vary as per qualification but should depend upon experience of employees. Employees should be integrated with their superiors and subordinates.

42. Clott: revealed that global outsourcing transfers work to countries where labor can be bought much more cheaply. Prevailing wages far below the United States in economically developing countries in areas such as India, the Philippines, and China provide the financial rationale to reduce labor forces in highly
developed economies. This depresses wage rates for remaining workers, creates fewer job opportunities in many occupations, reduces job stability, and often results in a loss of benefits, such as health insurance, among workers at affected companies.

2.2. IV. BOOK REVIEWS ON HRD AND QWL

1. Lawler Ulrich, Fitz-enz, Maruca\textsuperscript{62}: HR professionals can play a major role in crafting HR practices and employee policies that simultaneously articulate what employees are expected to contribute and to receive. HR practices should also be customized to support the business strategy of the organization. Finally, HR can help make a workplace more employee-friendly by offering high-quality user friendly administrative services. HR is at a crossroads. There are unmistakable increased demands and opportunities for HR to add value in today's business world. HR professionals who want to add value to employees, customers, investors, and the organization must rethink their roles. The demand for HR to do more and to do different things has come about not only because HR professionals are calling for it, but also because business conditions require it. Organizations that invest in the right type of HR work will see enormous returns in terms of employee, customer, investor, and organizational results. Those that do not will have difficulty being competitive. HR professionals need to focus on the ways in which this function can add value to employees, customers, investors, and the organization.

2. Buckley and Monks\textsuperscript{63}: Perhaps the most consistent criticism of the effectiveness of training and development interventions is the failure of HRD professionals to measure validly the actual impact of the intervention on organizational performance. Evidence exists to suggest that work colleagues who do not participate in on-going training or development interventions (either by personal choice or by not being chosen to participate) can have a negative impact on workplace behavior. Training and developmental interventions are regarded as pivotal to organizational change and development and have been seen as so for decades. Conversely, they can also be viewed as a naïve and simplistic default reaction to organizational problems. The idea that organizations can solve most if not all problems by engaging employees in well designed training or development interventions is to view employees alone as the factor which requires adjustment.
3. Bhatia\textsuperscript{64} revealed that importance of developing men can well be highlighted from the following Chinese saying, “If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for a lifetime develop men”. Employee development is the process whereby people learn the skills, knowledge, attitudes and behaviours needed in order to perform their job effectively.

4. Prakash\textsuperscript{65} points out that Human Resource Development has become an evolving concept for building workforce performance to meet the needs of an organization. The essential elements of HRD are (i) on-going assessment of workforce competency needs, (ii) activities to fill those needs—employee education and training organization development “quality of work life programmes or other efforts to serve the needs and (iii) evaluation to determine if the intended purpose has been met. Means of developing job competence have progressed through many firms, including major roles played by public and higher education.

5. Tripathi\textsuperscript{66} stressed on HRD outcomes and stated that training makes people more competent. They develop new skills, knowledge and attitudes; there is a greater clarity of norms and standards. People become better aware of the skills required for job performance people develop great trust and respect for each other. They become more open in their behavior. Thus new values come to be generated. And also stated that, HRD is relevant to all sectors – be it Agricultural, Industrial or Service. Also suggested that there should be an explicit Corporate Policy on Human Resources. The Corporate Policy on Human Resources should be stated explicitly, explained down the lines and pursued vigourously. In this connection, it may be interesting to note that in a survey conducted by the Xavier Labour Relations Institute Centre for HRD in 1986 covering 53 organizations, it was found that as many as 30 organizations did not have any explicit corporate policy on human resources.

6. Pattanayak \textsuperscript{67} concluded that the basic assumption underlying HRD is that most people joining organization have inherent desires to continuously improve the quality of their lives to learn more and to be better performers in future. To meet these expectations, the organization needs to adopt positive practices and to bridge the possible gaps on a continuous basis. To get the best out of this process, in a non-threatening manner, the organization should be able to evolve a conducive, positive culture. This would certainly call for reorientation in approaches to HRM (Human Resource Management) and HRD (Human Resource Development) policies and practices.
7. Kandula revealed that whether organizations are globalized or not, certainly their employees, suppliers and customer have become truly global in their expectations and behaviours. Therefore, organizations that have decided to be local also needed leadership of global mode. In regard to organizations which operate in a global scenario, the global leadership is fundamental to their survival and nurture global leadership is a tough question to many. HR managers must look for such instances and people with skilled incompetence in their organizations. They must play a facilitator role in highlighting such maladies, their adverse impact and generate awareness about need to hand.

8. Ahmad stated that training and development are the Human Resource Development Programme which help to ensure that the organization has the people with the skills and knowledge it needs to achieve strategic objectives, training and development improve efficiency and effectiveness of the existing employees, it help people to develop their inner potential, so that organization could meet its future human resources requirement in terms of both quality and quantity from within the organization.

9. Wiklund, Lippe and Wiklund: To understand the quality of life, we believe that we must unravel the interdependence of new organizational forms, quality of work and quality of life. At the micro level, individuals look for strategies to cope with changing work forms that impact on their quality of work. Solutions can vary in scope, depending on the employee’s own resources (education, skills, etc.) and the demands perceived in the work and home environment, with clear consequences for their quality of life. At the mesh level, organizations have implemented new forms of work, often implying new governance structures. The macro level includes the institutional, cultural and economic context that impacts on quality of life as well. Using unique quantitative and qualitative data introduced below, we analyse under what conditions European workplaces could be transformed into healthy organizations in which social quality can be achieved and work can be organized in both a socially and economically sustainable way.

10. Ventegodt, Andersen and Kandel: The scope and complexity of change at all levels of our society - especially in the world of work - have placed a heavy burden on employees and leaders alike to ensure that they attain the necessary skills and understanding to survive and thrive in this new reality. Some people feel insecure and threatened by the speed, vastness and insecurity of the changes that they have to keep
up with. Fear of losing their jobs because of downsizing, restructuring and affirmative action have put employees under tremendous pressure and stress and thrown any in crisis. Uncertainty about how to react to cultural differences as well as bad economic times is claiming its toll.

