CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter contains the findings, suggestions and conclusion that emerged from the investigation, discussions and analysis of primary data collected through various sources. Following are the major findings, suggestions and conclusion emerged from the study titled “Impact of HRD practices on Quality of Work Life of employees in BPO industry in Pune”

5.2 FINDINGS

5.2.1 ABOUT BPO INDUSTRY

1. EVOLUTION: In the 1776, Adam Smith’s Wealth of Nations propagates competitive advantage through outsourcing. Though the term ‘outsourcing’ itself was not used then. Between 1970-1980 hundreds of call centre’s spring up in the US and the UK Convergys, the largest call centre company started as a captive unit of Cincinnati Bell. US companies from oil majors, telecom operators, pharma firms to FMCG firms outsource customer care, telemarketing, payroll and other functions. In short 1960’s—time- sharing, 1970’s—parts of IT operations, 1080’s—entire IT operations, 1990’s—alliances/tie-ups,2000’s—ITES.

2. TYPES OF SERVICES: The spectrum of services provided by BPOs can be categorized as follows: Customer care services, Financial services including F&A, equity research insurance claim services, HR services, Content development including animation /engineering/biotech research etc, Real estate facilities management, Supply chain management, IT, Logistics, Payment services etc.

3. TYPES OF SERVICES OFFERED BY INDIAN BPOS: Business Process Outsourcing in India is organized in many segments. Such as Customer support service, Technical support services, Telemarketing services, Data entry services, Employee IT help desk service, Insurance processing, Data processing services, Data conversion services, Scanning services, Book keeping and accounting service, Form processing services, Internet/online/web research.
4. TYPE OF ESTABLISHMENT: Broadly speaking the Indian BPO industry can be divided into six categories: Captive Units, Indian Third-Party Vendors, Joint Ventures, Indian IT Software Companies, Global BPO Players, Global Consultancies. The most prevalent form of BPOs operating in India is that of either Captive Units or the Third-Party Vendors.

5. REVENUE: Indian IT-ITES industry revenue is estimated at USD 105 billion in FY2013-14 as compare to USD 95.2 billion in FY2012-13, registering an increase of around 10.3%.

6. Exports: IT-ITES exports are estimated to gross USD 86 billion in FY2013-14, growing by 13.1% over FY 2012-13 and contributing nearly 82% of the total IT-ITES revenues (excluding hardware).

7. EMPLOYMENT GENERATION: In the year 2003 employment generated by BPO Exports was 1,80,000 and by IT BPO domestic was 285,000 whereas in the year 2013 employment generation by BPO Exports is 926,000 and IT BPO Domestic is 646,000

8. ITES-BPO, KPO, BPO and LPO are some of the sub-segments of BPO industry.

9. STPs: Software Technology Parks (STPs) were set up as autonomous societies under the Department of Electronics and Information Technology in 1991 to promote software exports from the country. There were about 51 STPs were set up since then, the STPs enjoy the benefits as exemptions from service tax, excise duty, rebate for payment of Central sales Tax,100% exemption from income tax of export profits and so on.

10. THE SPECIAL ECONOMIC ZONES (SEZ) scheme was enacted by the Government of India in 2005 with an objective of providing an internationally competitive and hassle-free environment for exports. According to the SEZ approval board of India the maximum number of SEZs has been approved for the IT and ITES sector. Total 354 SEZs were approved by the government for IT, ITES electronic hardware sector.
11. According to the Software Technology Parks of India (STPI), software exports from Pune has increased by 48 percent, touching the US$2 billion-mark, even surpassing Mumbai’s exports.

12. The biggest IT Park in PMR is MIDC promoted Rajiv Gandhi InfoTech Park (Phase I and II) at Hinjewadi, which has witnessed a spectacular growth. Currently spread over 305 Ha, it is likely to be expanded (additional 750 Ha.) in the next few years. Followed by Hinjewadi, Kharadi and Talawde IT Parks are also rapidly developing.

