CHAPTER I

INTRODUCTION AND RESEARCH DESIGN

1.1 INTRODUCTION

India is at the forefront of the rapidly evolving Business Process Outsourcing (BPO) market and is well established as a destination of choice’ among global outsourcers. Over the past decade, Indian BPO industry has grown exponentially in size and has significantly matured in export service delivering capability and footprint. Despite challenging global environment, the Indian IT export revenues are expected to grow by 11-14% and domestic revenues will grow by 13-16% for FY13, said the National Association of Software and Services Companies (Nasscom) 1. The revenues for the Indian IT and BPO services company will cross the $100 billion mark this fiscal, said Nasscom. According to the Strategic Review report by Nasscom, the Indian IT exports accounted for $69 billion growing at 16.3% over the last fiscal2.

India has been a particular beneficiary of IT and Business Process Outsourcing and accounts for 65 percent of Global IT and 46 percent of ITES offshoring market. The Indian IT and ITES sector has been growing and has achieved a revenue increase of tenfold from $4.8 billion in 1998 to 47.8 billion by 2007 and will cross the $100 billion mark this fiscal, said Nasscom3.

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. During FY’14, industry’s exports are estimated to grow 13 per cent at $86 billion, with domestic revenues up 9.7 per cent at Rs. 1,910 billion. Nasscom said the industry added 160,000 employees during the year, and provided direct employment to 3.1 million people and indirect employment to 10 million people. (Nasscom Strategic Review)4

As per the report of NASSCOM-crisil, Indian KPO’s industry is expected to touch USD 5.6 billion mark by 2015. Legal Process Outsourcing is also expected to record a growth of USD 1.3 billion by FY’2015. India’s share in total global sourcing
is 50% in the year 2011, which increased to 55% by the year 2014. TCS recently hired 20,000 fresh graduates from all over India in 2013 and other organizations like Wipro, Infosys, IBM and Dell among others also add highly to the employment rate.

Managing human resource has become the central focus and concern of modern organizations. Undoubtedly, any organizations success depends on how it manages its resources. Human resources represent the collective expertise, innovation, leadership, entrepreneurial and managerial skills endowed in the employees of an organization. Human resource is an important corporate asset and the overall performance of companies depends upon the way it is put in use.

Human Resource Management (HRM) is that part of management which is concerned with people at work and with their relationships within as enterprise. 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. Globally competitive organizations will depend on the uniqueness of their human resources and the systems for managing human resources effectively to gain competitive advantage.

The HRD is a sub-area of the dynamic HR Learning environment. HRD is concerned with the development of human resource in an organization. Development means improving the existing capabilities to 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. 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. The scope and functioning of Human Resource Development has been changing over years.

Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL). It is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual’s quality of work life include the task, the physical work environment, social environment within
the organization, administrative system and relationship between life on and off the job. Thus, 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 main objectives of the QWL programmes are to improve employee satisfaction Improve physical and psychological health of employees which creates positive feelings Enhance productivity of employees Build the image of the company as best in recruitment, retention, and in general motivation of employees etc. Thus, Quality of Work Life helps for development of human resources.

BPO industry has to play key role in stimulating economic development of India. It is also a useful instrument for revenue generation and providing employment to the young youth of India. “The future looks exciting and positive as the IT-BPM industry is evolving dramatically in terms of scale and complexity,” R. Chandrasekaran, Vice-Chairman, NASSCOM, said in a statement.

1.2 STATEMENT OF THE PROBLEM

India retains its number one position as the world’s leading sourcing location for IT-BPO services, despite the rise of several alternative sourcing locations, with a share of over 58% in 2011. India-based resources are estimated to account for about 60-70% of the offshore delivery capacities across the leading multinational IT-BPO players. India’s share in total global sourcing is 50% in the year 2011, which increased to 55% by the year 2014.

The challenges that one would find in the BPO industry can be related to HR or can be related to Knowledge management. 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. Globalization and favorable demographics have made India a sought after ITES-BPO destination. Indian BPO companies have competed as equals with the US and UK firms, especially in industry-specific services and knowledge-intensive services. 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). HRD should help individuals to recognize their potential and help them to contribute their best to various organizational roles they are expected to perform.

