

CHAPTER-I

INTRODUCTION

In today's Globalized globe Social work believes that people who make the society are in turn shaped by the society itself. They are the most important and crucial asset for the very survival and sustained growth of the society. It is not the mere number of people, but their calibre, capabilities and character that distinguish prosperous and progressive societies from others. Among these, one of the fields is Human Resource Management which has become the concern of many international Organisations, national government, industrial organizations, trade unions, social worker and others. After all, man behind the machine is more important than the manmade machine.

High quality people are needed to take on the job towards prosperity and wellbeing. A high quality workforce is characterized by positive work attitudes, knowledge, skill, commitment and loyalty. Urge to achieve, willingness to experiment, adopt and change, cooperation and team spirit and the like differentiate quality people within the functionaries.

Quality of Work Life is fundamentally a philosophy or an approach that can permeate many difference activities in the workplace.

In present time more and more organisations are recognizing the importance of human Resource and viewing it as the investment in capital assets.

Indian BPO's exhibit formal, structured and rationalized HRM systems that include tightly controlled structures with a customer focus, a strategic role played by the HRM function and several employee involvement and commitment work practices.

The effectiveness of organization depends on the quality and efficiency of its human resource. Quality of Work Life plays significant role in overall job satisfaction and employee's involvement in the organization. In the entire process of getting OWL positive, management – employee relationship and sound inter personal relationship and communication;

provide the wheels to implement of Quality of Work Life practices. Quality of Work Life includes industrial effectiveness, work restructure, job enrichment, working humanization group, work concept, cooperation, workers involvement etc.

The emotional stress is mainly because one has the responsibility of a family and at the same time people are expected to deliver at workplace. One needs to walk on a tight rope and take the right decision to strike a balance. Each one of us goes through this emotional stress at our work place. How we deal with it, how we go through it, how we come out of it and how we experience it is what needs to be looked upon. Work-life balance is a measure of control; on how, where and when one needs to perform and strike balance between work and home. While recruiting people, they aren't asked about their family life. They are only asked about their education, experience and previous work place.

Human resources are the most important assets an organization has and their effective management is the key to its success. This success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. The corporate culture and the values, Organizational Climate and managerial behaviours that emanate from that culture will exert a major influence on the achievement of excellence. Thus culture must, therefore, be managed which means that continuous effort.

HRM is a strategic approach to the acquisition, motivation, development and management of the organization's human resources. It is a specified field that attempts to develop programmes/policies and activities to promote the satisfaction of both individual and Organizational need goals and objectives. HRM is also more comprehensive and deep rooted than training and development. HRM is a production model approach to personnel management. The HRM model is characterized as being employee oriented with an emphasis on the maximization of individual skills and motivation through consultation with the work force so as to produce high levels of commitment to company strategic goals. It is an asset to be invested in.

Importance of Human Resource Management

People have been central to organizations, but their strategic importance is growing in today's knowledge based industries. An organization's success increasingly depends on the knowledge, skills and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization can hire, develop and utilize best brains in the marketplace, realize its professed goals and deliver results better than others.

Human resource management helps an organization and its people to realize their respective goals thus:

At the enterprise level:

- Good human resource practices can help in attracting and retaining the best people in the organization. Planning alerts the company to the types of people it will need in the short, medium and long run.
- It helps in training people for challenging roles, developing right attitudes towards the job and the company, promoting team spirit among employees and developing loyalty and commitment.

At the individual level:

Effective management of human resources helps employees thus:

- It promotes team work and team spirit among employees.
- It offers excellent growth opportunities to people who have the potential to rise.
- It allows people to work with diligence and commitment.

At the society level:

- Society, as a whole, is the major beneficiary of good human resource practices.
- Employment opportunities multiply.

- Scarce talents are put to the best use. Companies that pay and treat people well always race ahead of others and deliver excellent results.

At the national level:

- Effective use of human resources helps in utilization of natural, physical and financial resources in a better way. People with right skills, proper attitudes and appropriate values help the nation to get ahead and compete with the best in the world leading to better standard of living and better employment.
- According to Ivancevich and Glueck,” Human resource management is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and individual goal.

Functions of HRM

The HRM functions in India have evolved over time. While the traditional welfare and labour relations focused functions existed, after independence in 1947, the trade union activity intensified and labour laws were introduced. Initially the personnel's departments were involved more in welfare activities, labour compliance and maintaining industrial peace. The focus on human resource development emerged during 1985-1995 after IIM-A professors Udai Pareek and T.V.Rao popularized the HRD concept in Indian Industry. With the development of knowledge industry and the resulting high demand for people the HR function started to take a strategic focus.

HRM is concern with two sets of functions, namely Managerial functions and Operative functions.

Managerial Functions

The basic managerial functions comprise planning, organizing, directing, and controlling.

Planning: This function deals with the determination of the future course of action to achieve desired results. Planning of personnel today prevents crises tomorrow. The personnel manager is expected to determine the personnel programme regarding recruitment, selection, and training of employees.

Organizing: This function is primarily concerned with proper grouping of personnel activities, assigning of different groups of activities to different individuals and delegation of authority. Creation of a proper structural framework is his primary task organizing in fact is considered to be the wool of the entire management fabric and hence cannot afford to be ignored.

Directing: This involves supervising and guiding the personnel. To execute plans, direction is essential for without direction there is no destination. Many a time, the success of the organization depends on the direction of things rather than their design. Direction then consists of motivation and leadership. The personnel manager must be an effective leader who can create winning teams. While achieving results, the personnel manager must, invariably, take care of the concerns and expectations of employees at all levels.

Controlling: Controlling function of personnel management comprises measuring the employee's performance, correcting negative deviation and industrial assuring an efficient accomplishment of plans. It makes individuals aware of their performance through review reports, records, and personnel audit programmes. It ensures the activities are being carried out in accordance with stated plans.

Operative Functions

The operative functions of HRM are related to specific activities of personnel management, viz., employment, development,

compensation and industrial relations. These functions are to be performed.

Procurement function: The first operative function of personnel management is procurement. It is concerned with procuring and employing people who possess necessary skills, knowledge and aptitude. Under purview you have job analysis, manpower planning, recruitment, selection, placement, induction and internal mobility.

Job analysis: It is the process of collecting information relating to the operations and responsibilities pertaining to a specific job i.e. knowledge, skills and abilities.

Human resource planning: It is a process of determining and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet their needs and provide satisfaction for the individuals involved.

Recruitment: It is the process of searching for prospective employees and stimulating them to apply for in the organization.

Selection: It is the process of ascertaining qualifications, experience, skills and knowledge of an applicant with a view to appraising his/her suitability to the personnel manger's responsibility to position the right candidate at the right level.

Induction and Orientation: Induction and Orientation are techniques by which a new employee is rehabilitated in his new surroundings and introduced to the practices, policies, and people. He must be acquainted with the principles which define and drive the organization, its mission statement and values which form its backbone.

Internal mobility: The movement of employees from one job to another through transfer and promotions is called internal mobility.

Some employees leave an organization due to various reasons leading to resignation, retirement and even termination. These movements are known as external mobility. In the best interest of an organization and its employees, such job changes should be guided by well- conceived principles and policies.

Development: It is the process of improving, moulding, changing and developing the skills, knowledge, creative ability, aptitude, attitude, values and commitment based on present and future requirements both at the individual's and organization's level. This function includes:

Training: Training is a continuous process by which employees learn skills, knowledge, abilities and attitudes to further organizational and personnel goals.

Executive development: It is a systematic process of developing managerial skills and capabilities through appropriate programmes.

Career planning and development: It is the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. It includes succession planning which implies identifying developing and tracking key individuals for executive positions.

Human resource development: HRD aims at developing the total organization. It creates a climate that enables every employee to develop and use his capabilities in order to further both individual and organizational goals

Motivation and compensation: It is a process which inspires people to give their best to the organization through the use of intrinsic (achievement, recognition, responsibility) and extrinsic (job design, work scheduling, appraisal based incentives) regards.

Job design: Organizing tasks and responsibilities towards having a productive unit of work is called job design. The main purpose of job design is to integrate the needs of employees to suit the requirements of an organization.

Work schedule: Organizations must realize the importance of scheduling work to motivate employees through job enrichment, shorter work week's flexi time, work shaping and home that they value. Work scheduling is an attempt to structure work, incorporation the physical, physiological and behavioural aspects of work.

Motivation: Combating forces that allow people to behave in certain as is an integral aspect of motivation. People must have both the ability and the motivation if they are to perform at a high level. Managers generally try to motivate people through properly administered rewards (financial as well as non-financial).

Job evaluation: Organizations formally determine the value of jobs through the process of job evaluation. Job evaluation is the systematic process of determining the relative worth of jobs in order to establish internal equality between various jobs.

Performance appraisal: After an employee has been selected for a job, has been trained to do it and has worked on it for a period of time, his performance should be evaluated. Performance evaluation or appraisal is the process of deciding how employees do their tasks. It is a method of quantitative and qualitative aspects of job performance. It is a systematic and objective way of determining and communicating to an employee how he or she is performing and ideally, establishing a plan of improvement.

The appraisal process consists of six steps:

- (1) Establish performance standard with employees
- (2) Set measurable goals (manager and employee)

- (3) Measure actual performance
- (4) Compare actual performance with standards
- (5) Discuss the appraisal with the employees and
- (6) If necessary initiate corrective action.

Compensation administration: Compensation administration is the process of dividing how much an employee should be paid. The important goals of compensation administration are to design a low-cost pay plan that will attract, motivate and retain competent employees –which is also perceived to be fair by these employees.

Incentives and benefits: In addition to a basic wages structure, most organizations now a day's offer incentives compensation based on actual performance. Unlikely incentives, benefits and services are offered to all employees as required by law including social security, insurance, workmen's compensation, welfare amenities etc. organization have been offering a plethora of other benefits and service as well as a means of 'sweetening the pot', (employee stock options, birthday gifts, paid holidays, club membership).

Outsourcing

Outsourcing is shifting a company's essential operations to a third party vendor in order to gain various benefits including better services, low cost and speedy work.

The company that chooses to outsource is known as the customer or buyer while the third party that provides outsource services is known as the supplier or vendor. The vendor may be a firm or a group of individuals. This is generally situated at a different physical location.

In outsourcing, the vendor has complete control over the process being outsourced as compared to contracting in which the customer has more control over the process being contracted.

Mode of Outsourcing

Outsourcing has attracted increased attention due to the Eastern Europe and the alleged threats these destinations provide to the jobs in the US and Europe. However, outsourcing occurs in various other modes such as on shoring, near shoring and home sourcing.

- *On shoring:* Outsourcing to a vendor that is located at a destination domestic to the customer.
- *Off shoring:* Outsourcing to a vendor that is located in a far off country (refer to the report on outsourcing to India for more details).
- *Near shoring:* Outsourcing to vendor in a nearby country.
- *Home sourcing:* Outsourcing to workers who work from home.