5.2.2 FINDINGS ON BIOLOGICAL DETAILS OF BPO EMPLOYEES

1. AGE: India is known for its youth generation. The dream city of Pune or Poona has shown major signs of development in the last 20 years. The city has become a major industrial hub of India thus inviting skilled workers from all over the nation. BPO companies catch the attention of employees up to the age group of 30 years. 36% respondents belong to below 25 years, 44% respondents fall in second category of 25-30 year, 13% of respondents were belonged to 30-35 age group and 7% were of the age group of 35 years and above. have shown that BPO industry is conquered by young youth who fall in the age group of around 18-30, to the extent of around 80%. BPOs jobs are peculiarly suitable to youngsters who are below 30 years. (Table 4.2)

2. GENDER: As per census report 2011, Pune had population of 9,429,408 of which male and female were 4,924,105 and 4,505,303 respectively. As world’s women population is slightly less than 50% of total population, therefore they are to be considered as better half of the society. 59% of respondents were men and rest 41% were women. Even though the figure is not exactly half, but considerable in proportion. This shows that there is moderate representation of both sexes- male and female in the selected sample. Men are found to be flexible in working in the BPOs than the women. (Table 4.3)

3. MARITAL STATUS: It incidental that The highest percentage of 61% of the selected samples of respondents were single, 9 % were in relationship, 24% were married, 5% were divorced and 1% was widow. But no respondents found in the
category of separated and remarried. The nature of the job in BPOs is very apt to the Unmarried who are away from family. (Table 4.4)

4. **NUMBER OF DEPENDENTS:** It was found (table 4.5) that highest percentage of 61% of respondents do not have dependents, 24% have only one dependent, 13% have 2 dependents, 2% have 3 dependents and no employee with 4 and more than 4 dependents. This may be because of the fact that 80% of respondents were of the age group of 18-30 years. It appears that BPO employees are not burdened with more dependents and not having heavy family commitments. (Table 4.5)

5. **EDUCATIONAL LEVEL OF EMPLOYEES:** It was found that majority of BPO employees possess a degree in any stream or post graduation. The rankings of educational level of respondents is 40% of respondents were degree holders, 38% were post graduates, 16% respondents were HSC/PUC/Diploma holders, followed by only 2% were Doctoral and 2% having other courses. It seems that soon after completion of degree or post graduation students enter into BPO companies. It is concluded that from the total sample, more than 78% of them are graduates which reveals that for jobs in the BPO sector, most of employees at least graduation. (Table 4.6)

6. **PREVIOUS EXPERIENCE OF WORKING WITH BPO COMPANY:** It was found that highest percentage of 38% of respondents do not have any professional experience of working with BPO, the lowest percentage of 12% respondents have more than 4 years experience. (Table 4.7)

7. **REASONS TO CHANGE THE COMPANY:** It is observed that major reason for changing company is money. 56% of respondents change their company for higher paying job and 2% due to harassment. (Table 4.8)

8. **NUMBER OF YEARS WORKING WITH THE PRESENT COMPANY:** It can be inferred 42% employees are working in the same company since 3 years, 47% for 3-6 years, 9% for 6-9 years and 2% for 9-12 years. But there are no respondent who is having more than 12 years working in the present company. It can be concluded that 89% of employees are working for less than 6 years in the company, which means they shift/quit the company after few years. It may be due to stress or lack of growth prospectus in the company. (Table 4.9)

9. **TYPE OF WORKMAN OF EMPLOYEES:** In the BPO organizations percentage of permanent employees is note worthy as compared to temporary.
Out of 609 of selected respondents, 78% respondents are permanent and 22% are temporary. (Table 4.10)

10. **HOURS OF WORK OF EMPLOYEES:** 93% of respondents said that they work for 8 hours only, very little number of 7% respondents said that they work for 12 hours. (Table 4.12)

### 5.2.3 FINDINGS ON RECRUITMENT, SELECTION AND PLACEMENT

1. **SOURCES OF RECRUITMENT OF EMPLOYEES:** Advertisements being major source of recruitment 53% respondents were recruited by the same source. 39% respondents were recruited through employment exchange and rest of 8% respondents through present employee’s reference. (Table 4.13)