11. Nora, Reilly, Joseph and Gorman\(^7\) states that Employees have personal responsibilities as well as responsibilities to their employers. They also have rights. In order to maintain their well-being, employees need opportunities to resolve conflicting obligations. Employees are often torn between the ethical obligations to fulfill both their work and non-work roles, to respect and be respected by their employers and coworkers, to be responsible to the organization while the organization is reciprocally responsible to them, to be afforded some degree of autonomy at work while attending to collaborative goals, to work within a climate of mutual employee-management trust, and to voice opinions about work policies, processes and conditions without fear of retribution. Humanistic organizations can recognize conflicts created by the work environment and provide opportunities to resolve or minimize them.

12. Ventegodt & Merrick \(^7\): Happiness at work...your quality of life and sometimes your life depends on it. Work is an important part of the life of the modern man, as it always has been, but work has become more complicated that before. Today what we do is often done as a part of a large organization. The work is often abstract manipulation of matter or information, and the value created by the single member of the organization has become increasingly difficult to measure. Organizations have become increasingly responsible for not only the physical work environment, but also for the mental working environment, and factors like stress and sexual harassment are becoming more and more regulated by company rules and culture. The health of the employees has become a major financial interest of the company as only healthy employees and leaders can perform optimally.

13. Beinum and Vlist\(^7\): Man is a purposeful being, who requires, in terms of job design and work organization, the fulfilment of specific social and psychological needs pertaining to his work, i.e. adequate 'elbow room', chances of learning on the job, an optimal level of variety, conditions where he can and does get help and respect from workmates, a sense of the meaningfulness of his own work, and the feeling that the job will lead to a desirable future.
14. Prag, Guerreiro, Natti, Brookes and Dulk\textsuperscript{75}: How do European service sector workers evaluate their quality of work and life nowadays? Europeanization and globalization are bringing about major shifts in the economy, but we know little about how this is affecting the well-being of Europe’s citizens. Range of subjective indicators for the quality of work and life as reported by service sector employees in eight European countries. The countries involved are at different stages of economic development and have differing welfare systems. Much of the research on the quality of working life focuses on occupational stress, burnout, work–family conflict and other negative outcomes. Stress may be caused by heavy job demands and a lack of job resources, as well as demands associated with other life domains such as the family.

**CONCEPTUAL AND THEORETICAL FRAME WORK**

**2.3. HUMAN RESOURCE MANAGEMENT**

**2.3.1. INTRODUCTION**

Each and every organization is consists of people. Acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they maintain their commitment to the organization are essential to achieving organizational objectives.

According to Leon C. Megginson, the term human resources can be thought of as, “the total knowledge, skills, creative abilities, talents and aptitudes of an organization’s workforce, as well as the value, attitudes and beliefs of the individuals involved”. The term human resources can also be explained in the sense that it is a resource like any other natural resource.

Human Resource Management (HRM) is that part of management which is concerned with people at work and with their relationships within an enterprise. HRM refers to the art of managing all aspects of the human work force at a company or organization. It consists of practices that help the organization deal effectively with its people during the various phases of the employment cycle: pre selection, selection, and post selection. HRM is concerned with employees both as individuals and as a
group in attaining goals. HRM covers all levels (low, middle and top) and categories (unskilled, skilled, technical, professional, clerical and managerial) of employees. Human resource management is a continuous and never ending process.

Human capital is the real asset for any organization and this makes the HR role important in recruiting, managing, and retaining the best. The HR department has a clear role in this process and determines the success tempo of any organization.

2.3.2 OBJECTIVES OF HRM

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. According to Michael Armstrong (2006), HRM is concerned with achieving objectives in the areas summarized below.

1) Organizational effectiveness

Distinctive human resource practices shape the core competencies that determine how firms compete. HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating ‘a great place to work’.

2) Human capital management

The human capital of an organization consists of the people who work there and on whom the success of business depends. It can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs.

3) Knowledge management

Knowledge management is ‘any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations’. HRM aims to support the development of firm specific knowledge and skills that are the result of organizational learning processes.

4) Reward management

HRM aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach.
5) **Employee relations**

The aim is to create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions.

6) **Meeting diverse needs**

HRM aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations and the provision of equal opportunities for all.

**2.3.3 FUNCTIONS OF HRM**

The functions of HRM can be broadly classified in to two categories, viz. a) Managerial functions b) Operative functions.

![Chart showing functions of HRM](image)

**Managerial Functions**

1) Planning  
2) Organizing  
3) Directing  
4) Controlling

**Operative Functions**

1) Employment (procurement)  
2) Human resources development  
3) Compensation  
4) Integration  
5) Maintenance

**2.4 HUMAN RESOURCE DEVELOPMENT**

HRD, which stands for human resources development, is a component of HRM that focuses on ‘nurturing’ employee’s skills. The HRD section is concerned with identifying strengths and weaknesses among different employees and devising training means. It is the process of improving, molding and changing the skills,
knowledge, creative ability, aptitude, attitude, values, commitment etc., based on present and future job and organizational requirements.

McLean and McLean have offered the following global definition of HRD after reviewing various definitions across the world: “Human Resource Development is any process or activity that, either initially or over the longer-term, has the potential to develop adult’s work based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or ultimately the whole humanity”.

The history and origin of Human Resource Development is not very old. The term came into use only in the early seventies. According to Prof. Len Nadler, “The term HRD was first applied in 1968 in the George Washington University. In 1969, it was used in Miami at the American Society or Training and Development Conference. But by the middle of 1970s it was gaining more acceptances, but was being used by many as merely as more attractive term than Training and Development.” HRD is concerned with the development of human resource in an organization. Development means improving the existing capabilities of the human resources in the organization and helping them to acquire new capabilities required for the achievement of the corporate as well as individual goals.