Advantages of outsourcing

Outsourcing offers numerous advantages to the customers, some of which have been elaborated below;

Focus on core competencies: Outsourcing enables customers to divert their attention from supplementary tasks and focus on their core functions. Customer care, documentation, IT up gradation and administrative tasks such as internal audit and payroll processing are the noncore tasks for many companies and consume the time of the management if handled in house. When these tasks are outsourced, the company management can focus on the company's core competency and bring better services and products into the market. For example Hero Honda Motors outsource its IT maintenance work so that its staff can focus on user requirements to deliver services instead of spending time on routine complaints.

Cost savings: Cost savings is an important consideration outsourcing decision. Outsourcing enables companies reduce their

costs on resource management, labour. According to Accenture, outsourcing leads to a cost saving of 25 percent to 30 percent. Outsource partners internationally estimate the cost savings to reach up to 50 percent when the outsourced work is offshore. Sparkasse Leipzig, a German savings bank, has outsourced its IT related work to Siemens Business Services for a cost of 30 million Euros. Reduction in IT costs and harnessing Siemens advanced technology were the driving factors for this deal for Sparkasse Leipzig.

Quality: Vendors have expert employees along with specialized processes and technology that ensure better quality of output for the customer. However, the customer has to carefully select a vendor that will provide it with the quality of services that it requires.

Flexibility: Outsourcing provides flexibility to the customer as the buyer can change a vendor if required. Changing a vendor in case of poor delivery is much easier than changing a full time employee. Many outsourcing deals incorporate conditions for change in requirement or termination of contract ensuring flexibility.

Time to market: Offshore outsourcing offers rounds the clock work benefits and hence reduces the time to market. Both onshore and offshore outsourcing may also result in time saving if the vendor has skills and expertise that are not internal to the customer organisation. Outsourcing also enables faster start up, development and scalability for new operations.

Access to diverse technologies: Vendors have focus on particular services and play in volume. This enables them to keep themselves up to date with the technology required in these services. The customer can thus avoid technology obsolesce and leverage the vendor's access to diverse and advanced technologies.

Types of outsourcing

Outsourced services can be categorized into the following two groups

1. *Technology services*

2. *Business processes*

1. *Technology services:* Companies require advanced IT and communication technologies for their regular operations. Rapid changes in the technology sector bring new capabilities to use of companies that need to select the right kind of vendor to get the best technology at the cheapest cost. Following technology services are generally outsourced by customers.

2. *Business process:* Business process outsourcing (BPO) is a form of outsourcing that involves the contracting of the operations and responsibilities of a specific business functions (or processes) to a third party service provider. Originally, this was associated with manufacturing firms, such as Coca Cola that outsourced large segments of its supply chain. In the contemporary context, it is primarily used to refer to the outsourcing of services.

BPO is typically categorized into back office outsourcing – which includes internal business functions such as human resources or finance and accounting and front office outsourcing which includes customer related services such as contact centre services.

Given the proximity of BPO to the information technology industry, it is also categorized as an information technology enabled service of ITES. Knowledge process outsourcing (KPO) and legal process outsourcing (LPO) are some of the sub segments of business process outsourcing industry.

Companies generally outsource *four types of processes*:

- Processes that link to suppliers (supply chain management).

- Processes that link with customers (sales, marketing and customers care).
- Production process (R&D, contract manufacturing).
- Support process (finance HR). Examples of process now outsourced include human resources, employment, accounting, finance, procurement, travel the order to cash process, cafeteria, payroll, landscaping, real estate, manufacturing, and advertising and on and on any process that is not core and should improve if managed by a specialist.
- Cost reductions: cost reduction is done through process improvements, reengineering and use of technologies that reduce and bring administrative and other costs under control.
- Concentration on core business: with the day to day office operations taken care of, the management is free to concentrate more on the core business of the company.
- Outside expertise: company is saved from the hassles of recruiting and training personnel. BPOs' ensure that experts from another company provide the needed guidance and skills.
- Cater to changing customer demands: It is another great advantage of our sourcing the business processes. Many BPOs' provide the management with flexible and scalable services to meet the customer's changing requirements and to support company acquisitions, consolidations, and joint ventures.
- Revenue Increase: As stated above, by outsourcing not core processes, companies can concentrate on increasing their

sales and market share develop new products, spread out into new markets and increase customer service and satisfaction.

Historical Development of BPO

Business process out-sourcing (BPO) is the contracting of a specific business task such as payroll, to a third party service provider. Usually, BPO is implemented as a cost saving measure for tasks that a company requires but does not depend upon maintain its position in the market place

BPO that contract out-side a company own is sometimes called offshore outsourcing BPO that is contracted to a company's neighbourhood country is sometime called seashore out sourcing, and BPC that is contracted within the company's own country is sometime called out-share outsourcing

Use of BPO as opposed to an application service provider (ASP) usually also means that a certain amount of risk is transferred to the company that is running the process elements o behalf of the outsource BPO include the software, the process management and the people to operate service, while a typical ASP model includes only the provision of access to functionalities and features provided or 'served up' through the use software, usually via web browser to the customer. BPO is a part dependent on information technology enables services or legal process out-sourcing is some of the sub sets of business process out sourcing.

Over the years, the meaning of the term 'out-sourcing' has undergone a sea-change what started off as the shifting of manufacturing to countries providing cheap during the industrial revolution has taken on a new connotation in today's scenario. In a world where it has become the backbone of business worldwide, 'out-sourcing' is the process through which are company hands over past of its work to another company making it responsible for the

business process under strict guidelines regarding requirements and specification from the out sourcing company. This process is beneficial to both the service provider, as enables costs and increase quality in non core areas of business and utilize his expertise and competencies to the maximum. And now we can see the benefit to the service companies in India as they mature, prosper and build core capabilities beyond what would generally be possible by the out-sourcing company.

The ties or BPO industry is a young and nascent sector in India and has been in existence for a little more than five years. It initially began as an activity confined to multidimensional companies. But, today it has developed into a broad based business platform backed by leading Indian organization.

IT software and services organization and other third party services providers / the ITES/BPO market expanded its base with the entry of Indian IT companies and the ITES market of the present day is characterized by the existence of these IT giants who are able to leverage their broad skills-sets and global clients to offer a wide spectrum of services. The spectrum of services offered by Indian companies has evolved substantially from its humble beginnings. Today, Indian companies are offering a Variety of outsourced services ranging from customer care, transportation , billing services and database ,marketing, to web sales/marketing, accounting, tax processing, transaction document, management, telesales, telemarketing.

Conceptual frame work of BPO (Business Process Outsourcing)

Business Process Outsourcing (BPO) contains the transmission of processes along with the related operational activities and responsibilities, to a third party with at least a guaranteed the same service level and where the client contains a firm grip over the (behaviour of the) vendor for mutual long term success. BPO is

positively associated to the search for more efficient organizational designs: cost decrease, productivity increase and innovative capabilities.

Normally, BPO is undertaken by developed firms. For example Coca Cola, where almost the total supply chain is outsourced and the company is essentially becoming a marketing organisation. However BPO is nowadays fast conquering the service oriented firms as well. A famous example is provided by the Bank of America, who outsourced their complete HR function to exult, one of the important Human Resource BPO vendors.

BPO is often divided into two categories: back office outsourcing, which includes internal business functions such as billing or purchasing, and front outsourcing, which includes customer related services such as marketing or tech support. The endless opportunities IT provides, stimulates (cross border) BPO activities BPO that is contracted outside a company's own country is sometimes called offshore outsourcing. BPO that is contracted to a company's neighbouring country is sometimes called near shore outsourcing and BPO that is contracted within the company's own country is sometimes called onshore outsourcing. The most common examples of BPO are call centres, human resources, accounting and payroll outsourcing.

Types of BPO Services

BPO services are generally categorized into horizontal and vertical services. These have been explained below.

Horizontal BPO: Horizontal BPO involves function centric outsourcing. The vendor specialises in carrying out particular functions across different industry domains. Examples of horizontal BPO are outsourcing in procurement, payroll processing, HR, facilities management and similar functions. Automatic Data

Processing (ADP) is an example of a horizontal BPO vendor. ADP focuses on providing services in horizontal functions such as payroll, HR, benefit administration, tax solutions etc. however, according to Gartner, companies should focus on providing vertical services as the market matures.

Vertical BPO: A vertical BPO focuses on providing various functional services in a limited number of industry domains. Healthcare, financial services, manufacturing and retail are examples of vertical BPO domains. EXL service holding is a vertical BPO having focus on industry domains such as healthcare, business services, utilities and energy and manufacturing

Process / Functions of BPO

BPO deals mainly with noncore processes of an organisation. Some of these processes have been briefly.

Administrative support: Outsourcing of administrative support functions includes data entry. Document conversion, forms processing, document scanning, indexing, secretarial tasks support, etc.

Customer relationship management: Customer service outsourcing includes outsourcing of functions such as customer support, order taking, customer service, product support, technical help desk, collections and market research. Refer to the report on customer service outsourcing for more details.

Document processes: Document process outsourcing includes outsourcing of customer facing, technical, marketing and communications, financial accounting, and regulatory compliance documents.

Finance and accounting: Finance and accounting outsourcing includes services such as internal auditing, time and expense

management, travel expenses, credit and debt analysis, collections, invoicing, accounts payable, accounts receivable and billing disputes resources.

Human resources and training: Human resources (HR) is one of the most critical assets of a company and companies need to carry out various tasks such as recruitment, training, attrition / retention, database management, contract worker management etc. for their employees. Carrying out these tasks through an internal HR department is costly and diverts the attention of the management from its core business issues. Hence, companies are now resorting to HR outsourcing big time.

Intellectual property research and documentation: Outsourcing in intellectual property research and documentation includes filling and drafting of patent applications, prior art research, licensing support, and patent portfolio analysis.

Legal services: Legal process outsourcing (LPO) involves consulting, research, transcription, documents management, billing, translation and other administrative and secretarial support services required for various legal functions such as commercial litigation, arbitration and mediation, appeals, government contracts, legal risk evaluation etc.

Medical transcription: Medical transcription is writing down medical records dictated by physicians and other health care professionals. These records include patient history and physical reports, clinic notes, therapeutic procedures, clinical course, diagnosis, prognosis, discharge summaries, etc.

Payroll maintenance and other transaction processing: This segment includes payroll, payment, check, credit card and stock trade processing. Forester research predicts transaction processing to be a large segment within the BPO industry soon, with a market

size of USD 58 bill in 2008. Some vertical processes such as mortgage, loans and insurance claims processing are also being outsourced.

Product development: Companies need to constantly innovate to remain competitive in the market. With the increasing specialization of expertise required to carry out product development, companies choose to outsource their R&D functions to vendors who have expertise in a given field. Over the past few years, numerous MNCs' have initiated off shoring R&D to other countries including India which is emerging as a hub for R&D outsourcing.

Publishing: Publishing outsourcing involves outsourcing functions such as book design book digitization, e-publishing, drawings and graphics, indexing, journal administration etc.

Research and analysis: Companies require data and its analysis for making informed strategic decisions. These companies have started outsourcing their research and analysis requirement to vendors who specialize in typical research and analysis work such data analytics, financial analytics, market research, secondary research, primary research, industry overview, competitive intelligence etc.