2. **PROPERLY PLACED:** 46% respondents have given positive answer and said that they are properly placed and satisfied with placement. 37% respondents feel that they were not placement properly. (Table 4.15)

### 5.2.4 FINDINGS ON TRAINING

1. **PROVISION OF VARIOUS TRAINING PROGRAMMES TO EMPLOYEES:** 37% respondents said that the organization arranges for different training programmes to employees and 63% were of the opinion that different training programmes are not organized. More number of employees gave negative mark; it may be because organization is providing only job related trainings. (Table 4.19)

2. **ATTENDANCE OF TRAINING AFTER SELECTION AND PLACEMENT BY EMPLOYEES:** All the respondents have undergone the training programme once they were selected and placed in the organization. It means training is obligatory. (Table 4.20)
3. **SATISFACTION LEVEL OF EMPLOYEES FOR ON-THE-JOB TRAINING GIVEN TO THEM:** 93% respondents strongly agreed that they were pretty satisfied about training. It means supervisors are playing an important part in training subordinates. (Table 4.23)

4. **BOOST IN CONFIDENCE LEVEL OF EMPLOYEES AFTER ATTENDING TRAINING:** Training creates a feeling of confidence in the minds of the workers. It gives them a sense of security at the workplace. It is an eminent truth that training programme facilitates employee to become familiar with organizational practices and processes, the way of doing job, job specifications, skill required to accomplish assigned duties etc. 83% of respondents strongly believed that their confidence level increased after attending training, 5% respondents strongly disagreed to the statement that training improves confidence level of employees. (Table 4.24)

5. **ARRANGEMENT OF LEADERSHIP TRAINING TO EMPLOYEES:** 92% of respondents said that no training on leadership was provided to them, 8% respondents said they have been given leadership trainings. It can be concluded that BPO organizations are not giving importance to leadership training. (Table 4.25)

6. **TRAINING ON STRESS MANAGEMENT IS GIVEN IN THE ORGANIZATION:** In today’s stressfull corporate life, training on stress management is gaining importance. In BPO organizations the requirement of stress management training is of utmost importance but on the contrary, it is evident from the study that 89% of BPO respondents have not been given any kind of training to manage their stress level. (Table 4.28)

7. **TRAININGS HELP EMPLOYEES TO DEVELOP WORK BASED SKILL:** training imparts those skills to the employees which help them to carry their duties more diligently. Highest percentage of employees i.e. 83% agreed that training programmes have taught them the required work based skills. (Table 4.31)
8. **TRAINING PROGRAMS IMPROVES THE PERFORMANCE OF AN EMPLOYEE:** 86% of respondents agreed that training programmes plays vital role in grooming employee’s knowledge, technical abilities and get better performance from them. (Table 4.32)

9. **AFTER ATTENDING TRAINING, FREQUENCY OF SALARY HIKE OF AN EMPLOYEE:** After attending the training the frequency of hike in salary was not more than once in a year. 81% of respondents have made this point clear that in most of the organizations it was found that the salary hike was once in a year. So it can be concluded that the salary hike of once in a year may be a part of organizational policy and may not be correlated to training. (Table 4.35)

**5.2.5 FINDINGS ON SALARY AND APPRAISAL SYSTEM**

1. **LEVEL OF HAPPINESS OF AN EMPLOYEE WITH THE REMUNERATION PAID IN THE ORGANIZATION:** 60% respondents were not happy with the salary packages from the organization. This is one of the reasons for diminishing the quality work life of employees. (Table 4.39)

2. **RECOGNITION FORUMS:** The Employee Forum seeks to continually improve the quality of life of employees through mutual understanding, recognition of Employee contributions, and respect for the worth of the individual. Employee recognition can lead to increased feelings of satisfaction and loyalty. 66% respondents said forums were working in their companies and 34% respondents said that there were no forums. But 68% of respondents who agreed to have recognition forums are not happy with the active functioning of recognition forum. (Table 4.41 &42)