Though HRD is some form or other, has been encouraged by our government, during the post independence period, the paramount importance of HRD was recognized by government of India, through the institution of cabinet ministry for HRD in 1985.

2.4.1. DEFINITION OF HRD

HRD has numerous definitions. Following were the historical summary of the HRD definitions found in the literature through 1998

1. Nadler (1970): “HRD is a series of organized activities conducted within a specified time and designed to produce behavioral change”

2. Jones (1981): “HRD is a systematic expansion of people’s work-related abilities, focused on the attainment of both organization and personal goals”
3. Swanson(1987): “HRD is a process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance”.

4. T. Ventateswara Rao defines HRD in the organizational context as “a process by which the employees of an organization are helped in a continuous, planned way to:
   a) Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;
   b) Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development purpose;
   c) Develop an organizational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees.

5. Swanson and Holton’s (2001: 4) definition of HRD as ‘a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance’.

**Features of Human Resources Development**

1) HRD is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals.
2) HRD is a continuous process for the development of technical, managerial, behavioral and conceptual skills and knowledge.
3) HRD develops the skills and knowledge not only at the individual level, but also at dyadic level, group level and organizational level.
4) HRD is multi-disciplinary. It draws inputs from Engineering, Technology, Psychology, Anthropology, Management Commerce, Economics, Medicine, etc.
5) HRD is embodied with techniques and processes. HRD techniques include performance appraisal, training, management development, career planning and development, organizational development, counseling, social and religious programmes, employee involvement/workers participation, quality circles, etc.
6) HRD is essential not only for manufacturing and service industry but also for information technology industry.

The structure of HRD department depends on the size and status of the BPO organization. Hence there is no single structure is found and used.

2.4.2. SIGNIFICANCE OF HUMAN RESOURCE DEVELOPMENT

The effective performance of an organization depends not just on the available resources, but its quality and competence as required by the organization from time to time. The difference in the level of performance of two organizations also depends on the utilization value of the human resources. Moreover, the efficiency of production process and various areas of management depend to a greater extent on the level of human resources development.

HRD assumes significance in view of the fast changing organizational environment and need of the organization to adopt new techniques in order to respond to the environmental changes. The changing environmental factors include:

- Unprecedented increase in competition within and outside the country.
- Trends towards market economy are more prevalent in most of the countries including the erstwhile communist countries. These trends towards market economy are resulting in severe competition not only among the industries around the globe but also industries within the nation.
- The organization can develop, change and excel, only if it possesses developed human resources. Thus, HRD plays a significant role in marketing the human resources vital, useful and purposeful.

Significance of human resources development can also be attributed to the distinct characteristic of human resources. They are:

- Human resources is complete human being i.e. economic, social and psychological. Employees enter the organization with their values, sentiments, aptitudes, etc.
- The competencies of human resources are developed through HRD programmes.
• Employee’s background, expectations, values, etc. vary from person to person. Therefore, each employee should be managed differently based on different principles/approach.
• The value of human resources increases over the time due to continuous learning process unlike other resources.

The main aims and objectives of HRD are:
• To maximize the utilization of human resources for the achievement of individual and organizational goals;
• To provide an opportunity and comprehensive framework for the development of human resources in an organization for full expression of their latent and manifest potentials;
• To locate, ensure, recognize and develop the enabling capabilities of the employees in the organization in relation to their present and potential roles;
• To develop the constructive mind and an overall personality of the employees;
• To develop the sense of team spirit, team work and inter-team collaborations;
• To develop the organizational health, culture and effectiveness;
• To humanize the work in the organization;
• To develop dynamic human relationship; and
• To generate systematic information about human resources.

Human resources are an essential section of any organization, company or institute. HR can be conceived of as having two major components—HRD and HRM. As an umbrella term, HR is often confused with HRM. Thus, many HR departments are actually limited to HRM goals and activities such as hiring, compensation, and personnel compliance issues. Even when HRD and HRM are managed under the HR title, their relative foci tend to be fairly discrete.

2.4.3. COMPONENTS OF HUMAN RESOURCE DEVELOPMENT

There are three fundamental components of human resource development as individual development, career development, and organizational development. The
importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency and the organization's commitment to improved human resources. But all three have one focus—individual performance improvement.

1. INDIVIDUAL DEVELOPMENT:

Individual development refers to the development of new knowledge, skills, and/or improved behaviors that result in performance enhancement and improvement related to one's current job (training). Learning may involve formal programs, but is most often accomplished through informal, on-the-job training activities.

Individual development encompasses many aspects of a person’s life. In human resource development, individual development is a key component to the success of any organization. “Individual Development focuses on the importance of personal growth and development through formal and informal learning activities”. These learning activities are generally designed by human resource development professionals to influence and make a difference in an organization. That organizations should hold responsible for implementing the learning process individuals who conduct employee performance reviews, confront poor performance, ensure employee performance and productivity, answer for employee productivity declines, or account for organizational failures to meet goals and objectives.

Clifton and Nelson identify four particular characteristics that identify individual strengths: internal burnings, high satisfaction levels, rapid learning and performance zones. Internal burnings are a passion or desire for something; high satisfaction levels are attained via completing tasks or activities; rapid learning is a strength tied to something that comes easily or is learned quickly; and performance zones equal “excellent performance without any conscious awareness of the steps involved”. It is suggested that these characteristics be used to create a master list of strengths and then managers and employees identify one strength to be developed. Through a systematic approach weaknesses can also be managed. To manage weaknesses they also need to be identified. Four strategies help minimize employee weaknesses: delegating, partnering, preventing, and accepting alternatives. Delegating allows employees to take on additional responsibilities; partnering combines two employee’s strengths to achieve a goal (teamwork); preventing helps employees identify situations in which they consistently fail; and accepting alternatives “involves learning to live with differences”.

Shivaji University, Kolhapur
2. CAREER DEVELOPMENT:

Individual development is closely tied to career development. Career development is defined as: “an organized, planned effort comprised of structural activities or processes that result in a mutual career plotting effort between employees and the organization”. Individuals or employees who work toward improving their lives and their careers are beneficial to any organization.