There is a growing recognition that work-environment factors affect performance. Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes and organizational outcomes. Various factors such as work hours, schedules, time off, professional development and training, job quality, workload, job satisfaction, work team or unit, quality of supervision and management, organizational change, work-life balance, health and well-being, career plans and basic demographic and employment characteristics affect the work environment and work life. However, to fully understand the QWL, why it changes from one organization to another and to bring expected change in QWL in the organization inspires to take the present study entitled as “Impact of HRD Practices on Quality of Work Life of Employees in BPO Industry in Pune”.

The study is made to know the quality of work life in BPO’s at Pune, which is an important problem which each organization should look up on. 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 proposed research study has been selected a topic to know the productive managerial strategies and its impact on QWL to improve the overall efficiency of the human resources in BPO industry along with the values, ethics, principles and practices of the work force. Hence the topic selected for the present study is “IMPACT OF HRD PRACTICES ON QUALITY OF WORK LIFE OF EMPLOYEES IN BPO INDUSTRY IN PUNE”.
1.3 SIGNIFICANCE OF THE STUDY

With the economic reforms instituted since 1991, India has emerged as the preferred destination for Information Technology. During the recent decades, outsourcing is used by companies as a key business strategy in different industries. India has high outsourcing revenue of $50 billion which is expected to triple in size by 2020. India will continue to be a major player in the global BPO industry.

The quality of work life which is pivotal aspects in everyone’s work life. You can obtain man’s physical presence at a given place and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, you can’t obtain by devotion of hearts, mind and souls.

The findings of this research would help the BPO companies to re-design the Human Resource Development activities to meet the requirements of the changing environment of the Industrial Sector due to educational, social, cultural, economic changes and technological advancements. It would also help in identifying 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, it will throw light on expectations of employees in HRD activities. This study will be helpful to the management of BPOs located in Pune to focus on the critical factors identified in the study in improving QWL of employees. Also the study will enable the readers, researchers and practitioners (HR Managers) to have a professional approach in addressing the critical issue of QWL.

Though Indian BPO industry is the major revenue generator and have a boon in terms of employing a bulk number of unemployed graduates, we cannot ignore the fact that BPO employees are working against nature, stress, safety and security aspects. The chances of growth and promotions are very rare. The work is of monotonous and tedious nature. High attrition rates are observed in BPO. Hence, salary is not the only factor to satisfy and retain BPO employees. The study of human resource development in BPO’s is essential to know how they are preparing to manage the change. Considering the importance of the BPO industry, it is quite necessary to concentrate upon its development and further growth for the development of the nation.
The researcher intends to understand the HR practices being used by this industry, the extent of quality work life of employees in this industry, the nature of the relationship between the organization and the employees – its human resources, and innovative HR practices with regards to training and skill enhancement programmers’, attracting and retaining talent, meeting volume and quality needs, providing multiple career opportunities, aligning and integrating policies with market needs, and coping with the constant pressure on compensation. To solve the problems corrective steps are needed to be from BPO companies as well as Government initiatives were also quite essential especially with regards to safety, stress, mandatory laws, working hours, women employees etc. This will be useful to BPO industry particularly in Pune.

1.4 OBJECTIVES OF THE STUDY

1. To identify the HRD policies of the BPO organizations in Pune.

2. To understand the HRD issues that have impact on quality of work life in BPO organizations

3. To study and examine the techniques and programmes of HRD to improve QWL

4. To analyze the impact of training and development, organizational development, career planning and employee welfare programmes on the employee performance in BPO’s.

5. To analyze the experience of BPO employees relating to QWL initiatives taken by HRD

6. To overview the changing HRD boundaries in different organizations.

7. To suggest suitable measures for improving Quality of Work Life in selected BPO’s.
1.5 HYPOTHESIS OF THE STUDY

1. \( H_1 \): Progressive HRD practices foster a positive Quality of Work Life (QWL)
   \[ H_0 \]: Progressive HRD practices do not foster a positive Quality of Work Life (QWL)

2. \( H_1 \): Perceived strength of HRD policies are positively correlated with employee performance
   \[ H_0 \]: Perceived strength of HRD policies are not correlated with employee performance

3. \( H_1 \): The mean scores of Quality of Work Life of employees have variations in respect of age, gender.
   \[ H_0 \]: There is no significant variation in the mean scores of Quality of Work Life of employees in respect of age, gender.