3. **LINKING OF PAY AND PROMOTIONS TO PERFORMANCE APPRAISALS:** 59% of responses feel that they are not happy with linking their pay and promotion to performance appraisal. (Table 4.45)

4. **CHANCES OF EMPLOYEE’S PROMOTION IN THE COMPANY:** There are very little chances of promotion for the BPO employees. 70%
respondents do not have any hope of getting promotion. Only 9% employees have the hope of getting promoted. This shows that growth prospectus is very less. (Table 4.46)

5.2.6 FINDINGS ON MOTIVATION AND WELFARE FACILITIES

1. WELFARE FACILITY: Canteen, wash room, transport, rest room, first aid, drinking water, ventilation etc are the facilities commonly provided by all the BPOs. Majority of employees have good opinion on the quality of services except transport facility. More than 60% of employees are not satisfied with transport facility. BPO organizations need to take steps to improve the quality of transport facility and safety to their employees. (Table 4.49 to 66)

2. CRÈCHES FACILITY: No BPO organization has provided this facility to their employees especially for women employees. (Table 4.67)

3. FINANCIAL BENEFITS: Employees are not satisfied with financial benefits such as bonus, fringe benefits, PF, medical reimbursement, ESI, T A etc. (Table 4.69, 70, 71, 73-76)

4. MATERNITY LEAVES: 96% of employees claim that maternity leave is not given to employees. So the only alternative for expecting women employee is to leave the job. (Table 4.77)

5. MOTIVATION AT THE WORK PLACE: 53% employees said that they are not motivated and only 36% felt to be motivated. Motivation in management is the process through which managers/supervisors encourage employees to be productive and effective. (Table 4.81)

6. STUDY LEAVES: All the employees authenticated that there is no provision of study leaves. It can be said that individual progress is not given any importance. (Table 4.84)

5.2.7 FINDINGS ON ORGANIZATIONAL DEVELOPMENT

1. JOB POSTING POLICY BASED ON EMPLOYEE CAPABILITY AND INTEREST: Highest number of employees i.e 88% articulated that they are
not placed on job as per their capability and interest. An organization should make efforts to place right person on right job. (Table 4.85)

2. **SEXUAL HARASSMENT**: Highest numbers of respondents i.e., 61% felt that they are sexually harassed, 24% concur they do not have any problem on account of sexual harassment. The place where an employee spends eight hours (or more) daily, should be free from all kind of harassments and especially from sexual harassment. (Table 4.95)

3. **IMPROVED INTERPERSONAL RELATIONS BECAUSE OF FAIR GRIEVANCES HANDLING SYSTEM**: Table 4.97 describes that as grievances are not handled fairly, there is no chance of improvement in the healthy interpersonal relations among employees. 62% respondents have not found good sign of improvement in employer and employee relations and interpersonal relations among employees as grievance handling mechanism is not working out on employee complaints. 33% employees feel that their grievance are handled properly and there no scope for misinterpretations. (Table 4.97)

4. **ERGONOMICS SYSTEM**: 57% employees said that there is no such ergonomics arrangement. 36% respondents were happy with the system as bad posture; repetitive movements were scientifically taken care by the organization. (Table 4.100)

5. **FREEDOM TO CHOICE OF WORK SCHEDULES AS PER CONVENIENCE**: Only 30% employees agree that work timings were adjusted according to their convenience but a majority of 63% employees said that flexi time option is not given to them. Organizations have to follow a flexible work timings that allow employees to choose a daily work schedule which is most compatible with their personal needs. (Table 4.103)

**5.2.8 FINDINGS ON EMPLOYEE RELATION**

1. **ORGANIZATION’S POLICY OF ALLOWING EMPLOYEES TO TAKE PART IN MANAGEMENT MEETINGS**: Employees should be called for the meeting at least on the issues concerned to them. But bulk of the employees (i.e., 93%) have no say in management meetings. (Table 4.110)
2. **FEELING OF BEING EXPLOITED BY THE COMPANY:** It was found that 68% of employees have a feeling that they are being exploited by the organization. (Table 4.117)