Career development focuses on providing the analysis necessary to identify the individual interests, values, competencies, activities, and assignments needed to develop skills for future jobs (development). Career development includes both individual and organizational activities. Individual activities include career planning, career awareness and utilizing career resource centers. Organizational activities include job posting systems, mentoring systems, career resource center development and maintenance, using managers as career counselors, providing career development workshops and seminars, human resource planning, performance appraisal and career path programs. It consists of the personal actions one undertakes to achieve a career plan. It looks at the long-term career effectiveness of employees. The actions for career development may be initiated by the individual himself or by the organization.

“Career development helps employees analyze their abilities and interests to better match human resource needs for growth and development within and organizations needs”. “Career development should center on needs related to personal activities and interests, be flexible, develop appropriate evaluation procedures and have the support of top management”

Organization and Employees Responsibilities in Career Development: The responsibilities of an organization in career development are to: establish a job posting system, develop mentoring systems, use managers/administrators as career counselors, plan and implement career developmental workshops and seminars, develop a human resource planning process, transform performance appraisals in to developmental evaluations, institute employee growth and development plans, and create a developmental culture. Employee’s responsibilities in career development include career awareness, career planning, organization awareness, and self-awareness. To be effective, organizational and employee responsibilities must be integrated.
The Organization’s Role

The organizations are responsible for providing the necessary resources to be successful in the employees’ career planning. These resources include:

- **Career workshops**: seminars on various topics (how does the system of career planning, self assessment or setting goals);
- **Career centers or information systems** (or databases places where / from where the employees can learn about job openings or training programs);
- **Career planning guides** (printed matter for guidance the staff which contains exercises, discussion and advice on career planning);
- **Career counseling** (advice by a specialized professional counselor in assisting the employees interested in career planning);
- **Career paths (directions)** (planning job stages, identifying the skills needed to advance within the same family of channels such as wireless promoting a technical professional position in a managerial position).

3. ORGANIZATIONAL DEVELOPMENT:

Organizational development is directed at developing new and creative organization solutions to performance problems by enhancing congruence among the organization's structure, culture, processes and strategies within the human resources domain. In other words, the organization should become a more functional unit as a result of a closer working relationship among these elements. The ultimate goal of organizational development is to develop the organization's self-renewing capacity. This refers to the organization's ability to look introspectively and discover its problems and weaknesses and to direct the resources necessary for improvement. As a result, the organization will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances. This occurs through collaboration of organizational members with a change agent (an HRD practitioner), using behavioural science theory, research and technology.

It is also worth noting that organizational development, though concerned with improving workforce performance, should not be mistaken for human resource development. "**Organization development is the planned process of developing an organization to be more effective in accomplishing its desired goals,**" wrote Rima
Shaffer in Principles of Organization Development. "It is distinguished from human resource development in that HRD focuses on the personal growth of individuals within organizations, while OD focuses on developing the structures, systems and processes within the organization to improve organizational effectiveness."

Organizational Development Programs usually share several basic characteristics. For instance, they are considered long-term efforts of at least one to three years in most cases. In addition, OD stresses collaborative management, whereby managers and employees at different levels of the hierarchy cooperate to solve problems. OD also recognizes that every organization is unique and that the same solutions cannot necessarily be applied at different companies—this assumption is reflected in an OD focus on research and feedback. Another common trait of Organizational Development Programs is an emphasis on the value of teamwork and small groups. In fact, most OD systems use small teams—or even individuals—as a vehicle to implement broad organizational changes.

Generally **HRD** performs the following **FUNCTIONS:**

- Providing skill input to apprentices and trainees
- Identifying training needs and imparting training
- Outside deputation for skill development
- Competency mapping
- Organizational development activities
- Conducting sessions and workshops
- Training and development (T&D)

In total HRD deals with functions such as performance development and management, training, career development, mentoring, coaching, succession planning, tuition assistance, key employee identification, etc.

The following are functions of HRD:

1. **Development of leadership and organizational commitment:** The main objective of every organization is to develop leadership and sincere organizational commitment of its employees. HRD starts with developing leadership and places it with organizational commitment. As there is the organizational commitment,
ultimately every employee has his or her own aspirations, to have a good career. So career planning and development of every employee in the organization should help for leadership development.

2. **Career Planning and Development:** Career planning essentially generates an awareness of their strength and weakness. Among employees, it helps the employees to plan their career in terms of their capabilities within the context of organizational needs. In other words, it helps the employees to match their skills and abilities to the needs and demands of the organization. This idea denotes that the careers of employees should be planned in such a manner that each one in the department has a chance to improve his position. Therefore, if the organization is to survive and prosper in accordance with the changing environment, its human resources must be in a constant state of development.

   Proper career planning also leads to career development. It develops the career of every individual. For this purpose the Human Resource Development (HRD) integrates career planning and career development with it.

3. **Performance appraisal:** It is a process of evaluating an employee’s performance of job in terms of its requirements. In other words, it is a process of determining how well a worker is performing his job. It provides a mechanism for identification of merit and deficiencies observed in an employee in relation to his job performance.

   The main objective of performance appraisal is to make employee realize, as to where he stands in terms of performance. It is an important element of Human Resource Development (HRD). So HRD helps the management to understand where their employees stand, what is expected of them, what they actually do, where they lack, how they can be updated and so on. So that it determines the present state of efficiency of a worker in order to establish the actual for training. The process of performance appraisals consists of
   1. Fixing standards for performance
   2. Communicating the standard to the employees
   3. Measuring the performance
   4. Comprising the actual performance with the standard set.

4. **Job Analysis and Job Description**
Job Analysis: It is concerned with the collection of data concerning a particular job. It is the basis for selecting the right candidates. Job must properly indicate what is required of them. This is called job analysis. Job Analysis is the beginning of identifying ultimately the main qualities which will be required in the man to fill the job (vacancies). Job must be studied and analyzed with a view to ascertain the knowledge, experience and skills required to perform it effectively. Job description: It is an important document basically descriptive in nature and contains a statement of job analysis. It serves to identify job for consideration by other job analysis. It tells as what should be done, why it should be done and by whom it should be performed.