A hypothesis may be a supposition or explanation that is provisionally accepted in order to interpret certain events or phenomena and to provide guidance for further investigation. A hypothesis may be proven correct or wrong.

This study develops and tests hypotheses to examine empirically how the perceived HRD practices of a company will affect on the quality of work life of its employees. Specifically, this research explores the direct linkage between HRD practices and performance, growth and overall quality of work life of employees. To identify potential correlation of progressive HR practices, concepts from the innovation literature were applied.

The relationship between HR practices and QWL was built on a rather simple premise: better deployment and use of HR practices should correlate with improved QWL of employees. Many early strategy HRD writers assumed this relationship. In many previous studies QWL and performance have been linked to HRD practices on “transformational” labor relations (those emphasizing cooperation), quality of work life programs, quality circles, training, extensive recruiting efforts, incentive
compensation system, promotions, security, equality, grievance handling mechanism, opportunity for growth of employees, participative management, social status etc.

Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL). There is a growing recognition that work-environment factors affect performance. Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes and organizational outcomes. Hence, in the present study the researcher made few suppositions that the organization should follow progressive, a step forward HRD practices which will be affecting positively on QWL of employees and in turn improves their performance and competitiveness. It was assumed that HRD practices are associated with higher work (performance). These practices include training, pay and promotion, organizational development, career development, motivation, direct participation and information provision that are associated with higher performance; it is also associated with equal opportunities, family-friendly and anti-harassment practices. Further the level of significance of these all factors differs from person to person; company to company as well they differ due to age, gender, education level etc. In the age of tough competition, to succeed and to be in a leading role, the HRD policies should also be progressive, advanced and innovative. The supposed strength of HRD policies is associated with employee performance. Business organizations with improved HRD practices can ensure high quality of work life and can also enjoy exceptional growth and profitability.

The purpose of this was to identify the features and practices of human resource development (HRD) in BPO organizations, to study the reaction of employees towards these practices and their expectations for improved QWL.

1.6 RESEARCH METHODOLOGY ADOPTED FOR THE STUDY

1.6.1 INTRODUCTION

Any research work should have a well-designed methodology to have a complete structure. So the project work should be systematic and scientific to obtain a
proper structuring. The following is an account of the methodology followed in this study.

1.6.2 COLLECTION OF DATA

(A) The study was carried out on BPO organizations in Pune. Primary and secondary data was required for the study. The primary data was collected by informal discussions with BPO employees, by observing their behavior and by administrating the questionnaires to the distinct set of respondents. Questionnaire was prepared taking into consideration HRD practices, various problems of BPO employees which were found during pilot study with the help of informal discussions with BPO employees. Files of the HRD department of the selected companies for the year 2011 and 2012 were examined and discussions were made with few HRD managers, to understand various common HRD practices.

(B) Secondary data was used to know the number of employees working in the company and for other basic details. Details were also taken from the published sources in the academic libraries, journals, magazines, references, M. Phil and Ph.D thesis etc, and also from internet sources. Researcher referred various reports published as well unpublished. Several visits were given to some universities namely Karnataka University, Dharwad, Pune University, University of Mumbai, Kalina santacruz (E), Mumbai, H. P. University, Shimla, Kannur University, Kerala, University of Calicut, Kerala, University of Agricultural Sciences, Dharwad to collect necessary information on the topic of study.

1.6.3 VARIABLES

The study warrants two sets of variables namely dependent variables and independent variables. The variables under these two sets are given below:

1. Dependent variables: The title of the study suggests that there is one dependent variable, i.e. Quality of Work Life. The factors affecting the quality of work life of employees differs depending on type of organization, post/designation held by employee, education level, job- experience etc. In the present study the QWL of employees of BPOs were assessed taking into consideration some parameters based on pilot study conducted at the beginning of research work. Those parameters’ were
fair compensation, safe and improved working conditions, opportunities for development of human capabilities, opportunities for growth and promotions, social integration, work & total life space and social relevance.