Security: Companies have to search for new technologies and employ qualified security professionals to keep their data secure from theft. Maintaining these resources and implementing a fool proof security policy is a difficult task which can be better handled by experienced third party security agencies. Security outsourcing involves management of investigative services, physical security, electronic security, electronic security systems, computer and network security etc.

Supply chain management: Outsourcing in supply chain management involves logistics, procurement, warehouse

management, contract management, supply chain relationship management etc. over the years; different models have been used for conducting business in BPO. The regular outsourcing models of on shoring, near shoring and off shoring are seen in BPO as well. TPI, a sourcing advisory, has observed that in addition to on shoring, near shoring and off shoring, BPO operations are also conducted through the following three business models:

Major Areas of BPO Sector

- IT enabled services (ITES)
- E – logistics
- Management of facility and operations
- Legal services

Types of BPO there are several types of BPO providers. One way to categorize them is as:

- 1. Transaction**
- 2. Niche**
- 3. Comprehensive**

Transactional BPO: Transactional BPO handles one aspect of a process. Only. The customer has to carry out a significant part of the process in house and hence the customer owns the risk of the process. Also, outsourcing many aspects of the process in a transactional mode leads to complex fragmentation which can pose as a threat to productivity delivery.

Niche BPO: A niche BPO carries out 3-4 aspects of a process. A niche BPO, which also makes certain investments in the customer's process, aims at improving the efficiency of the process. The vendor in a niche BPO works in close coordination with the buyer, sometimes seeking the services of the customer's employees. Both the vendor and the buyer share the risk of the process.

Comprehensive BPO: A comprehensive BPO handles both transactional and administrative tasks in a process and takes 70 percent responsibility of the output. The vendor purchases the buyer's assets and also hires most of its employees. Comprehensive BPO has bulk deals lasting for 7-10 years.

Transaction providers handle a single process (such as payroll), at their sites and with their people. They are accountable for the transactions only, and they are paid per transaction. This form of outsourcing is easiest to manage, but it can also fragment operations because different pieces are handled by different providers.

Comprehensive providers handle the transactional and administrative processes of a function (such as HR). They work globally, they aim to increase processes effectiveness, and they are generally paid based on outcomes. This is the newest form of BPO and it involves the most change because the providers introduce new and better practices and processes.

Evolution of Key Services and Verticals

Categorization of the present BPO services:

1. Customer care
2. Finance
3. Payment Services
4. Administration
5. Human Resources
6. Content Development

Hazards faced by employees in BPO sector:

There are different types of hazard or problems which employees faced, they are as follow:

- ***Health hazard***
- ***Biological change due to night shift***
- ***Sleep disturbances***
- ***Social division***
- ***Social problem***
- ***Psychological problems***

Health hazards: Every job profile has its own positive and negatives. As far as call centre are concern, let's first understand what the key factors that bring about stress. Apart from the common work issue like boss colleague, target and pressure, the call centre stress is mainly because of working in shift and its impact on the biological and social life of an individual.

The human body has its own routine and whosoever goes against it cannot stay healthy. For a call centre employee, it start with stress and insomnia in the early stages and ultimately it leads to premature greying of hair, hair loss and digestive disease Call centre employees also suffer from aches related to arms, hands and wrists due to continue use of key board and mouse. This is aggravated by the fact that they have to multi task.

A call centre employee have to check all call procedures, run delivers tests for troubleshooting (a technical support call centres) fill entire in the CRM software, check for update and check for account status of customer. All this has to happen on a single call. Long hours of sitting attending calls leads to back and shoulder pains as well.

Furthermore die to exorbitant exposure to computers screen and head phones (for the periods 8 to 10 hours per day) auditory and

visionary problems also set in i.e. hearing impairing and ear infection can also be cause due to continuous usage of headsets.

Moreover, when a call centre acquires a new account there are manpower r problems in beginning and meeting the service level agreement requirement become difficult as a consequences, many employee don't get breaks and keep working nonstop.

The key assumption that one makes in such a situation is that in the future the circumstance will be much more favourable. Unfortunately, as far as the call centres are concern, this assumption is unrealistic. People have already come to the conclusion that India has become the out sourcing hub of the world and there the BPO boom will last forever.

Further as technology progress many back-end and jobs will get automated and this might lead to more job losses. Consumerism would have set in a greater levels in call centres by them and this could lead a host of others problems.

Biological changes due to night shift: Basically, the primary factor of working gin shift is that the internal biological clock inside our body is balance to adjust to the day and night shift. This result in chemical changes in our body causing problem. There by one of the key stress cop skill is to avoid long duration of night shift and have regular shift between. Also prefer not have sudden long shift changes so that the body is able to adapt to odd hours.

Due to long shifts, chances of human errors increase and there is difficulty in concentrating on the work at hand. To manage this individual should avoid working continuously for long hours. Taking multiple breaks is an effective way to maintain concentration and efficiency. During those breaks socializing with colleagues would help relax and also team relationship. As far as exercises are concerned, they could be done at work place as well especially at

the end of shift, as most of call centres should have the basic facilities for exercising.

Sleep disturbances: The BPO worker either has not been sleeping nor had a very poor quality of sleep. This has probably not been capable of restoring the sleep debt faced after a night -shift and resulted into excessive sleepiness. The sleep pattern of BPO workers is markedly different from Deep sleep patterns and their impact on life style, anxiety and depression in BPO workers.

The effects of shift work on sleepiness, performance and safety are profound. Examples include greater incidence of truck accidents at night, errors in misreading in gas works during night shifts, telephone operators connecting calls more slowly at night, seed of shaping threads in a textile mill going down during the night proper mental arithmetic and reduced exaction time during a night shift. In the BPO group of the present study subjects, 32% reported of having had an accident or near accident because of sleepiness compared to only 4.8% of the controls. This is very serious observation and may have disastrous consequences. Shift work sleep disorder typically manifest as insomnia or excessive sleepiness that occurs with the work schedule. Mostly shift workers experience difficulties after a night shift and quite a few many have problems with early morning =s start times begin typically curtailed by 1 to 4 hour. Various animal and human models of sleep deprivation have demonstrated that clinical disorders that cause either sleep curtailment or fragmented sleep resulting in functional sleep deprivation result in excessive daytime.

Social problem: A major problem for call centre employees is to take out time for relationship. There is hardly any times for family and friends the pre dominate reason is mismatch of timings. Call centre follow the calendar of the country they are servicing, s their holidays also come accordingly, it is normal for call centre

employees no to celebrate festivals with their loved ones. This lead to problem at home. Stories of newly married couples, one of whom works for a call centres. Meeting only on weekends and that too if the call centre employee has an off day, are fairly common. In such a situation one definitely need to ask, 'what is the future of their family?'

Also the displeasure, exasperation, monotony and frustrating of the call centre employee affects their social life, which in turn affects their emotional self.

Social division: Perhaps the most impotent negative impact that call centres have generated is the wide-ranging social division within family and outside. First, call centres are contributing to creating a category of middle-calls youth who are slowly being culturally alienated from the rest of the crowd in the urban area. The new working habits and patterns of lifestyle, like working in the night, smoking, drinking and pub culture, are in complete contrast to the ways of living together, value systems, traditions and beliefs still nurtured by the urban middle class. These young people have little time to spare for their family members relatives, or friends due to a long duration of work estimated to be somewhere between ten and twelve hours of per day. The fear of someone always sweetening to take his/ her job makes it necessary to work hard. As they earned more than their parents ever did, finance is not a problem for them as they adopt the life style that they pretend to represent in the call centres. These issues are creating family and social tension in the urban area

Psychological problems: The rising numbers of Indian call centre and software workers are complaining of stress panic attacks, depressing relationship troubles alcoholism and eating disorders. to quote from the study doyen by kalyani menon in female workers in I Indian call centres girls have no social life indeed, they are hardly

able to exchange more than a few words with their families, far less spend time with friends or working days. On days off most of them do not even read the newspaper or watch anything more than mindless programmes on TV many of them show symptoms of bipolar disorder with going to work each day as the high when they are at home they are listless, bad tempered and depressed. Even while stress and burnout are severely debilitating the workers in the sectors, they are forced to live with it. Most often workers do not relate their problems outside the family as it would be considered a sign of weakness in the personality but more importantly it could threaten their employment jeopardy. Often firms do not treat these problems as the workers' individual problem, through of late some up market ITES firms, such as EXL services, are providing psychiatric medical support to the workers in the firm itself.

Quality of Work Life

Quality of Work Life 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. Quality of Work Life consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labour management cooperation. People also conceive of Quality of Work Life as a set of methods, such as autonomous workgroups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, Quality

of Work Life is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Accordingly, the rising number of two-income households is heightening the concern for employees' Quality of Work Life. Given that female participation at work is increasing, it is apparent that males and females independently will need to take care of both work and home. Therefore, quality of work experience rather than work per se became the focus of attention and workplace wellness is crucial in promoting healthier working environments.

Past research on Quality of Work Life:

The evolution of Quality of Work Life began in late 1960s emphasizing the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment. Indeed, it is difficult to best conceptualize the Quality of Work Life elements. Walton proposed eight major conceptual categories relating to Quality of Work Life as: (1) Adequate and fair compensation, (2) Safe and healthy working conditions, (3) Immediate opportunity to use and develop human capacities, (4) Opportunity for continued growth and security, (5) Social integration in the work organization, (6) Constitutionalism in the work organization, (7) Work and total life space and (8) Social relevance of work life.

Common assessment of Quality of Work Life is the individual attitudes. This is because individual work attitudes are important indicators of Quality of Work Life. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the

workplace. While the characteristics of the jobs have long been considered to be important influences on work attitudes, the past decades of 1970s and 1980s have witnessed much greater attention to aspects of the organizational context in which the job is performed. Thus, we must also look at how organizational characteristics exert both direct and indirect effect on the Quality of Work Life

Conceptual Framework of Quality of Work Life

The concept of Quality of Work Life is literally used with various connotations. It conveys different meanings depending on its context. Planners use this term to indicate the overall growth of living conditions of people. To measure and to compare the quality of life of people of different countries, now a scale called Human Development Index (HDI) is used. Standards herein are average span of people, birth rate, infant mortality rate, basic education and literacy, nutrition, availability of safe drinking water etc. This will be valid at national level.

Quality of Work Life programs are another way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation. The elements in a typical Quality of Work Life program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early Quality of Work Life efforts focus on job enrichment. In addition to improving the work system, Quality of Work Life programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

Vigorous Domestic and International competition drive organisations to be more productive. Proactive managers and

human resource departments respond to this challenge by finding new ways to improve productivity. Some strategies rely heavily upon new capital investment and technology. Others seek changes in employee relations practices.

Human resource departments are involved with efforts to improve productivity through changes in employee relations. Quality of Work Life means having good supervision, good working conditions, good pay and benefits and an interesting, challenging and rewarding job. High Quality of Work Life is sought through an employee relations philosophy that encourages the use of Quality of Work Life efforts, which are systematic attempts by an organisation to give workers greater opportunities to affect their jobs and their contributions to the organisation's overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process.