5. **Recruitment, selection and placement**

Recruitment means to find out suitable candidates and attract them to apply for job in the organization to meet establishment standard for work and for conduct. Selection is the process of finding out the most suitable candidates for the job out of the candidates recruited. Selections are done comparing the requirements of a job with the applicant’s qualifications. By applying tested procedure in selection stages of employment process, management can do much to ensure that each new employee understands how best he can contribute to organizational goals and is willing and able to do his share as a participating member.

Placement After selection, next stage is placement. A suitable placement is one in which a new employee finds that this is a good place to work and proves that he is willing and able to meet high standards to function effectively with other employees in a small work group.

6. **Promotion, transfer and separation.**

Promotion is an important factor in HRD. When the employee is appointed, he has to think of future prospects i.e. promotion. Promotion opportunities should be given to employee. A company policy for promotion can be accepted by the union which objective evidence is written into records. Seniority can be accepted by the management as a factor to be considered when a responsible union agrees that demonstrated ability is a perquisite for promotion. Transfer It is merely a movement from one job or place to another. Transfer can be used as a procedure for increasing
an individual’s job satisfaction, providing opportunity for better team work avoiding lay-off.

Separation means cessation of service of agreement with the organization for one or the other reason. The employee may be separated from the pay roll of the company as a result of:

a) Resignation  
b) Discharge and dismissal  
c) Suspension and retrenchment and  
d) Lay-off

If lay off becomes necessary then action taken should always be in consistence with affirmative employment policies.

7. Training and Education.

Training is essential in HRD. If a company’s human resources are to be properly developed, not only giving training to the employees is essential but educating them is also equally essential. Training is to bridge the performance gap. Whereas educating is to bridge to behavioral gap. According to Dr. T.V. Rao “Learning builds capabilities of individuals and organizations. Learning is essential for growth, both of individuals and organizations without it there will only be stagnation.”

Training and educating should work together in individuals so that along with gaining skills and technical know-how, it would increase and improve their behavioral pattern, commitment and conducive attitudes. Therefore, training programme must help the employees to improve their learning process and to fill the gap educating alone will the organization. The need for training employees of an organization arrives from the reasons as it is not always possible to have right man for the right job, change in policies, process or procedures, to bring about changes in performance attitude behavior.

8. Potential Appraisal: It is essential to appraise the employees’ potentialities periodically, in order to find out their suitability to the changing requirements of the present job and further placements. Potential appraisal is highly essential for
continuous development of the organization, expansion, diversification, introduction of technological changes, entering new markets.

9. **Employees’ welfare:** It is an established fact that measures, protects the workman, conserves his energy and keeps the workers behaviour in a desirable manner. HRD manager could trace certain factors like community development programmes, housing, medical aid, Insurance, holidays, vacations. These factors act as direct motivators. HRD manager will have to concentrate more on these factors and make them further effective for employees, so that their work commitment and motivation may be maintained.

HRD approach backed by human values has a greater potentiality to provide executive welfare. The purpose of providing welfare amenities is to facilitate the development of the total personality of the working class by providing facilities for physical, mental, psychological, social, economic, moral and intellectual development. For example, job security, expected salary, promotion, career growth prospects, a higher reward system, etc.

Therefore, a number of welfare measures, with sub-systems of HRD should be provided. They can be divided in to two categories like-

1. Voluntary welfare measures like transport facilities, solving personal problems, housing facilities, old age benefits, and self education, infant feed, uniforms, etc.
2. Statutory welfare measures like canteen, shelters, drinking water, medical first aid, etc.

10. **An adequate reward system:** It is a recommendation in return to a specific service rendered by a person to the organization. It is a reward in addition to wages and allowances; it can be a prize which represents talent revealed, active. Rewards follow achievement. Rewarding employee performance is an important part of HRD. Proper reward system motivates the employees not only to utilize existing skills and knowledge but also to acquire new skills and capabilities. Examples of rewards are: Merit Certificate, Incentive loans, Grant of Additional annual increments, Bonuses, Honoring employees in functions i.e. public recognition, Special privileges, Desired training, Cash rewards for good suggestions on safety and production, Appreciation by the top boss, Admission to the top management club, Medals, Prizes in kinds, Outside tour programmes, Foreign travel, Certificate of appreciation etc.
11. **Manpower planning:** It means to assess the number of men that are required during the period for the particular organization. Manpower planning is an important element of HRD. Because when we prepare plans in other sections like finance, marketing, production, in the same manner planning is to be made in personnel development. Planning in personnel department is mainly concerned with crystallizing element where the right type of people can be secured for future anticipated vacancies. So, manpower is the most productive in the organization.

12. **An Effective handling of grievances:** Generally employees have grievances against the management. It is the duty of the organization to satisfy the demands of employees. If the demands are not satisfied by the organization then employee’s discontentment’s become serious grievances of the management.

   In order to get the co-operation of organizations, employees’ grievances are to be settled. Proper settlement of grievances is an important aspect of HRD. Hence, a proper grievance handling machinery should be established in conjunction with the HRD intervention. Genuine grievances must be settled and redressed judiciously. Unrealistic and false grievances can be tackled with the help of effective counseling.

13. **Organizational development:** It is a process of employing various methods and techniques for developing an organization that helps the business for surviving and progressing in its environment by employing and developing its employee in the most effective methods. It provides appropriate opportunities for its employees to develop themselves in such a way that they would be able to make their best contribution to organizational goals and objectives.

   Hence, this component implies a process of graduation from experience. Organizational development as a key process of HRD as such in which team work is emphasized. The organizational development exercises include team building programmes, role clarity, interpersonal sensitivity, personal growth and stress. Organizational development attempts to develop the whole organization, so that it can respond to change efficiently.