3. **EQUAL TREATMENT:** Half of the employees have a feeling that discrimination is made on the grounds of caste, sex, religion etc, in the organization. 33% employees felt that they get fair and equal treatment. (Table 4.120)

4. **NIGHT SHIFT:** Night shifts and problems associated with night shift is one of the flaming issues in the country. 23% of employees have no complaints with night shift issues. 65% of employees are not satisfied with the organizational efforts to take care of night shift employees. Employees feel that their lives are in danger due to night shifts and organization has not taken necessary steps in this connection. More number of BPO employees gives up their job due to the hitches of night shift. (Table 4.121)

5. **JOB SECURITY:** Only 21% employees have no fear of losing job but 66% of employees feel that their job is not secured. Job security is the central aspect of QWL representing strength of organization to provide permanent and stable employment regardless of the changes in the work environment. (Table 4.122)

6. **CAREER AND FAMILY LIFE BALANCE:** More than 61% of employees are single. Yet only 29% employees feel that they have well balanced career and family life whereas 60% of employees do not have proper balance between their personal life and career. Striking a balance is the real fulfillment. In the race of our present day existence, especially in the long working hours, we forget to maintain a balance between work and life balance. (Table 4.127)

**5.2.9 FINDINGS ON CAREER PLANNING AND DEVELOPMENT**

1. **CAREER COUNSELING SERVICES:** It was marked that bulk of respondents shown their interest in having career counseling services. It was understandable from the information that only 2% of respondents agreed to be
given career counseling services. 98% respondents were of the opinion that no such services were provided in their organization. There is enormous need of having career counseling services in the organization. (Table 4.131)

2. **MENTORING MECHANISM:** Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasing popular as its potential is realized. But it was viewed that mentoring mechanism was not functioning in the organization. All the respondents gave negative answer as to non availability of mentoring mechanism. (Table 4.135)

3. **CAREER RELATED WORKSHOPS:** On being conscious about career and career planning, employees are badly in want of career related workshops; hence they insist their organizations to organize such workshops. It was found that no workshops are conducted in the BPO organizations. But employees need the seminars and workshops for individual growth. (Table 4.136)

### 5.2.10 FINDINGS ON GENERAL ASPECTS

1. **GOOD FUTURE:** Opportunity for future growth is very important aspect of quality work life of an employee. Looking at the results from table 6.139, it is clear that most of the employees were not sure about their future in the organization. 67% of employees have a feeling that their future is not bright in the BPO organization. (Table 4.139)

2. **PROUD FEELING ABOUT THE JOB AND ORGANIZATION:** Majority of employees are not proud to be an employee of their BPO Company. (Table 4.143)

3. **STRESS LEVEL:** Stress is a kind of negative emotion that disturbs the normal functioning of a person by affecting his/her mental and physical health. The study had proved that the level of stress at BPO is very high. Nearly 65% of employees are under stress working in BPO. (Table No. 4.144)

4. **TROUBLE GOING TO SLEEP OR STAYING ASLEEP DUE TO JOB:** There is no single symptom that can identify stress. Sleep disturbance is one of the
physical symptoms of stress. If an employee finds trouble going to sleep or staying asleep due to job then it shows the existence of stress. From the information we can judge the presence of stress. 181 respondents strongly agreed that they feel troublesome while going to sleep. 224 respondents also face sleep problem, 23 were of no opinion, 99 respondents disagreed that they go with sleep related problems and 82 employees strongly disagreed to face such problem being working in BPO. (Table 4.145)