A Rationale: Job specialisation and simplification were popular in the early part of this century. Employees were assigned narrow jobs and supported by a rigid hierarchy in the expectation that efficiency would improve. The idea was to lower cost by using unskilled workers who could be easily trained to do a small, repetitive part of each job.

Many difficulties developed from that classical job design, however. There was excessive division of labour. Workers became socially isolated from their co-workers because their highly specialised jobs weakened their community of interest in the whole product. De-skilled workers lost pride in their work and became bored with their jobs. Higher-order (social and growth) needs were left unsatisfied. The result was higher turnover and absenteeism, declines in quality and alienated workers. Conflict often arose as workers sought to improve their conditions and organisations failed to respond

appropriately. The real cause was that in many instances the job itself simply was not satisfying.

Forces For Change: A factor contributing to the problem was that the workers themselves were changing. They became educated, more affluent (partly because of the effectiveness of classical job design), and more independent. They began reaching for higher-order needs, something more than merely earning their bread. Employers now had two reasons for re-designing jobs and organisations for a better Quality of Work Life:

- Classical design originally gave inadequate attention to human needs.
- The needs and aspirations of workers themselves were changing.

Definition

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 (1976) 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 (1979)** (6) more pragmatically identified the essential components of Quality of working life, as basic extremist 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 organisation and employee group.

Warr and colleagues (1979) (7), 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.

Quality of Work Life and Human Resources Management

Humanised Work Through Quality of Work Life:

One option was to re-design jobs to have the attributes desired by people, and re-design organisations to have the environment desired by the people. This approach seeks to improve Quality of Work Life. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to Quality of Work Life provides a more humanised work environment. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life

roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement.

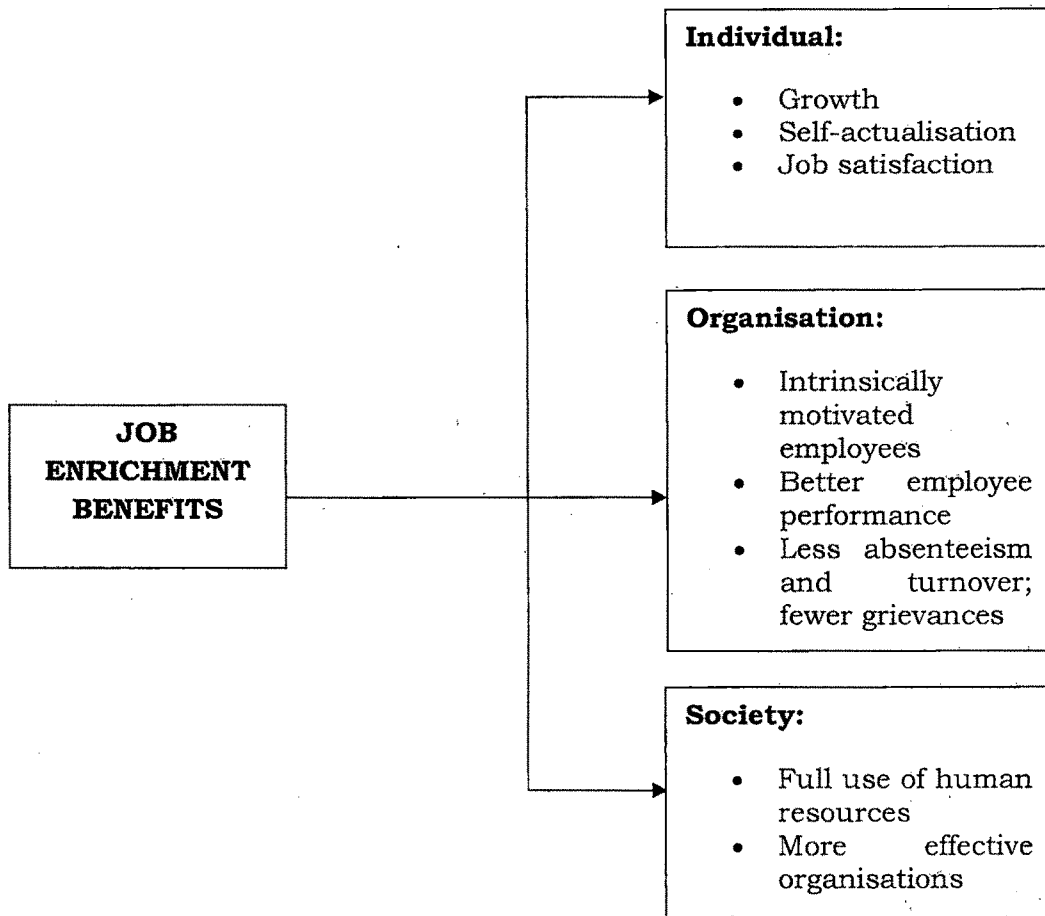
Job Enlargement vs. Job Enrichment:

The modern interest in Quality of Work Life was stimulated through efforts to change the scope of people's jobs in attempting to motivate them. Job scope has two dimensions – breadth and depth. Job breadth is the number of different tasks an individual is directly responsible for. It ranges from very narrow (one task performed repetitively) to wide (several tasks). Employees with narrow job breadth were sometimes given a wider variety of duties in order to reduce their monotony; this process is called job enlargement. In order to perform these additional duties, employees spend less time on each duty. Another approach to changing job breadth is job rotation, which involves periodic assignment of an employee to completely different sets of job activities. Job rotation is an effective way to develop multiple skills in employees, which benefits the organisation while creating greater job interest and career options for the employee.

Job enrichment takes a different approach by adding additional motivators to a job to make it more rewarding. It was developed by Frederick Herzberg on the basis of his studies indicating that the most effective way to motivate workers was by focusing on higher-order needs. Job enrichment seeks to add depth to a job by giving workers more control, responsibility and discretion over how their job is performed. The difference between enlargement and enrichment is illustrated in the figure on the next page.

Job enrichment brings benefits, as shown in the below figure.

Benefits of job enrichment emerge in three areas



Its general result is a role enrichment that encourages growth and self-actualisation. The job is built in such a way that intrinsic motivation is encouraged. Because motivation is increased, performance should improve, thus providing both a more humanised and a more productive job. Negative effects also tend to be reduced, such as turnover, absences, grievances and idle time. In this manner both the worker and society benefit. The worker performs better, experiences greater job satisfaction and becomes more self-actualised, thus being able to participate in all life roles more effectively. Society benefits from the more effectively functioning person as well as from better job performance.

Applying Job Enrichment:

Viewed in terms of Herzberg's motivational factors, job enrichment occurs when the work itself is more challenging, when achievement is encouraged, when there is opportunity for growth and when responsibility, feedback and recognition are provided. However, employees are the final judges of what enriches their jobs. All that management can do is gather information about what tend to enrich jobs, try those changes in the job system and then determine whether employees feel that enrichment has occurred.

In trying to build motivational factors, management also gives attention to maintenance factors. It attempts to keep maintenance factors constant or higher as the motivational factors are increased. If maintenance factors are allowed to decline during an enrichment program, then employees may be less responsive to the enrichment program because they are distracted by inadequate maintenance. The need for a systems approach in job enrichment is satisfied by the practice of gain sharing.

Since job enrichment must occur from each employee's personal viewpoint, not all employees will choose enriched jobs if they have an option. A contingency relationship exists in terms of different job needs, and some employees prefer the simplicity and security of more routine jobs.

Core Dimensions: A Job Characteristics Approach:

How can jobs be enriched? And how does job enrichment produce its desired outcomes? J. Richard Hackman and Greg Oldham have developed a job characteristics approach to job enrichment that identifies five core dimensions – skill variety, task identity, task significance, autonomy and feedback. Ideally, a job must have all five dimensions to be fully enriched. If one dimension is perceived to

be missing, workers are psychologically deprived and motivation may be reduced.

The core dimensions affect an employee's psychological state, which tends to improve performance, satisfaction and quality of work and to reduce turnover and absenteeism. Their effect on quantity of work is less dependable. Many managerial and white-collar jobs, as well as blue-collar jobs, often are deficient in some core dimensions. Although there are large individual differences in how employees react to core dimensions, the typical employee finds them to be basic for internal motivation.

The Human Resource Department's Role

The role of human resource department in Quality of Work Life efforts varies widely. In some organisations, top management appoints an executive to ensure that Quality of Work Life and productivity efforts occur throughout the organisation. In most cases, these executives have a small staff and must rely on the human resource department for help with employee training, communications, attitude survey feedback, and similar assistance. In other organisations, the department is responsible for initiating and directing the firm's Quality of Work Life and productivity efforts.

Perhaps the most crucial role of the department is winning the support of key managers. Management support – particularly top management support appears to be an almost universal prerequisite for successful Quality of Work Life programs. By substantiating employee satisfaction and bottom-line benefits, which range from lower absenteeism and turnover to higher productivity and fewer accidents, the department can help convince doubting managers. Sometimes documentation of Quality of Work Life can result from studies of performance before and after a Quality of Work Life effort. Without documentation of these results, top management might not have continued its strong support.

The policies and practices of the department also influence motivation and satisfaction indirectly. Rigorous enforced safety and health programs, for example, can give employees and supervisors a greater sense of safety from accidents and industrial health hazards. Likewise, compensation policies may motivate and satisfy employees through incentive plans, or they may harm motivation and satisfaction through insufficient raises or outright salary freezes. The motivation and satisfaction of employees act as feedback on the organisation's Quality of Work Life and on the department's day-to-day activities.

Motivation: Motivation is a complex subject. It involves the unique feelings, thoughts and past experiences of each of us as we share a variety of relationships within and outside organisations. To expect a single motivational approach work in every situation is probably unrealistic. In fact, even theorists and researches take different points of view about motivation. Nevertheless, motivation can be defined as a person's drive to take an action because that person wants to do so. People act because they feel that they have to. However, if they are motivated they make the positive choice to act for a purpose – because, for example, it may satisfy some of their needs.

Job Satisfaction: Job satisfaction is the favourableness or unfavourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioural elements – such as autonomy, variety, task identity, task significance and feedback contribute to employee's satisfaction. Likewise, orientation is important because the employee's acceptance by the work group contributes to satisfaction. In sort, each element of the environmental system, can add to, or detract from, job satisfaction.

Rewards Satisfaction and Performance: A basic issue is whether satisfaction leads to better performance, or whether better performance leads to satisfaction. Which comes first? The reason for this apparent uncertainty about the relationship between performance and satisfaction is that rewards intervene as shown in the figure below.

Self-expectation & Needs and Desire: Whether satisfaction is going to be improved depends on whether the rewards match the expectations, needs and desires of the employee as shown at the bottom of the above figure. If better performance leads to higher rewards and if these rewards are seen as fair and equitable, then results in improved satisfaction. On the other hand, inadequate rewards can lead to dissatisfaction. In either case, satisfaction becomes feedback that affects one's self-image and motivation to perform. The total performance-satisfaction relationship is a continuous system, making it difficult to assess the impact of satisfaction on motivation or on performance, and vice-versa.

Quality of Work Life As HR Strategy – An Analysis

Today's workforce consists of literate workers who expect more than just money from their work.

In the modern scenario, Quality of Work Life as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management.