14. **Human Resource information system:** A well formulated information system is an important element of HRD. All the necessary information about all the employees (personal inventory) and executives of the company must be maintained. Basic information about each and every employee including academic and professional
qualification, like, Their home assignments, Aptitude and training needs, Training programmes attended, Potential appraisal records, performance records, Awards and rewards.

All such information should be updated and stored. This information helps management for: Selection of suitable officers for different specified assignments and Promotion, transfer placement and training.

During these modern days of fast development of industry and business, particularly dynamic technological development, Human Resources Information system plays a very important role. The feedback and reference can be further facilitated if computerization is introduced to maintain this inventory (i.e. recorded and stored). In large scale organizations, computerized Human Resources Information system can play a very vital role. It not only stores and produces the information about training and development but also stores and produces training details and information about those who undergo the various types of training. It helps for potential and performance appraisal.

2.5 DISTINCTION BETWEEN HRM AND HRD

1. HRD is a sub section of HRM, i.e. HRD is a section with the department of HRM.
2. Scope of HRM is wider. Scope of HRD as compared to HRM is narrower.
3. HRM deals with all aspects of the human resources function while HRD only deals with the development part.
4. HRM is concerned with recruitment, rewards among others while HRD is concerned with employee skills development.
5. HRM functions are mostly formal while HRD functions can be informal like mentorships.
6. HRM manages and develops the human elements of an organization in its entity on longer term basis. HRD focuses on those learning experiences which are organized for a specific period to bring about the desired behavioral changes.
7. HRM takes decisions on HRD plans. HRD thus depends on the decisions of HRM.
8. HRM at its center has HRD. HRD's cooperation is important for overall success of HRM. HRD has to work within the realm of HRM.

9. HRM takes care of all the human needs and tries to satisfy these needs so that the employees are motivated from all the angles to contribute their best to achieve organizational goals. HRD focuses on upgrading the skills and competencies of the employees in order to improve the performance of the employees on the job.

HRD IN INDIA

Larsen and Toubro was the first company that introduced HRD in India in 1974. The HRD Department was created to identify, develop and to implement various systems of developing employees in addition to training which was the only thing so far done by personal department.

After that, a number of companies in India introduced HRD departments and some companies merely changed the old training department as HRD.

Similarly some other organizations introduced HRD.

a) Example of public sector undertakings where HRD is introduced

State Bank of India, Bharat Heavy Electricals Ltd. (BHEL) in 1980, Bharat Aluminium Co. Ltd., Bharat Earth Movers Ltd., Bank of Baroda, Hindustan Machine Tools Ltd. (H.M.T), Hindustan Aeronautics Ltd. (H. A. L.), Hindustan petroleum Corporation Ltd., Indian Petrochemical Corporation Ltd., Oil India Ltd., Cochin Refineries Ltd., Steel Authority of India Ltd.

b) Examples of private sector undertakings where HRD is introduced

Larsen & Toubro Ltd in 1974, Associated Cement Co, Ltd., (ACC), Crompton Greaves Ltd., Uniliver Companies, Dunlop India Ltd., EID Parry (India) Ltd., Hindustan Lever Ltd., Indian Reyon, Sundaram Clayton, Sundaram Fasteners, TVS Iyenger & Sons., Voltas Ltd.

In 1985 the Government of India, When Sri Rajiv Gandhi, was the P.M., created a ministry for Human Resource Development. In India HRD is very much needed, for India is a vast and thickly populated country with various colorful diversity of people. (Any organization in India will have, naturally, an association of
all these people). It is extremely difficult to assess the value of people of India, due to rapid changes in education system, the technologies and marketing conditions. Thus, we have got to recognize the society in its colorful diversity, to find out people of high aspirations and ambitions.

2.6. QUALITY OF WORK LIFE:

The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization.

2.6.1. ORIGIN OF QUALITY OF WORK LIFE

Legislation enacted in early 20th century to protect employees from job injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930 and 1940s were the initial steps. Emphasis was given to job security, due to process at the work place and economic gains for the workers. The 1950s and the 1960s saw the development of different theories by psychologists proposing a “positive relationship between morale and productivity”, and the possibility that improved human relations would lead to the enhancement of both. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally, in the 1970s the ideal of QWL was conceived which, according to Walton, is broader than these earlier developments and is something that must include ‘ the values that were at the heart of these earlier reform movements’ and ‘human needs and aspirations’. The theories of motivation and leadership provided a sound base for the concept of QWL. If the lower order needs are satisfied, people seek satisfaction for the higher order needs. QWL activity gained importance between 1969 and 1974, when a broad group of researchers, scholars, union leaders and government personnel development interest in how to improve the quality of an individual through on the job experience.

The term “Quality of Work Life” has appeared in Research Journals and press in USA only in 1970’s. The term quality of work life was introduced by Louis Davis.
The first International QWL conference was held in Toronto in 1972. The international council for quality of work life was established in 1972. From 1980 onwards QWL was increasingly placed on employee centered productivity programs.

Quality is no more a specialized word but has become a necessary and a must work for the best survival. In this era, Quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs rises from maintaining the quality of work life perfectly. A perfect quality of work life would help the organization. Rise in the quality of work life would help employees’ well being thereby the well being of the whole organization. This is an attempt to capitalize the human assets of the organization.

2.6.2. MEANING AND CONCEPTS OF QWL

The term ‘quality of work life (QWL) has different meanings of different peoples, some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems.

In general terms, QWL, refers to the favorableness or unfavorableness of a job environment for people\(^76\). It refers to the quality of relationship between employees and the total working environment. According to Harrison, QWL is the degree to which work in an organization contributes to material and psychological wellbeing of its members.

Broadly the definition of quality of work life involves four major parts: safe work environment, occupational health care, suitable working time and appropriate salary. The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue the working time has been established by the state according to legislation. The standard limits on overtime, rest days and public holidays etc. have
also been stipulated. The appropriate salary is agreed upon by the employee and the employer and fixed by the Pay Commission. The Government also establishes the rate of minimum wage the employer should not pay less than that to the employee.