2. Independent variables: The selection of any variable as an independent variable was based on the assumption that there were measurable differences among levels with regard to the perception of the dependent variables. Selection of the variables was also made on the major consideration that the factors selected should be amenable for objective measurement. The independent variables selected for the study were:

   a) Demographic and Personal Variables like gender, age, level of education, marital status, job category, professional experience, dependents, salary etc.

   b) Organizational variables like HRD practices adopted by BPOs with regards to Training & development, Organizational development, Career development, Motivation, Remuneration, Performance appraisal system, Team-spirit etc.

1.6.4 PARAMETERS OF HRD, QWL AND PERFORMANCE

1.6.4.1 PARAMETERS OF HRD IN THE STUDY

HRD is the component of HRM that focuses on ‘nurturing’ employee’s skills. Maximization of the utilization of human resources for the achievement of individual and organizational goals is one of the important objectives of HRD. The three fundamental components of HRD are individual development, career development, and organizational development. Hence in the study the parameters used of HRD are as below:

1) INDIVIDUAL DEVELOPMENT: it focuses on personal growth and development of employees.

2) CAREER DEVELOPMENT: 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).

3) ORGANIZATIONAL DEVELOPMENT: OD focuses on developing the structures, systems and processes within the organization to improve organizational effectiveness.

4) APPRAISAL SYSTEM: policies and practices on performance appraisals, pay and promotions.
5) HRD policies on overall development, motivation and to develop congenial environment

1.6.4.2 PARAMETERS OF QWL IN THE STUDY

1) Adequate and fair compensation: compensation paid to the employees must be fair and adequate. In the sense it should be proportionate to work and paid in time. There must be consistency in payment of compensation. It is also include proper appraisal system. Organization pays to employees as per minimum wage act, bonus as per Bonus act, overtime pay, provident fund, ESI etc.

2) Safe and healthy working conditions: The organization must provide safe and healthy working conditions to the employees. Health relates to physical as well as mental health. Work must be in stress free condition. Care to be taken of bad postures, repetitive movements by adopting ergonomics system. Canteen, drinking water, safe transport facility, A/c, ventilation, first aid facility, crèches facility, refreshment facility etc. to workers should be made available.

3) Immediate opportunity of use and develop human capacities: competency level to be enhanced. Organization must help employee to be dynamic. Proper and suitable training to employee.

4) Future opportunity for continued growth and security: Recognition forum must be active. Personal and career counseling to be given. Arrangement of career development workshops and seminars for workers. Scope for promotions in the organization. Meaningful career paths must be laid down and career mapping of employees is to be followed.

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.

6) Constitutionalism in the work organization: This is related with equality, participative management and organizational norms. Respect and fair treatment to employees.
7) **Work and the total life space**: There has to be a balance between personal and professional life. Organization must create proper work offs to enrich the life of employees. Pay leaves and other leaves must be allowed.

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.

### 1.6.4.3 EMPLOYEE PERFORMANCE MEASUREMENTS:

1. Speed of work of an employee
2. Number of customers handled.
3. Customers complaints about employees work (decrease)
4. Increased satisfaction of work
5. Satisfactory appraisal.
6. Promotions
7. Recognition from higher authority and also from team members
8. High morale and motivation
9. Improved skills
10. High job involvement
11. Willingness to work

### 1.7 SAMPLE DESIGN

#### 1.7.1 THE UNIVERSE

Present study deals with BPO organizations. The target population for the study was employees of BPO industry of India. The problems of the employees of BPO industry is analyzed and interpreted under the study. In order to give proper representation, stratification was made on the basis of number of employees. A researcher had considered 50 BPOs, wherein the number of employees was ranging from 500 to 3000. Out of these 50 BPOs, a researcher selected 20% BPOs (i.e.10) on random, so as to avoid repetitive problems in the units.

The pilot study revealed that out of total employees of a company approximately 20% belong to higher level comprising of posts like President, MD/CEO, Cluster Head, CFO, Manager, Assistant Manager, Team leader etc. On an
average 10% were lower level employees as security guards, drivers etc. And on an average 70% of total number of employees were middle level employees.

The working conditions, standard of life, expectations from job and company as well as nature of work differs depending on the positions of work in the company. This brings differences in the factors to be considered for QWL of employees. And hence stratification was made on the basis of level of employment. Further the variation will be more in middle level group of employees. The researcher intends to study major portion of employees and therefore selected middle level employees composing on an average 70% of total number of employees in the selected BPOs.