Strategy and Tactics: Over the years, since industrial revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Thanks to the revolution in advanced technology, the imperative need to look into

Quality of Work Life in a new perspective is felt and deliberated upon. Major companies are tirelessly implementing this paradigm in Human Resources Development (some call it People's Excellence).

Globalisation has lowered national boundaries, creating a knowledge-based economy that spins and spans the world. Major economies are converging technologically and economically, and are highly connected at present moment. The new global workplace demands certain prerequisites such as higher order of thinking skills like abstraction system thinking and experimental inquiry, problem-solving and team work. The needs are greater in the new systems, which are participative ventures involving workers managed by so-called fictional proprietors.

Men Counted: In simple terms, all the above requirements can be easily achieved by providing improved Quality of Work Life to the workers available on rolls. Workers are often referred to as teams or groups in general parlance and whatever they do go to the credit of the teamwork.

The concept of teamwork has evolved from the organised toil that has its own social dimensions. Good teams can hardly be imported from outside. They usually occur as an indigenous incidence at the workplace and nurturing the same over time is the responsibility of management. Here, it may also be discerned that the composition of available workers is no more a local phenomenon as in the past. Mobility is caused by migration beyond culture barriers and isolation, relocation and globalised deployment. This phenomenon has become universal and is causing great changes in the work environment at factories as well as offices. The new influx of skilled workers seeking greener pastures is even questioning the skills of new employers and thereby restructuring the new environs on par with those of best in the world, unwittingly though.

Money Matters: For good Quality of Work Life, cash is not the only answer. Today, the workers are aware of the job requirements of job as also the fact that the performance of the same is measured against the basic goals and objectives of the organisation and more importantly, wages are paid according to the larger picture specific to the industry and the employer's place in the same.

The increased share of workers in wages and benefits through legislation as well as competitive interplay of superior managements in various fields of industry and business on extensive levels has reshaped the worker's idea of Quality of Work Life. Moreover, other things being equal, the employers are increasingly vying with their rivals in providing better working conditions and emoluments. This may be owing to many reasons besides the concern for the human angle of workers, like the employer's tendency to climb on the bandwagon, to reap to the desired dividends or to woo better talent into their fold as skill base addition and other non-economic inputs like knowledge bases. Doubtlessly, the increased tendency of recruiting knowledge bases is giving the modern managements payoffs in myriad ways. Some of them are intended potentials for product innovations and cost cuttings. Talking of product, it may appear far-fetched to some that product is being assessed in the market for its quality and price by the environment created in the areas where workers and customers are dealt and transact, like ambience in facilities / amenities as also the company's pay scales. This goes to prove that Quality of Work Life of manufacturer / service provider is synonymous with the quality of product.

Non economic – 'Job Security': The changing workforce consists of literate workers who expect more than just money from their work life. Their idea of salvation lies in the respect they obtain in the work environment, like how they are individually dealt and communicated with by other members in the team as well as the employer, what kind of work he is entrusted with, etc. Some of

these non-economic aspect are: Self respect, satisfaction, recognition, merit compensation in job allocation, incompatibility of work conditions affecting health, bullying by older peers and boss, physical constraints like distance to work, lack of flexible working hours, work-life imbalances, invasion of privacy in case of certain cultural groups and gender discrimination and drug addiction. One or more of the problems like above can cast a 'job-insecurity' question, for no direct and visible fault of the employer. Yet, the employer has to identify the source of workers problems and try to mitigate the conditions and take supportive steps in the organisation so that the workers will be easily retained and motivated and earn ROI. The loss of man-hours to the national income due to the above factors is simply overwhelming.

Employer should in still in the worker the feeling of trust and confidence by creating appropriate channels and systems to alleviate the above shortcomings so that the workers use their best mental faculties on the achievement of goals and objectives of the employer.

To cite some examples, employers in certain software companies have provided infrastructure to train the children of workers in vocational activities including computer education, so that the workers need not engage their attention on this aspect. Employee care initiatives taken by certain companies include creation of Hobby clubs, Fun and Leisure Clubs for the physical and psychological well-beingness of workers and their families. After all, the workers are inexorably linked to the welfare of their families, as it is their primary concern.

Dual income workers, meaning both spouses working are the order of the day. The work life balance differs in this category and greater understanding and flexibility are required with respect to leave, compensation and working hours in the larger framework.

Teamwork: Teamwork is the new mantra of modern day people's excellence strategy. Today's teams are self-propelled ones. The modern manager has to strive at the group coherence for common cause of the project. The ideal team has wider discretion and sense of responsibility than before as how best to go about with its business. Here, each member can find a new sense of belonging to each other in the unit and concentrate on the group's new responsibility towards employer's goals. This will boost the coziness and morale of members in the positive environment created by each other's trust. Positive energies, free of workplace anxiety, will garner better working results. Involvement in teamwork deters deserters and employer need not bother himself over the detention exercises and save money on motivation and campaigns.

Boss Factor: Gone are the days when employers controlled workers by suppressing the initiative and independence by berating their brilliance and skills, by designing and entrusting arduous and monotonous jobs and offer mere sops in terms of wages and weekly off. Trust develops when managers pay some attention to the welfare of the workers and treat them well by being honest in their relations. The employer should keep in mind that every unpaid hour of overtime the worker spends on work is an hour less spent with the family.

New performance appraisals are put into vogue to assess a worker's contribution vis-à-vis on employer's objectives and to find out the training and updating needs and levels of motivation and commitment. As observed in some advanced companies, the workers themselves are drawing their benefits by filing appraisal forms and drawing simultaneously the appropriate benefits by the click of the mouse directly from their drawing rooms, courtesy e-HR systems. In addition, there are quite a number of channels for informal reviews. Feedback on worker's performance, if well

interpreted and analysed, could go a long way in improving ethics at workplace.

Involvement and Communication: Multi-skilling and exposing workers to different lines of activity in the unit indirectly leads to the greater involvement and better job security of worker in the organisation. The employer too, can make use of the varied skills to any altered situations of restructuring and other market adaptations. Thus, the monotony of work life can be alleviated. The employer, armed with the depth of cross-trained human resources, need not go hunting for new talent and thus save on the unspent pay packets, which can be spent usefully on the amenities for workers. No doubt, rivals should be envying him for this edge.

The change should be apparent in mutual trust and confidence towards effective understanding of the needs of worker and employer. The new knowledge-based workers are mostly young in the fields of technology and management. They are more forthcoming in trusting the boss and older peers. Now, all modern managements are cognisant of the innate desire of workers to be accepted as part of the organisation for identity and other social reasons.

Effective dialogue is put into play between management and those who execute through well-organised communication channels paving the way for improved co-operation and participation on emotional level. The decision making level is nose diving to the floor level manager, where the poor guy has to think of a number of quick decisions on behalf of the organisation. Unless the team is behind and involved with commitment, the manager cannot implement the new tasks in production, distribution, peoples excellence, customer relations, etc., thanks to the 'e' factor prefixed to the names of majority of departments. Logically, harmony plays

its part in cost efficiency. Successful managers are those who listen to their workers.

Influences: Overwork is tolerated in emerging industries unlike government departments as part of the game and work culture. This is so, what with the soaring competition among the tightly contested players. The point is empowerment of workforce in the area of involvement.

All said and one, the workers are considered as the invisible branch ambassadors and internal customers in certain industries. It is evident that most of the managements are increasingly realising that quality alone stands to gain in the ultimate analysis. Restructuring the industrial relations in work area is the key for improving the quality of product and the price of the stock. Without creating supportive environment in restructured environment, higher quality of work cannot be extracted. It is already high time the older theories of industrial relations should be unlearned.

Quality of Work Life – The Human Implications

“One cannot do right in one area of life whilst he is occupied in doing wrong in another. Life is one invisible whole” – Mahatma Gandhi

How true and difficult is to paraphrase the profound truth contained in the words of one of the greatest human beings of the modern world. The harsh reality of modern life is that Quality of Work Life (Quality of Work Life) has taken a beating because most of us are working harder than ever. On average people in the developed countries spend an astonishing 14 to 15 hours a day against the accepted 8 to 9 hours. What is very disturbing is that the trend is on the rise. Burn out; stress leading to health hazards is the natural offshoot. The concept of lifetime employment or job

security through hard work has been on a decline since more and more people are on short-term contracts and lack security of long-term employment.

Although traditional work structures seem to be dissolving, this hasn't necessarily resulted in more flexibility for the workers. Employers, by and large, are still reluctant to absorb employees on a permanent basis before they have 'proved their worth'. The psychological pressure on the employee is tremendous and their lives are characterised by a pronounced conflict between professional and private lives. Lesser employees doing greater work make the work monotonous and gruelling for the employee. The implication of all this is that it leaves the worker with less and less time for interests, family and leisure time in general.

It is not uncommon to see people who aspire to have work and personal life in synchronisation. The work life balance has become the buzzword for the present generation. Thus in an ideal world, most people would like their output assessed by the results they achieve at work and not by the hours they spend slaving away at their desk. Thus, in turn, would leave them free to pursue their personal interests outside work. Only a handful of employees have understood this intrinsic desire of employees and have turned it into a competitive advantage. Occupational Psychology assumes a key role as it contributes to work models but also with the thorough study of factors underlying the work/life balance. The study of work and family life is a relatively recent field. They argue out a case for alternative work models.

Workplace flexibility is increasingly becoming important both for the employers as well as the employees. A good fit between people's personal and work roles can go a long way in resolving conflicts. In fact researchers claim that by helping to manage employee's work/life conflicts the company actually increases "psychological

availability for work” of an employee. This is at least true of some learning organisations that are open to such novel HR practices. They look at flexible work arrangements as an opportunity for more efficient recruitment, decrease in staff turnover and absenteeism. Very importantly it helps them to project an improved corporate image.

Quality of Work Life through Employee Involvement: One of the most common methods used to create Quality of Work Life is employee involvement. *Employee involvement* (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organisation. Through (EI), employees feel a sense of responsibility, even “ownership” of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organisation’s culture by being part of management’s philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

Pygmalion Effect: The implications for managers and human resource specialists are to create an organisational culture that truly treats people as though they are experts at their jobs and empowers them to use that expertise. When management does this, a *Pygmalion effect* may result, which occurs when people live up to the high expectations that others have of them. If management further assumes that people want to contribute and seek ways to tap that contribution, better decisions, improved productivity and a higher Quality of Work Life are likely.

The HR Perspective with the advent of globalization, the demands of workplace are ever-increasing and highly dynamic. Employees spend more time at the workplace rather than at home. Although businesses are witnessing new heights, the work-life balance of the

employee is no longer in control. Growing number of suicides, divorces, disturbed families and relationships, outrage or conflicts in the organizations, etc. are the reflections of disturbed work-life balance of the employees. It is high time employers must draw out strategies or plan to cope with the problem and help the employees to enjoy their work and live life to the fullest.

Work-life balance can be defined as the perfect integration between work and life both not interfering with each other. In the current business world people and organizations are working round the clock to meet the ever-growing demands. A slight delay in meeting the schedules or expectations is considered to an organizational failure. To avoid delays and failures, employees are working hard and giving their heart and soul to achieve work-life balance which is creating an enormous pressure on them and hence they are forced to finish their jobs irrespective of time limit.