The concept of QWL is based on the assumption that a job is more than just a job. It is the center of a person’s life. In recent years there has been increasing concern for QWL due to increase in education level and consequently job aspirations of employees Association of workers Significance of human resource management Widespread industrial unrest And growing of knowledge in human behavior etc.

2.6.3 DIMENSIONS OF QUALITY OF WORK LIFE

The dimensions of QWL are health and wellbeing, job security, job satisfaction, competence development and the balance between works with non work life. Each of the dimensions of QWL from the perspectives of employees is briefly discussed below.

1. Health and wellbeing

Health and wellbeing of QWL refer to physical and psychological aspects of an individual in any working environment. Asakura and Fujigaki\textsuperscript{77} examined the direct and indirect effect of computerization on workers health and wellbeing. Their results were similar to the study of Iacovides, Fountoulakis and Kaprins\textsuperscript{78} that higher job demand leads to higher strain work environment, hence it affects their health and well being. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Thus, it leads to an unstressful work environment providing comfortable work life. There are many definitions of stress as it is deemed as a subjective phenomenon of QWL. Chan et al.\textsuperscript{79} defines stress as a response to the perceived relationship between the demands on individuals and the ability to adjust to their work environment. Carayon, Smith and Haims\textsuperscript{80} revealed that stress arises in the process of interaction between a person and the work environment that threatens the individual’s physical, psychological and physiological homeostasis. Physical illness and psychological disorders increase when pressure at work increases. Stress causes problems to the muscular system and circulation thus, increasing the risk of myocardial infarction which is well documented in psychosomatic studies.

2. Job security
A dramatic change of workforce in contemporary work environment has revealed a significant amount of organization change (Watson et al., 81) Organization change such as downsizing, rightsizing and outsourcing have adversely affected employees’ loyalty, morale, motivation and perceived job security. Organization of Economic Cooperation and Development (OECD)\textsuperscript{82} highlighted that job security is the most controversial issue in contemporary work environment. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Hence, providing a sense of security is important especially in the work environment where many facets of jobs can be outsourced.

3. Job Satisfaction

Later, cognitive and behavioral components were added to this definition. The cognitive aspect represents an employee’s belief about his job or job situation. This means an employee may believe that his or her job is interesting, stimulating, or otherwise. The behavioral component represents an employee’s behavioral tendencies toward his or her job. The action of attending work regularly, working hard and intending to stay in the organization for long period of time shows the positive behavior which indicates job satisfaction. In contrast, negative behavioral outcomes reveal dissatisfaction in job. Job satisfaction of an employee differs in meaning and importance in relations to the facets of work. Some may feel pay and fringe benefits that meet his expectations to be extremely important; another, it may be essential to have a job that provides an opportunity for challenging assignment.

4. Competency Development

Growth in skills and knowledge is an important aspect of competency development that enhances QWL. Therefore competency development is operationalized as the nature of the job that provides opportunities and stimulates growth in skills and knowledge either for career or organizational development. Career development opportunity will provide essential training that will help the individual employees to equip with the new skills to spearhead in their career. Learning opportunities and skill discretion have also proven to have a positive effect on job satisfaction and reduced job stress that will lead to better QWL. The opportunity to develop and the use of skills are associated with learning mechanisms. This applies especially when the job requires employees to deploy cognitive skills. With respect to learning, greater autonomy on job enhances the acquisition and
utilization of knowledge whilst greater participation is held to promote cognitive
growth via increased knowledge transfer among employees (Scully, Kirkpatrick and
Locke)\textsuperscript{83}. Such a job environment expands knowledge base, leads to a better
understanding of how the job is related to other organizational practices and a greater
ability to solve problems.

5. Work and non work life balance

A major component of QWL, which is important for both the employees and
the employers, is the relationship between work and home life. In an increasing
competitive environment, it is difficult to separate home and work life. Employees
today are more likely to express a strong desire to have a harmonious balance among
career, family life and leisure activities. This has been suggested at the international
level the need for national policies in many countries. An ILO convention that was
adopted in 1981, states that it is necessary for organizations to help employees to
balance their work and non-work demands (Lewis)\textsuperscript{84}. Reducing the level of spillover may help to reduce the perceived stress and
psychological stress and assist to maintain some amount of balance between the two
environments (Aminah)\textsuperscript{85}. Therefore, balance between work and non-work life is
suggested as one of the measures of QWL.

2.6.4. OBJECTIVES OF QWL

The main objectives of the QWL programmes are to:

1. Improve employee satisfaction
2. Improve physical and psychological health of employees which creates positive
   feelings
3. Enhance productivity of employees
4. Reinforce workplace learning
5. improved management of the ongoing change and transition
6. Build the image of the company as best in recruitment, retention, and in general
   motivation of employees

2.6.5. EIGHT PRACTICES OF QWL

Quality of working life though came into circulation in 1970s became popular
only in 90s and Organizations realized its potential to enhance the productivity in the
new century. This works as a comprehensive model to those employers who want to ensure quality in working life of their employees. Walton\(^{86}\) propose an ideal quality of work life programme will include practices in eight major areas as discussed below:

**Figure 2.2**

Shows the Practices of QWL

![Quality of Work Life Diagram]

*Source: Walton\(^{86}\)*

1. **Adequate and fair compensation**

   This is fundamental to QWL. Human beings work for livelihood. Therefore success of rest of the initiatives depends upon fulfillment of this. However, important here is that compensation offered must be adequate implying it must be proportionate to labour, and there should be internal consistency among salaries of employees.

2. **Safe and healthy working conditions**

   Unsafe and hazardous working conditions cause problems to both employers and employees. There may be little advantage to the employer in short term but in medium and long terms, it adversely affects the productivity. Therefore, adequate investment must be made to ensure safe and healthy working conditions.

3. **Immediate opportunity of use and develop human capacities**

   The works have become routine, meaningless and too specialized, depriving the employees of fulfillment satisfaction. Therefore, efforts should be made to increase the autonomy, perspective and exposure to multiple skills.
4. Future opportunity for continued growth and security

This is related to career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL.