1.7.2 AREA OF STUDY

The research was conducted at BPO organizations. BPO companies of Pune city were the area of study.

1.7.3 SELECTION OF SAMPLE

The sample population for this study comprised of middle level employees working in various BPOs in the city of Pune. During pilot study (year 2011) it was found that there were 82 BPOs in Pune and there was tremendous difference in the sizes and operations of BPOs. Some of these BPOs were either very small in size with less than 40 employees, or too large, with more than 3000 employees working at middle level.

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study major portion of employees and therefore selected middle level employees composing on an average 70% of total number of employees in the selected BPOs. They belong to the positions such as Trainee, Executive, Associates, Senior Associate, Process expert, Senior process expert, Process specialist and Analysts. The respondent’s areas of work include financial accounting, customer services, human resource, application process, procurement and others.

**TABLE NO. 1.1**

**TABLE SHOWING NUMBER OF EMPLOYEES IN SELECTED BPO’S**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the BPO companies</th>
<th>No. of employees</th>
<th>Sample size (5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Zensar Technologies Ltd. Pune India</td>
<td>1600</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>EXL Services, Pune India</td>
<td>1200</td>
<td>60</td>
</tr>
<tr>
<td>3</td>
<td>Syntel, Talwade Pune</td>
<td>1270</td>
<td>63</td>
</tr>
<tr>
<td>4</td>
<td>American Home Mortgage Servicing India Pvt. Ltd (AHMSI) Pune</td>
<td>600</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Convergys, Pune</td>
<td>700</td>
<td>35</td>
</tr>
<tr>
<td>6</td>
<td>Infosys BPO Limited, Hinjawadi, Pune</td>
<td>2640</td>
<td>132</td>
</tr>
<tr>
<td>7</td>
<td>Wipro Ltd. Pune</td>
<td>2350</td>
<td>118</td>
</tr>
<tr>
<td>8</td>
<td>Mphasis, An EDS company</td>
<td>800</td>
<td>40</td>
</tr>
<tr>
<td>9</td>
<td>Affinity Express, Pune India</td>
<td>900</td>
<td>45</td>
</tr>
<tr>
<td>10</td>
<td>L&amp;T Infotech, Pune India</td>
<td>1000</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>13060</strong></td>
<td><strong>653</strong></td>
</tr>
</tbody>
</table>

Source: Records of Concerned Companies (2012-13)

A sample size of 5% employees (middle level) from selected 10 BPOs was taken for this study. This came to 653 employees. Simple random sampling technique was used to gather data from the respondents. The questionnaire was intricately designed to tap the demographic variables including age, education, gender, marital status and tenure of the respondents. The data was collected by using the questionnaire, from 653 employees from the selected 10 BPOs at Pune.

The questionnaire was given to the selected sample size of 5% employees (middle level) from selected 10 units, which were 653 employees. Out of 653 questionnaires researcher received only 645 from respondents. During verification of questionnaires received from respondents, it was found that 36 questionnaire were
incomplete/selected double options etc. Therefore 609 questionnaires which were responded correctly were taken for analysis.

### 1.7.4 DATA COLLECTION METHODS

The researcher used the following tools in collecting data.

**(i) Questionnaires**

Questionnaires were both open-ended and close ended, they were self administered. The main survey was conducted using a self-explanatory questionnaire prepared on a five point Likert scale (Ranging from strongly agree to strongly disagree). Likert scale a psychometric scale, was useful in the present study while measuring characteristics of BPO employees such as attitudes, feelings, opinions etc. The researcher has chosen five point scales, as odd scale was better than even scale. Odd scale is better as we are not forcing any of the respondents to lean towards agree or disagree end, respondent could also be neutral. The five points are:

1) Strongly agree : (SA)
2) Agree : (A)
3) Cannot say : (CS)
4) Disagree : (DA)
5) Strongly disagree : (SD)

A pilot study has been conducted by choosing 20 respondents (employees) of 5 BPO organizations located in Pune. The above study equipped the researcher with a strong base in the development of the questionnaire. It helped in proposing the statements that affect QWL of BPO employees. After pilot study the required changes were made in the questionnaire.

**(ii) Documentary sources**

Some important data had also been obtained by looking deeply at documents such as training manuals and reports.