The most-often used phrase among the employees is “I don’t have time” or “I have a hectic schedule.” A day of 24 hours is no longer enough to perform work-related and personal-related duties or responsibilities. The problem seems simple but difficult to solve and handle. Employees who have to play another role of daughter/son/spouse/parents are not able to manage their roles.

Observing the day-to-day lives of many employees, two main issues to be addressed to achieve work-life balance are time and stress. Managing these two variables is the sector of a perfect work-life balance.

Need for Work-Life Balance

What is the need for an organization to help its employees maintain work-life balance? The outcomes of imperfect work-life balance faced in the day-to-day life are:

Stress: Employees must be ever performing and ever learning to adapt themselves to the dynamic market conditions. Adding to this is constant pressure from their superiors to meet the targets that keep the employees on their toes. Thus, employees have no other choice but to sacrifice most of their personal space. The entire process is creating stress on the employees which is the root cause for many other problems.

Physical Problem: The number of employees suffering from many ailments including hypertension, diabetes, heart attacks has grown considerably in the recent past. Women employees are the worst affected because of the long and stressful working hours and are facing severe gynec problems like cancer, abortions, etc.

Relational Problem: As mentioned earlier, employees are spending more time at the workplace rather than at home. Spouses, parents, children and family are no longer given the time they deserve.

Hangover: Working for long hours in the office, increases employee interaction. Like "Alice in Wonderland" employees tend to stay in their professional world (mentally) though they are physically at home. Not only this, the effect of professional anger is also carried on to their personal life. For example, if there is a conflict in the organization, the irritated behavior of the individual may reflect in the family thereby igniting many negative effects in the family.

Unethical Practices: To handle the stress in the organization and the family-related issues as well, employees tend to adopt unethical practices like boozing, smoking, drugs, improper relations, etc. Also there is a high probability that employees may resort to unfair means to get their work done ultimately by hook or crook.

Disturbed Families: The worst hit people in the entire scenario are the families of the employees. Fighting with time to achieve the organizational targets, family is often overlooked. The number of

broken families has gone up drastically. If the reasons are carefully observed, they are simple but affect the psychological being of the individual.

Decreased Performance: Employees in the organization are never at peace. When they are at workplace, the personal issues are a concern and when they are at home, the professional issues are a concern. They try to balance both but in vain if there is no organizational support. Unknowingly, the employees get into a frustrated mode and cannot give their best to their profession.

Organization in Jeopardy: It all starts with stress and ultimately the employee ability and performance is at crossroads. The output of this situation may be that the organization may not achieve its goals or the employee is no longer satisfied with the organization. In either case, the entire organization is in jeopardy.

The Role of HR in Achieving Work-Life Balance

The HR department of the organization should assist the employee to maintain a work-life balance. The HR manager must carefully identify the issue and find a solution with the cooperation of the employer. Organization must include providing work-life balance as an HR policy.

Some of the decisions which HR can help in are:

Planning the Work: Organizations must follow the basic functions of management planning, organizing, staffing, directing, leading and controlling. So it all starts with planning. The HR department should use modern techniques to estimate the manpower required for the amount of the work to be done by each employee and very importantly it must set realistic and feasible targets for each employee. Managers must help their respective subordinates to plan their work properly.

Job Analysis Specifications/Descriptions: Job analysis is the process of describing and recording aspects of jobs and specifying the skills and other requirements necessary to perform it. Job analysis is very often restricted only to theory but not application. Having a job analysis for all the jobs creates transparency between the management and the employee regarding their contribution towards the organization. A defined job analysis is an effective instrument for both the employee and the organization.

Providing a Flexi Approach Towards Work: Organizations which have a rigid work schedule often has average performing employees. This has been proved by the Hawthorne's experiments. Many organizations these days are providing the employees with a flexible approach to work. Some of these facilities are work from home, shift systems, target bound not time bound, etc. these approaches can help an individual to plan their professional and personal responsibilities.

Being Empathetic Towards the Employees: Being empathetic is one of the prerequisites for any manager. If the organization can provide an environment where the employees can voice their views without any fear and still be understood then they can do justice to both professional and personal lives. A healthy superior-subordinate relation will always boost up the performance of both.

Providing Space for Personal Lives of the Employees: Any employee has two facets of life, the personal and professional. He/she must be respected as a unique individual and their personal responsibilities must be acknowledged. HR department must develop innovative policies which will facilitate the employees to fulfil their personal responsibilities not disturbing their professional life.

Family Get-together's at the Workplace: This is an innovative technique followed by many organizations acknowledging the role of

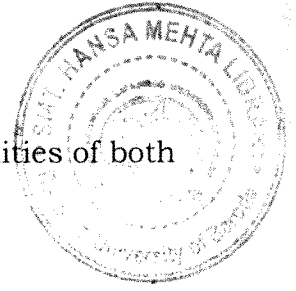
family in the employee's performance. This will strengthen the family's understanding of the employee's professional life thereby intensifying the family support to balance work and life. In a situation, where the employee has to sacrifice the personal responsibilities, the family takes a step ahead in empathizing with the employee.

Conduct Frequent Training Programs: Many a time, employees know the solution to a problem but fail to implement it. A trigger for such situations is a training program. Organization should include the problem of work-life balance in the training agenda. This is an area where frequent training at least follow-up is required to monitor the employment process as the work conditions are rapidly changing.

Effective Communication System: Communication is an integral part of any organization which ensures smooth transition of information. If the common system in the organization provides an effective platform for employees at all levels to communicate, there would be transparency in the organizational activities that will definitely help in taking out the stress of an employee to a substantial level.

Organizational Culture: Culture in a nutshell can be defined as a way of life. The vision, mission and the organizational objectives must encompass the issue of work-life balance. The employees must not be under stress because of infeasible and realistic goals. This culture must be reflected in the work schedules of the employees at all levels as well in their work attitude.

Workers' Participation in Management: WPM is a method of strengthening the bond between employers and employees. The employees must be encouraged to participate in the management to disclose their concerns and a mutual dialog can be set up between



both. The participatory culture reinforces the responsibilities of both the parties in achieving work-life balance.

Steps to Achieve Work-Life Balance

As already mentioned, two main issues in work-life balance are time and stress. An individual who manages time and stress perfectly will have a perfect work-life balance. Time and stress are interrelated in a sense that one is the outcome of mismanagement of the other. If the activities of an employer are not planned properly. The employee runs out of time and pressure builds up leading to stress-the instrumental factor disturbing the balance between professional and personal life of an employee. Mathematically, work-life balance can be seen as time management and stress management together.

Techniques for Time Management

SWOT Analysis: Time is very precious and there is an old saying which says “Time is money”. To manage time first, the employees should begin with SWOT analysis. One may wonder how SWOT is related to time. SWOT can be defined as an individual scan. If one can know what he/she is good at and what not. Then planning can be done effectively. Time can be divided among the entire job respectively in a systematic manner.

Proper Planning: Planning is like an ignition for any kind of management. Plan it right and get it right is indeed a statement of thought. The findings of SWOT analysis must be incorporated in the process of planning. Also, it must be realistic and feasible. The buffer time for each activity is often overlooked but offers a great deal of help in time management.

Expert Advice: In professional or personal lives, an elderly or expert advice is like an anchor. A word from those who have already been in the situation is a guide for proper planning, avoiding

commonly made mistakes. Employees must not feel low about taking advice but rather see that as a learning experience.

Reminders (Motivators): Impossible is often read as I'm possible by optimistic people. Some slogans, sayings, short stories, talking to people can definitely be motivators to follow the time plan consistently. The enthusiasm shown at the beginning must be shown throughout by the employee.

I Should Do It: Finally, but very important is the commitment by the employee to strive for time management. The employee must be self-motivated as well motivate others to plan, follow and achieve effective time management.

Techniques for Stress Management

Take It Easy: The best way to handle stress is not seeing it as a monster but as normal as for any other individual. So the first step would be to relax and understand the problem. The employees many a times feel the problem is unique to them but actually is a similar problem face by many.

Try to Get a Solution Instead of Brooding Over the Problem: Once the problem is identified, the general tendency of an individual is to go into depression. This will not help in coming out with a solution. So it is important for the employee to start looking for a solution like a warrior facing an enemy.

Accept Facts and Stop the Blame Game: Accepting mistakes is a dare feat on the part of any individual. A solution always starts when we accept the reasons for stress and stop blaming others for the situation. This helps in creating an optimistic attitude in the employee behavior.

Boost Yourself: Once the mistakes are identified, the next step would be to understand that it is human nature to commit mistakes

and not a crime. Somebody beautifully said “Falling is not a weakness.” So the attitude of transforming the mistake into a learning experience must be developed.

Enjoy Your Work: When we do the work giving our heart and soul to it, all the stress is washed out. When we start enjoying our work, problems come and go without seriously affecting our job.

Some of the issues to be carefully addressed in work-life balance are:

Gender Issues: The number of women employees in every organization is growing significantly and these days no organization is discriminating men and women with regard to the quality and quantity of work. Women employees also are no less in either expertise or compensation when compared to men. But in the Indian context, women still have to play a major role in the family. Organizations are therefore faced with this challenge of managing the gender issue while designing the work-life balance policies so that the male community will not feel that they are being treated unfairly.

Perception About the Work-Life Balance Programs: Some of the employees feel there is no necessity of such programs in the organizations and only some segments of the employees (mostly women and married employees) are benefitted from them. These perceptions may become a stumbling block in creating harmonious relations among the employees and thus affect the work atmosphere.

Misuse of the Policies: Organizations must also keep a check on how employees are availing the work-life balance programs. There may be some employees who taking advantage of the policies may skip their work, thereby causing a hindrance to the workflow in the organization.

Balancing the Output: Organizations who are working 24/7, the workflow cannot be stopped at any time. In such cases, work-life balance programs must ensure that there is perfect replacement of employees ensuring continuity of work.

Communication: The policies set by HR must be effectively communicated to all level of employees, clarifying any kind of ambiguity on the part of the employees. Effective communication of the policies will help the employees go about their work confidently.

Work-life balance is an issue of great importance that has to be addressed by the organizations at the earliest. After all employees are the greatest asset and the organization performance is affected by employee performance. The HR department of the organization and the employees together must work out strategies to help attain work-life balance which makes the organization the happiest place to work in.

Benefits of improving work-life balance

Aiding employee recruitment and retention:

- More employees may stay on in a job, return after a break or take a job with one company over another if they can match their other needs better with those of their paid work.
- This results in savings for the employer – avoiding the cost of losing an experienced worker and recruiting someone new.
- Employers who support their staff in this way often gain the bonus of loyalty from those staff.

The British Work-Life Balance Study 2000, including a representative survey of 2500 workplaces, found that 58 per cent of employers thought that work-life balance practices had improved staff motivation and commitment, and 52 per cent thought labour turnover and absenteeism were lower, and that they helped retain

female employees. The Australian 2002 Benchmarking Study found that organisations implementing work-life strategies and evaluating them observed reduced turnover, absenteeism, and increased return from parental leave.