5.2.11 FINDINGS FROM TESTING OF HYPOTHESIS

1. It is inferred that the employees agreed that quality training and development practices promote a positive QWL.
2. It is inferred that the employees not agreed with regard to impact of innovative organizational development practices fostered constructive QWL
3. Scope for career development practices promotes the QWL: Since majority 98 percent employees agreed that there is no provision of personal and career counseling services provided by HRD, the hypothesis cannot be tested.
4. The employees agreed that suitable training improved employee performance
5. It is inferred that the employees are indifferent to with regard enhanced policies on organizational development improve employee performance.
6. HRD policies on Personal Growth and Employee Performance are not associated: Since the calculated value is less than the critical value, the null hypothesis of no association is accepted
7. The variation in the age group of 25-39 is much more than any other age group. The variation is less in the age group of ‘above 35 years’ as co-efficient of variation is lesser than any other age group. Hence we could say that the mean scores of QWL of employees vary with respect to age group.
8. The variation in the mean scores of QWL is more in female employees than that of male employees as the co-efficient of variation for female group is more than the co-efficient of variation of male group. Hence we could say the mean scores of QWL of employees vary with respect to gender.
5.3 SUGGESTIONS

After considering the findings from the present study, some important suggestions are given for the betterment of QWL of employees of Business Process Outsourcing. These suggestions are to the BPO organizations, to Government and to the BPO employees.

5.3.1 SUGGESTIONS TO BPO ORGANIZATIONS

1. The organization should make efforts to identify the skills and hidden talents of the employees and tap the same for their improvement and for the progress of the organization.

2. The management should make use of specialized trainers for conducting programmes on “Personality Development”, Development of communication skills, soft skills, Time Management etc. Such off-the-job trainings will help for the individual development of employees. Along with these programmes certain spiritual and psychological workshops such as yoga and stress management should be arranged for stress free life.

3. The organization should conduct various activities for Building leadership qualities among women employees.

4. Organizations should arrange various workshops to their employees or they should make provisions to attend workshops organized by other institutions. The workshops may be on “Leadership” “Prevention of sexual Harassment at a work place” “Focused programmes and best practices on building workplaces for differently-abled”, “Safety and security practices” “Cyber crime awareness” etc.

5. Management of BPOs should see to it that the trainers should have effective Two-way communication with trainees during training.

6. Indian BPOs offer attractive salary as compared to other sectors. But as one grows with experience it was found that the salary hikes were not satisfactory. The average salary hike in the BPO industry is low. Taking this into consideration organizations need to take certain corrective measures.

7. The career planning process involves both the organization’s and the individual’s responsibility. The organization has to identify its needs and opportunities, for proper succession planning and to gauge the skills and
capabilities of the employees and match them appropriately, so that the employee’s satisfaction level improves.

8. The company can form “Work Assessment Committee” in the organization headed by a qualified professional. The committee shall meet frequently and observe the performance and give useful suggestions to improve QWL of employees.

9. It is suggested to establish “Quality Circles” in the organizations and make sure that the QC meetings are conducted frequently so as to give chances of open discussion and sharing of ideas, to discuss their problems and to make them feel satisfied in their job.

10. It is observed that only 4-5 percentage of total employees will be promoted to higher posts, hence other incentives such as Merit Certificate, Grant of Additional annual increments, Bonuses, Honoring employees in functions i.e. public recognition, Admission to the top management clubs, Medals, Prizes, Outside tour programmes, Foreign travel, Certificate of appreciation etc. should be provided to efficient and eligible employees so as to balance low rate of promotions.

11. It is suggested to BPO companies to provide attractive fringe benefits, medical reimbursement facility, E S I, PF to employees, so that their QWL will be enhanced.

12. The BPO organizations should make policies regarding “Study-leaves” to those employees who seek for higher studies.

13. BPO Organizations should sponsor the higher education of their employees to retain indispensable employees.

14. BPO companies need to offer performance-based rewards to sustain the efficiency of employees and minimize the growing discontent towards job due to various factors.

15. High profile companies like Wipro, Converges, Infosys, EXL use the cabs which are not owned by them but outsourced. In outsource services background check and references are the weakest link. It is observed that there are some loop-holes in the women employee’s security while availing pick-drop facility at late night hours. So, women employees do not feel secure working in night shifts. BPO companies needs to ensure that their employees
reach home safe and sound by introducing Global Positioning System in transportation and compulsory reference check of cab drivers.

16. The alcohol consumption is much higher in the Individuals working in BPOs. In extreme cases some individuals switch to drugs use. Management need to give them assistance through proper counseling, by professional counselors and provide rehabilitation to the identified addicts.