5. Social integration in the work organization

Relationships between and among the employees is an indicator of healthy work organization. Therefore, opportunities must be provided for formal and informal interactions. All kind of classes, religions, races, crafts, and designations must be treated equally on a social platform. In other words, it creates egalitarian environment.

6. Constitutionalism in the work organization

This is related to organizational norms that affect the freedom of an individual employee. Efforts must be made to see right norms are formed in the organization. It means norms that accommodate the privacy of an individual employee, freedom of speech, equity and freedom to dissent on some aspects.

7. Work and the total life space

Employees should not be allowed to continuously exert themselves. The continuous hard work causes psychological and physical strains. Therefore, there has to be a balance between personal and professional life. Organization must create proper work offs to enrich the life of employees.

8. The social relevance of work life

Employees must be given the perspective of how his/her work in the organization helps the society. This is essential to build relevance of the employee’s existence to the society he/she lives in.

2.6.6 MODELS AND COMPONENTS OF QUALITY OF WORKING LIFE

Various authors and researchers have proposed models of quality of working life which include a wide range of factors. Selected models are reviewed below.

Hackman and Oldham\(^7\) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified:
• Skill variety,
• Task Identity,
• Task significance,
• Autonomy and
• Feedback.

They suggested that such needs have to be addressed if employees are to experience high quality of working life.

In contrast to such theory based models, Taylor more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including:

• individual power,
• employee participation in the management,
• fairness and equity,
• social support,
• use of one’s present skills,
• self development,
• a meaningful future at work,
• social relevance of the work or product,
• effect on extra work activities.

Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group.

Warr and colleagues in an investigation of quality of working life, considered a range of apparently relevant factors, including:

• work involvement,
• intrinsic job motivation,
• higher order need strength,
• perceived intrinsic job characteristics,
• job satisfaction,
• life satisfaction,
happiness, and
Self-rated anxiety.

They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Thus, whilst some authors have emphasized the workplace aspects in quality of working life, others have identified the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work has, however, served as the main focus of attention, as researchers have tried to tease out the important influences on quality of working life in the workplace.

Mirvis and Lawler⁹⁰ suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as:

- safe work environment,
- equitable wages,
- equal employment opportunities and
- opportunities for advancement.

Baba and Jamal⁹¹ listed what they described as typical indicators of quality of working life, including:

- job satisfaction,
- job involvement,
- work role ambiguity,
- work role conflict,
- work role overload,
- job stress,
- organizational commitment and
• turn-over intentions.

Baba and Jamal also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Some have argued that quality of working life might vary between groups of workers. For example, Ellis and Pompli\textsuperscript{92} identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including:

• poor working environments,
• resident aggression,
• workload, inability to deliver quality of care preferred,
• balance of work and family,
• shift work,
• lack of involvement in decision making,
• professional isolation,
• lack of recognition,
• poor relationships with supervisor/peers,
• role conflict,
• lack of opportunity to learn new skills.

Sirgy et al.\textsuperscript{93} suggested that the key factors in quality of working life are:

• need satisfaction based on job requirements,
• need satisfaction based on work environment,
• need satisfaction based on supervisory behavior,
• need satisfaction based on ancillary programmes,
• organizational commitment.

They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham Maslow, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life.
These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, co relational analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting.

Bearfield\textsuperscript{94} used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups.

The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories. Herzberg at al.\textsuperscript{95} used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

It has generally been agreed however that Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain (Lawler).\textsuperscript{96}

Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin)\textsuperscript{97} More recently, work-related stress and the relationship between work and non-work life domains (Loscocco&Rischelle)\textsuperscript{98} have also been identified as factors that should conceptually be included in Quality of Working Life.

2.6.7 QWL AND MANAGEMENT’S ROLE

Management has to play a very significant role in improving quality of life of employees. Management must strive to make the quality of employees work life as
satisfying as possible. At the moment employees are challenged as never before to balance work and personal responsibilities. Therefore the management should continually addresses these challenges by utilizing personnel flexibilities and establishing programs that help employees meet their work and personal obligations. The steps that should be taken by the management are:

1. Establishing appropriate, reasonable and enforced work rules: Work rules can help to create and maintain an orderly atmosphere that is pleasant to work in where employees can work effectively.
2. Creating an atmosphere where employees are treated with dignity and respect
3. Helping to ensure that employees conduct themselves in a professional and safe manner
4. Encouraging open communication between employees
5. Ensuring that all employees are treated fairly and that they follow the same rules.
6. Develop and implement a flexible work policy and procedure
7. Provide training to managers and supervisors on how to respond effectively to work life issues
8. Provide resiliency and personal accountability training for staff
9. Invest in organization specific quality of work life programs in eldercare, childcare, diversity, etc.
10. Encourage participative work teams to reinforce an environment of trust and help employees to work more effectively and efficiently in order to accomplish organization mission.
11. Provide employees assistance through the Employee Assistance Program (EAP), a free, confidential counseling and referral service to resolve personal problems.
12. Actively support employee health and wellness.

2.7 CONCLUSION

The above are the researcher has done a detailed and scientific study about the HR policies and practices. From the above studies it is clear that HRD policies are playing very important role in improving the job satisfaction, performance, productivity and also quality of work life. However a need has arisen since the research did not stretch up to the quality of work life in business process outsourcing industries. As said earlier, a detailed study about the HRD policies and practices in the BPO industries are the need of the day. It has been rightly said that there is always a
room for improvement. Although an earlier studies have been done, the present day scenario demands for a detailed and scientific study about the quality of work life of BPO employees. Hence to meet these demands, the organization should be functioning smoothly and for the smooth operation of any organization, it is essential that there should be proper study about the HRD polices that have to be implemented so as to improve the quality of working life and overall performance. Hence the present study of: “Impact of HRD practices on Quality of Work Life of employees in BPO industry in Pune”.

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