Reducing absenteeism:

- Many companies that have introduced family-friendly or flexible working practices have seen benefits through reductions in absenteeism. Sickness rates may fall as pressures are managed better, while employees may have better methods of dealing with work-life conflicts than taking unplanned leave.
- Workers (including their managers) who are healthy and not over-stressed may be more efficient.

Improving the quality of people's working lives:

- Minimising work-life role conflict can help prevent role overload and help people have a more satisfying working life, fulfilling their potential both in paid work and outside it.
- Work life balance can minimise stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and at home.
- Self-employed people control their own work time to some extent. Most existing information on work-life balance is targeted at those in employment relationships. However, the self-employed too may benefit from maintaining healthy work habits and developing strategies to manage work-flows which enable them to balance work with other roles in their lives.

Matching people who wouldn't otherwise work with jobs:

- Parents and carers, people with disabilities and those nearing retirement are among those who may increase their workforce participation if more flexible work arrangements are possible. Employment has positive individual and social benefits beyond the financial rewards.
- Employers may also benefit from a wider pool of talent to draw from – this is particularly to their benefit when skill shortages exist.
- The Baseline Study of Work-Life Balance Practices in Great Britain found that there was strong demand amongst lone parents, carers and disabled people for flexible working time arrangements.

Benefiting families and communities:

- In a situation of conflict between work and family, one or other suffers. Overseas studies have found that family life can interfere with paid work, and the reverse. At the extreme, if family life suffers this may have wider social costs.
- Involvement in community, cultural, sporting or other activities can be a benefit to community and civil society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of our children's education. While such activities are not the responsibility of individual employers, they may choose to support them actively, since community activities can demonstrate good corporate citizenship, as well as helping develop workers' skills which can be applied to the workplace.

Family Life Balance

BPO: Socio-cultural effect the booming IT industry (including software services outsourcing and IT enabled services) has become emblematic of the success of the liberalization agenda in India and of the ongoing process of globalization.

It is a fact that BPO (business process outsourcing) boom has provided lucrative jobs to thousands of college students and graduates, who previously would have found it difficult to get employment. With their new financial independence, and a penchant for everything this has poised a challenge to our own cultural mores such as the patriarchal family, and taboos such as premarital sex and eating meat.

The work culture followed in BPO is different and less hierarchical. The exposure to such a work culture is leading employees to challenge hierarchies at home and in society. "Now that they have independent incomes, they feel more confident to challenge traditional values and customs. Live-in relationships and casual sex among call center and BPO employees are on the increase, as are alcoholism and drug abuse.

The problem is that people are now getting financial independence at an age when they don't have the maturity to handle it. Most of the work at call centres and BPO operations is at night, so employees tend to lose touch with their family, friends, and neighbours, whose waking hours are different.

"You start hanging out with a different set of people with whom you don't really have very deep ties." The person is no longer a vibrant and active part of a family or neighbourhood.

A shift in the balance of power at home brings new challenges to Indian families. Financially independent children now want their parents to treat them as equals. Parents have to redefine their roles,

or lose their positions altogether. Parental authority is already weakened, and the more parents try to assert their authority, the more likely it will be completely broken.

So it's who have decided which way we have to lead our life. Though there are so many ill effects of booming BPO on our socio cultural life but one thing is a fact that it's has generated a tremendous amount of opportunity to earn and be employed.

Impact of Lack of Family Life Balance:

- By disrespecting parents.
- Impacting family culture
- Breaking the biological laws
- Prone to weird life style
- Breaking relationship
- Multiple relationships
- Freedom unlimited where they are forgetting the family as a institution
- Being more indecent and vulgar in nature
- Setting bad standard for the society how BPO are like
- Change in biological cycle
- Disregarding relationship
- Changing life partner as matter of dress
- Taking life as a matter of instance with no values

“Family and work are so closely interdependent in the experience of the vast majority of people...family life and work mutually affects one another in different ways.”

The two realities are so connected with each other that often times married couples have difficulties to manage which results to varied

problems from child rearing to broken marriages. This is a conflict between two values that of married life and work. Couples have to face this reality, but not without neglecting one over the other. There is no problem with regards to those who knows how to manage such responsibility but to those who has little ability to manage married life and work it would be a great struggle. In the past man takes up the responsibility of being the breadwinner of the family, but due to economic problem women of today work for economic gain to help the husband and sometimes leaving the childrearing to nannies and house helpers or to the care of their relatives and in-laws. This kind of family set-up more often than not has varied consequences especially in family relation. "The task of educating the children in faith and the things in life is an irreplaceable responsibility of the parents." (Familiarise Consortia) What happened now to this role of the parents? Working parents spent eight hours of work every day or more depending on the nature of their job. How much time left for the children? How much of their energy left to do their task at home? These questions and many more awaken the interest of the researcher to pursue this study.

With the kind of work they have especially the scheduling of the shifts married couple face a great task of balancing their work and family life "In this industry there is no tomorrow because Philippine Call Centres are already operating 24/7 and serving different time zones." (Philippine Daily Star July 28, 2008) With a graveyard shifts that start at 9 p.m. just about the time other establishments are closing and some households preparing a night rest for a day's work a call centre agent is about to start his regular working hours until 6am just about the time a normal working man or woman would wake up and start their regular working day. Workers go to call centres in the hope for landing a job.

Nevertheless, "The industry is also striving to provide an even better working environment for agents inasmuch as call centre employees work on graveyard shift and ungodly hours." With the demands of changing times, married couple working as Call Centre Agents need help not only in coping up with the demands of work, marriage and family life but also a reorientation towards the proper understanding of their vocation as married man and woman. The demand of such work and its effect to their married and family life is so great that cannot just be taken haphazardly.

"Family and work are so closely interdependent in the experience of the vast majority of people...family life and work mutually affects one another in different ways."(Compendium of the Social Doctrine of the Church); these two realities are so connected with each other that often times married couples have difficulties to manage which results to varied problems from child rearing to broken marriages. This is a conflict between two values that of married life and work. Couples have to face this reality, but not without neglecting one over the other. There is no problem with regards to those who knows how to manage such responsibility but to those who has little ability to manage married life and work it would be a great struggle.

In the past man takes up the responsibility of being the breadwinner of the family, but due to economic problem women of today work for economic gain to help the husband and sometimes leaving the childrearing to nannies and house helpers or to the care of their relatives and in-laws. This kind of family set-up more often than not has varied consequences especially in family relation. "The task of educating the children in faith and the things in life is an irreplaceable responsibility of the parents."(Familiarise Consortia) What happened now to this role of the parents? Working parents spent eight hours of work every day or more depending on the nature of their job. How much time left for the children? How much

of their energy left to do their task at home? These questions and many more awaken the interest of the researcher to pursue this study. One of the interesting works parents usually go into now a day is call centre job. More than a phenomenon of the present day businesses call centres has become a refuge to those who were laid-off from their jobs. Their work scheduling is worth noting especially their graveyard shift. Although other work requires a graveyard shift like those in breweries, distillers and hospitals who work 24/7, what makes call centres different aside from being a phenomenon it gives their employees a considerable economic gain without being conscious of your educational attainment. Parents who were not able to pursue their studies can work in call centres as long as you have a good English proficiency. In call centre work agents does not only waste their physical energy but also their emotional energy, the fact that most of callers were irate or problematic and the agent have to explain or even argue with callers in a nicer way. They cannot just simply put down the phone even if the callers is shouting and in rage. In the Hospitals although they 24/7 but nurses and other personnel can have a rest after their rounds, the patient came in once in awhile, in the call centre calls came in after calls and quotas should be met. In breweries and distillers people are working 24/7 but they are not dealing with irate people they are not using much of their emotions. There are times that they stop processing if quota is reached and during special occasion they can rest, call centres are open 24/7, 365 days a year. The number of people working in hospital and other businesses who are working 24/7 has no match compare to the number of call centre workers. "In the midst of economic recession and lay-offs call centres provides job for our displaced workers especially those who were sent home from abroad. With a minimum required educational attainment, and a promising salary, many people some of them married workers go to call centres in the hope for landing a job. The revenues that call centres are giving to a certain Local Government

Unit is so promising that local leaders are encouraging investors to put up their call centres in their particular places. However, call centre job is not a promise land for workers. With the kind of work they have especially the scheduling of the shifts married couple face a great task of balancing their work and family life.

The strategies that can be adopted by organisation for good family life Balance: The challenging facing organization is to help their cope with new work pressures by providing them a reward sense of purpose. Let's look at some ways they can do this.

1. Educate staff about new work realities
2. Foster marketability
3. Provide career-nurturing support
4. Develop life-friendly culture and avoid overwork
5. Hire and develop young employees
6. Respond to generational values / think creatively about rewards
7. Rethink retirement and do not throw away wisdom

Educate staff about new work realities: As long as people believe other people in other careers in other organizations work less hard, have more fun, get paid more, get more recognition, and have more career advancement opportunity, they will believe their organization is a lousy place to work and basically they are getting a lousy deal. In certain sector there is insecurity about future, slower career growth and pressure to provide more. Acknowledging these carrier / work / family pressures, and enabling staff to recognise that they are not alone, is an effective morale booster.

Foster marketability: Train people if you want them perform at a high level in your organization, not to mention if want to meet individual needs for learning. "In exchange for your hard work and commitment, in lieu of job security, provide skill building, resume

enhancing experiences that increases market ability whether inside or outside the organization”.

If follow through- allow people to determine their learning needs, and provide training and genuine learning experiences. It will foster their market ability.

Provide career nurturing support: Mentoring programme whether formal or informal can provide an alternative to provide some support mentors understand the business, and can balance its needs against the need of the individual. Mentors derive a genuine pleasure from promoting other s interest. They proud of the accomplishment of their protégés.

Develop life friendly culture and avoid overwork: Organizations to develop work life balance programmes, such as flexi work hours, telecommuting options, etc these are important.

People do not have endless resources to cope with the pressures placed on them at work and home. Ultimately productivity declines

Some elements through which organization can help create more life friendly culture include:

- Flexible work arrangements, including flexible work hours, “compressed” work weeks, part time work, job sharing, and tele commuting (home to office, client’s office to office, satellite office to office)
- Opportunities for personal or educational leaves / sabbaticals
- Tuitions support / reimbursement of costs associated with continuing education
- Onsite day care / elder care centres or subsidy of offsite care, paid care for evening stints

- Paid nursing care for seek dependents (this is usually cheaper than missed day of work)
- Extended maternity / paternity leave- paid or unpaid
- Job sharing arrangements
- Counselling programme on child care and eldercare
- Nutritionally balance takeout meals form the cafeteria.
- Wellness centres, available for the employees and their partners and dependence.
- Information sessions(lunch time, evenings, weekends) for employees, and where appropriate their families, on life planning and wellness issues such as parenting, aging and retirement planning
- Training of managers and supervisors, and follow up auditing, to ensure that manager's support and promote this practices
- The promotion of work Practices showing concern about work family is a key business strategy. Organizations have to be sensitive to the entire life cycle, and recognize that different people, at different stages of their lives, have different needs that may compete with work, whether it's time with family or opportunities to pursue a personal passion.
- Organizations may discover that many people will willingly take a reduction in income for less work, using the freed up time to spend time with family or to pursue a personal or passion- whether going back to school, writing a novel, or working in the garden.