17. The work pressure is quite huge in BPO and KPO. The sleep cycles are disturbed for individuals and they often require medical guidance to handle stress. It is suggested that BPOs must have in house medical assistance in their organizations to advise employees about health problems and the ways and means to deal with the problems.

18. There is limited growth potential for an employee in this industry. Planning for growth both vertically and horizontally can bring a little reprieve to the employees. Horizontal growth can be in the form of widening the tasks of employee from simple to more complex processes within the organization. This will enhance the learning of the employee and make him "feel-good".

19. It is found that crèche facility is not given by BPO organizations. Mother’s feeding is very important for infants and crèche facility would really help women employees. So organizations are suggested to provide crèche facility even for rarest of rare cases.

20. The organization should make a policy to give maternity leave to the women employees.

21. BPO organizations need to organize for HIV/AIDS awareness programmes, Blood donation camps, monetary donations to Schools, Adoption of villages and so on. These kinds of initiatives will enhance the goodwill of the company and employees will feel proud of being of part of such companies.

22. BPO companies should start their few branches in rural areas as a part of their Corporate Social Responsibility. This will be win - win situation to BPO companies. On one hand this initiative will reduce establishment & labour costs and on other hand will help to craft brand social reflection.

23. Indian companies will have to adapt Work-Life Balance policies to fit in with not just the nature of industry and profile of workforce but also with the cultural and social environment.

24. BPO should provide adequate length and frequency of breaks.
25. BPO should establish welfare committees where in employees are an important part where they can voice their concerns.

26. The BPO company should follow Ergonomic system in the organization such as proper set up of office furniture, equipments and lighting to avoid any form of discomfort or injury.

27. BPO organizations should have policy framework for providing Job security to employees. So that the sense of security of employee will be improved and on the other hand QWL of employees is also improved.

28. Organizations to follow a variable work schedule (Flexi-schedule) that allows employees to choose a daily work schedule which is most compatible with their personal needs. This will supposedly contribute to balance work and non work life relationships of employees.

29. BPOs should conduct small get together, picnics, wishes on special days of employees, celebrations etc to improve interpersonal relations between the employees.

30. Every BPO organization should establish an “Anti- Sexual Harassment Cell” and the cell should take care of complaints of employees on sexual harassment.

5.3.2 SUGGESTIONS TO GOVERNMENT

1. Government has to frame certain rules regarding safety, particularly for the women employees working in the night shifts, as almost 50% of BPO workforce is women.

2. Government should frame new policies regarding fair compensation payable to ITES, BPO employees as per their qualifications.

3. Government should make it mandatory to provide crèche facility to women employees.

4. Government has to arrange for awards to best performing BPO companies and employees

5. Government has to provide necessary infrastructure facilities to BPOs as they are one of the instrument for revenue generation (as per NASSCOM 2014 study BPO contributes 7.5% to GDP) and providing employment to the young youth of India.

6. Government has to make CSR a compulsory component for BPO units
7. India is a land of villages as 70% of Indians are residing in rural areas. Outsourcing industry is at boom in metro cities and hasn’t touched the smaller city and rural area. Government should supply all kind of facilitates and assistance to companies to launch and strengthen BPOs in rural areas by providing concessions and incentives.

8. There are no proper laws for governing BPO and KPO yet. There is a constant risk of lay-offs every now and then leading to instability in an individual’s career. The situations needed to be handled through proper policies and legislature.

### 5.3.3 SUGGESTIONS TO EMPLOYEES OF BPO

1. Employees should actively participate in programmes on “personality development”, Development of communication skills, soft skills, “Building a leadership” “Prevention of sexual Harassment at a work place” “Focused programmes and best practices on building workplaces for differently- abled”, “Safety and security practices” etc. such activities help for development of employees.

2. The employees should to attend various workshops, seminar and conferences on Yoga, Time management, Stress management etc, so that employees can learn the art of leading happy and stress-free life.