**(iii) Observation**

The researcher had also collected data through observing day to day activities of the organizations.
1.7.5 PERIOD OF THE STUDY

Both primary and secondary data collection methods were employed in the study. Primary data was collected from the respondents using a questionnaire. Data collection was done during the period of September 2013 to November 2014. For tracing the achievements and developments of the selected BPO unit’s secondary data for a period of 4 years (2011 to 2014) was considered.

1.8 TECHNIQUES OF DATA ANALYSIS

The collected data of the study had been processed by using the statistical techniques for bringing out the figures on all aspects of QWL of employees. The data collected was sorted and presented with the help of Charts, Diagrams and Tables. The data had been analyzed by using the tools such as Mean, Standard Deviation, Coefficient of variables. Chi-square test, T-test for significance of mean has been used.

For testing the hypothesis in the present study, the researcher has used two tests as Chi-square test and T-test. Chi-square test was used for studying independence of attributes like performance and growth, organizational development and QWL, training and employee performance, etc. For Hypothesis Testing Parametric test like test of significance of mean was used whereas non parametric test like Chi Square test of Independence was used. t- test is used for the mean scores of ranking given by the respondents. For this test, relevant questions ranking are clubbed and then t – test has been applied.

It was used for observed frequencies. T-test for significance of mean was calculated in this study. It was testing of mean scores of frequencies. The responses of BPO employees were summed up and have been tested with T- test for difference between means.

MS Excel, Statistical Package for the Social Sciences (SPSS) and STATA packages were used for the statistical analysis to test the hypothesis.

1.9 SCOPE OF THE STUDY

Topical scope of the study confined to the “Impact of HRD practices on quality of work life of employees in BPO industry in Pune”. The geographical scope
of the study is confined to Pune city. The analytical scope is restricted to testing of Hypothesis. The functional scope is of the study is confined to understand:

- Development of human competencies through HRD practices
- Importance of HRD policies and practices in the BPO industry
- The role of HRD practices in improving the quality work life of the employees and development of organization as a whole.

The study aimed to analyze the HR problems related with Quality of Work Life of BPO employees at Pune city and was expected to provide an insight into the HRD policies and Quality of Work Life of the employees. The BPOs would be in a position to take adequate steps forward to improve the QWL of their employees and to frame appropriate guidelines and policies to amend QWL programmes successfully and to make periodic surveys to assess the QWL.

1.10 LIMITATIONS OF THE STUDY

Being a management research, the study was not free from limitations. While conducting this study, the following were the limitations that were faced:

1. This study is majorly based on the use primary data for drawing inference. Hence the coverage of the study has been limited only to the BPO’s at Pune
2. The coverage of the study has been limited only to the BPO’s at Pune, hence cannot be generalized.
3. Lack of sincere cooperation from few BPO organization’s management due to their work pressure and stressful environment.
4. Inability to meet all the respondents personally due to organizations rules and regulations.

1.11 CHAPTER SCHEME OF THE STUDY

CHAPTER I: Introduction and Research design: This chapter deals with statement of the problem, significance of the study, objectives and hypothesis of the study, research methodology which includes collection of data, sample design, selection of
sample etc. It also focuses on parameters of HRD, QWL and performance of employees.

**CHAPTER II:** Review of literature: This chapter deals with review of literature of HRM, HRD and QWL. It includes detailed review of books, published articles in journals, M. Phil dissertations and Ph. D thesis on the topic of study. It covers meaning, functions of HRM and HRD, differences between HRM and HRD. And the dimensions of QWL under conceptual and theoretical framework.

**CHAPTER III: Growth of BPO Industry: Part I:** BPO Industry in India: Along with basic details of BPO, its importance, the chapter deals with the reasons as to why India is an ideal BPO destination and its growth. Part II: Profile of Pune district: This part through light on the Pune district profile. This includes toponymy, demography, location, economy, educational status, industrial details and IT revolution of Pune district.

**CHAPTER IV:** Analysis and interpretation of data: In this chapter analysis of various information collected through questionnaire was made with the help of statistical tools and testing of hypothesis of the study was also made in this part.

**CHAPTER VI:** Findings, Suggestions and Conclusion: The main findings and suggestions were given in this chapter based on detailed analysis of collected information.

**References:**

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