3. Employees should be the dynamic members of “Quality Circles “in the organization. And make sure that the QC meetings are conducted frequently so as to give chances of open discussion and exchange of various ideas to discuss their problems and to make them satisfied in their job.

4. BPO employees should not blindly follow all the western culture and be aware of negative impact of blind imitation.

5. BPO employees should genuinely participate in the various trainings provided by the organization.

6. The BPO employees should practice Yoga regularly to be away from physical and mental stress.
7. The BPO employees should maintain the work culture at their level best. They
are advised not to forget the traditional values.
8. Most of BPO companies provide cab facility from several pick-up locations in
the city. Of course this is especially convenient for girls of India because of
elevated women crime in recent years. Further, to avoid any kind of misdeed,
they can also take various precautionary measures such as an employee should
take a picture of driver and cab number on cell and update it on “Whats-app
application” groups, if possible employees should be in a group after night
shifts.
9. The daily monotonous work to some extent is found in all kind of jobs.
Employees should keep this fact in mind, surely their stress will be reduced to
some extent.
10. Employees should also participate in social awareness programmes like
HIV/AIDS awareness programmes, Blood donation camps, monetary
donations to Schools etc, for boosting their self moral.

5.4 CONCLUSION

The foregoing discussions have proved that organizational life provides a
boundless medium for individual growth. The process of realization of individual
aspirations and creative talent, through the achievement of organizational goals, is
facilitated by effective HRD practices. This study expresses faith in the human
capacity for growth. Standing on the pinnacle of technological progress, man, once
again is rediscovering his supremacy over the machine. The present study analyzed
the problems and critical areas related with Quality of Work Life of BPO employees
at Pune city and provided an insight into the HRD policies and Quality of Work Life
of the employees.

The liberalization of the Indian Telecom sector in 1994 gave an unexpected
boost to the ITES/BPO industry. India has turned into a hot destination for global
offshore outsourcing companies. The shift of the Indian economy towards more
service orientation suggests that in the long term, India will continue to be a major
player in the global BPO industry. Like all other organizations BPO 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.

The challenges that one would find in the BPO industry can be related to HR. Human workforce is the main sustaining power of this business. An effective management of human resources has an important role to play in the performance and success of organizations. The difference in the level of performance of two organizations also depends on the utilization value of the human resources. To compete globally, Indian players will require helping identify and utilize the inner potential of the employees for their personal as well as organizational development, developing an overall culture in the workplace where there are strong ties between the superior-subordinate and members of a team. Coping with changes in market conditions, rising expectations of employees, developments in technology, and changes in management systems have necessitated increased emphasis on Human Resources Development (HRD).

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. There is a growing recognition that work-environment factors affect performance. Basically, the work environment factors affect the quality of work life and organizational outcomes.

The present study gives a warning signal to BPOs to pay immediate attention to adopt initiatives to tackle the various aspects that are affecting adversely on Quality of Work Life of their employees.

The study reveals that the BPO employees are dissatisfied with provisions, policies and practices followed in their organizations related to remuneration, job security, promotions, performance appraisals, increments, off-the –job training programmes, stress management education, financial benefits as bonus, fringe benefits. PF, ESI, medical reimbursement, transport facilities, variable work timings, maternity leaves, study leaves, sexual harassments, interpersonal relations, motivation and appreciation from superiors, physical and psychological health aspects, grievances handling mechanism, participative management, innovativeness, career planning and career counseling, work and non work life balance etc. These are the most critical factors affecting adversely on QWL of BPO employees. From the study
it becomes visible that the BPO management lacks to frame and follow employee friendly policies on the above mentioned aspects. Hence BPO 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.

The BPO companies have to re-design the Human Resource Development activities based on the findings of the study to meet the requirements of the changing environment of this sector due to educational, social, cultural, economic changes and technological advancements. It would also help them to identify practices to be stressed for high performance of employees. The results will help the policy makers, administrators and planners to redesign the Human Resource Development policies for BPO industry. Further, the study has thrown light on expectations of employees in HRD activities. Also it will enable the readers, researchers and practitioners (HR Managers) to have a professional approach in addressing the critical issue of QWL.