Hire and Develop Young Employees: Organizations that don't provide young people with appropriate early career experiences are, in effect, mortgaging their own future as well as that of society.

Young generation thinks unconventionally about work, are resourceful, are prepared to take risks, and want challenge and learning opportunities. Organizations can provide skill building experiences. Partner with professional schools during the summer months to provide learning experiences. This is educational partnership such as done by Microsoft, Dell, etc. Organizations can involve in the community activities, focusing on less advantaged poor, and establishing literacy skills programmes, team work and self management.

Respond to generational values / think creatively about rewards: New generation cares about Quality of Work Life and sees it and sees it as part of personal life. They are non-hierarchical in their thinking, and are looking for opportunities where they can learn and make a contribution. Any of the best of this generation are most attracted to smaller, more and make a contribution. Many of the best of this generation are most attracted to smaller, more entrepreneurial organization where their risk-taking skills are valued, they can have an impact on the business, and they can think creatively about different reward systems. For example, in lieu of handsome salaries, they can offer more vacation time, or educational stipends. What's extremely important is that their managers don't impose their values.

Rethink retirement and do not throw away wisdom: With people living and working longer, for both psychological and financial reasons, organizations need to think about, and manage the retirement process differently. Increasingly, people see "retirement" as a shift from one endeavour to another- whether part time work, consulting, starting a business, or going back to school -rather than as the end of all work activity. This poses both challenges and opportunities for organizations.

Strategies for work life balance

Due to ever-changing work environments, employees have to face new-challenges problems, wide –ranging responsibilities, greater productivity and competitiveness at work-place. These tend to stress and pressure, bringing imbalance in lives of employees.

In spite of landmark improvements in information technology, interest telecom, travel scientific research, stress and monotony at work place continues. Management experts call it as a syndrome of improper work-life balance.

Managing work-life balance

According to Raja Achanta, life is known to be set of pursuits. The list includes spouses, family, health, wealth, career, social obligations, intellectual and spirituality. A perfectly balanced life for an employee needs a careful adjustment. As these aspects, like glass panes cannot be mended on development of any crack. But the remaining aspects are flexible and provide scope for fixing them. This continuous juggling pulls the employees into a grind and leaves them stressed. Thus, managing work life balance is the major challenges of new generation of 21st century, as the work place schedules take its toll on employee health, relationship and well being.

It is being realized both by corporate and employees with changing times, more and more employees are facing the need to adopt the rule , i.e. it is the productivity that matters most, rather than hours spent by operational challenges. It is a strategy to retain employees in the organization.

Similarly employees today want to have freedom and live their way. They value balance between work and life than ever before.

Major factors of change that push on work life balance:

- Employee in 21st century place personal life on a higher pedestal than work life. The work place schedules take its toll on employee health, family relationship and well being. There are rising divorce rates, spouse relationship problems relating to children and house hold affairs. Employees expect more life cut side work.
- Corporate today functions on the principle of empowering employees. Which means based on flexibility and freedom for employees to take decision so employee want from their employer flexi timings, focus on results and overall avoidance of long hour work culture.
- In global organization the work is becoming round clock customer service this has lead to work life balance of employees more essential. At the same time technology has added to the speed of operation to fight competition and also to meet tougher deadlines. Today's worlds does not go to sleep due to across the globe operation.
- Another factor is use in dual earning families working mother who adversely get affected in a balancing jobs performance and family life.
- Corporate strategies to cope work life balance: Corporate have recognised the importance of work life balance. Some methods adopted by them are to overcome the ill effects on the overall company performance and individual life:
- Flexitime is to enjoy flexible hours this is formulated by having a core time when the employee presence is mandatory, but after these hours' employees can manage their own time accordingly. The schemes works to build trust among employees while also meeting the business needs. This helps

in creative work, reducing stress and improving productivity. It helps to balance both personal life and work life.

Other flexible arrangements such as:

- A providing a freedom a part time working, home tele working, unpaid breaks, job sharing, parental leave, compress working hours and work week
- Providing with facilities and services
- Membership of sport and social clubs and health club
- Leave for career development.

Employees to develop their own attendance schedules- self fostering.

- Working long and short days and by accumulating hours of none working time to use it in future when necessary.
- “Well being” centres in offices for employees to relax
- Creating employee health management group to prevent and manage work place stress
- New initiatives by companies, these cover yoga group meditation and exercises, gyms are all taken to energise employees through their natural energy systems and bring fun in their work. Companies are sponsoring lectures and practice sessions like “art of living” for its employees
- Employees are now more conscious that life has four corner stone’s- family, work, leisure and friends. Home planning changes to the structure of one, one has to be careful not to make any changes to another area. They learn to relax mind, keep themselves physically, mentally and spiritually fit as possible. They are not aware not to hide their feelings as

frustration is a major cause of stress- they limit their exposure to stress by cutting back certain commitments and workloads.

ESTABLISHING FAMILY AND WORK LIFE BALANCE

Gone are the days where the neoclassical economic theories explained the optimal division of work, in which men were supposed to engage themselves in the paid employments while women folks used to handle households. With the changing societal norms, increased importance of education, rising uncertainties in marriage, rapidly growing inflation rate, increased demand of growing family, etc... Women have motivated to pave their way into the corporate world. This in no way relieves them from their family commitments. The burden of a 'dual' role sometimes takes a toll on their lives, leaving them strained and disappointed. The rapid family work conflicts, constant comparison with the male colleagues, gender based disparity in appraisal and promotion, unsympathetic attitude of boss and colleagues etc are a few such attributes that often force women executives to leave their career aspiration or settle for the profiles much lower than their caliber, competence and qualification. Here arises the need of much talk about "family friendly approaches or policies" to work.

Family friendly policies are those policies that facilitate the reconciliation of work and family life by fostering adequacy of family resources and child development that facilitate parental choice about work and care, and promote gender equality in employment opportunities.

OECD (2002) DEFINITION

Family friendly approaches and measures help women executives to seek balance between work and family responsibilities and climb high in the organizational hierarchy. These measures may be in the

form of flexible working arrangements, provision of child care facilities, parental leaves, job sharing arrangements etc. apart from framing such measures, the actual success of these efforts can only be attained when in addition to the spouse's support, women need to fulfill the family obligations is accepted and respected at their workplace. The companies should acknowledge the fact that they cannot afford to forgo the professional expertise of highly qualified women because they decide to settle down in their family life and encourage them to demand more from spouses, employers, and legislators for enhancing their career and making more liberal life choices. (Hewlett 2002)

CAREER RESTRAINTS

The life of "career women" is never easy. They have to constantly make choices and compromises in their family and work lives. This is the situation where women has to set her numerous issues that restrain women executives from attaining their career goals, they can be at individual, organizational societal level.

INDIVIDUAL LEVEL-RESTRAINTS

LACK OF EDUCATION: The changing global scenario requires constant up gradation in knowledge and learning to meet the challenges of the job profile. When women folks get stuck between work and family, this up gradation takes a back seat. This creates a shortfall in the job requirement and individual attributes, reducing the probability of their selection at the time of appraisal and new job assignments.

LACK OF SELF CONFIDENCE: It has been found in a few instances that women managers lack self confidence, a prominent element in taking major organizational decisions. This can be due to lack of practical knowledge, experience, professional competencies or work

pressures taking toll on them, thus indirectly restraining their promotion at managerial level.

DOUBLE WORK DAY FEELING: Mostly, men have the liberty to overlook their family responsibilities and can claim to relax at home after having a tedious day at workplace. On the other hand, any women having similar work pressure and long working hours daily, has to continue shouldering the burden of housework and childcare after getting back home. This uneven distribution of housework and family responsibilities leaves women executives exhausted and with a feeling of having double work day or doing double work in a day.

HIGHER PRIORTITY TO FAMILY: Women even at the heights of their professional career try to adhere to their family commitments and perform unpaid housework. Family always remains their topmost priority, thereby making the work and family conflict more severe for them than their husbands.

JOB MOBILITY: Often women find it difficult to accept job offer or projects with higher mobility, either transferable or requiring to travel more, due to their house and family commitments. They prefer to sustain at lower positions in the organizations or else opt for comparatively low paying alternative careers that keep them immobile.

ORGANISATIONAL-LEVEL RESTRAINTS

STANDARD WORKING HOURS: For years the normal work hours in a day are considered from 9 am to 5 pm where the upper limit is stretchable. All the employees have to maintain this code of conduct irrespective of the workload, which can even be lower sometimes. A common problem which especially the women executives face here, is of child and family care, especially at the times where child is sick, having exams, or there is some ailing elder in the family.

COMPANY POLICIES AND NORMS: Sometimes it is the company norms and policies such as absence of adequate provisions for parental and childcare leaves, maternity leaves, flexible work hours, etc that forces women to leave jobs in the mid of their prospering career.

CORPORATE CULTURE: The prevailing corporate culture, however, contemporary it claims to be, still views male executives as most prominent contenders for managerial candidature. Women are seldom seen occupying managerial posts and sometimes are not even considered for the posts. Even when they make up to such positions, the difficulty arises in gaining acceptance.

Antal and Izraeli (1993) after reviewing the situation in different parts of the world, declared that “probably the greatest barrier to women in the industrialized world is the persistent stereotype that associates management with being a man”.

UNSYMPATHETIC ATTITUDE OF BOSS AND COLLEAGUE: It is a known fact that a woman has to give more priority to her family commitments than her spouse; this responsibility is often misinterpreted as her lack of dedication and sincerity in the eyes of subordinates and peers. Thus, she fails to receive any support and cooperation from them. “ In some cases, a women’s career development is influenced more by other people’s (most men’s) opinion of her abilities than by her actual abilities Bailyn (2003).”

Maternity issues: Still, after so many years of globalization, maternity is considered as a constraint in the career enhancement of women executives. Organizations restrain themselves from employing pregnant women, deny them opportunity for training and promotion, offer them less skilled jobs, changed the status from full-time to part time employees or retrench them.

SOCIETAL-LEVEL RESTRAINTS: Societal perception: More than any other factor, it is the society and its perception that are responsible for confining women to the periphery of their households. Irrespective of their talents, qualification and the position they hold in the organization, their professional career and contribution to the family income, in comparison to their spouses, are considered secondary and irrelevant. Women are always considered to be the one's better off at home.

Lack of career counselling and motivation: women, when tied between work and family, find it difficult to manage both simultaneously and take irrational decision of quitting job. The underlying situation emphasizes on the need to career counsel, motivate, guide and show them the suitable path and with this they can maintain a successful balance between both. This, however, is often found missing in the society

CAREER FACILITATORS: The above section highlights the major problems that restrain a woman's career from moving towards professional success. However, with passing time, these constraints have drawn much attention of people, both at individual and corporate level. Organizations have increasingly begun taking initiatives to sustain the qualified women executives stuck between work and family commitments. Although it is a good beginning, it is definitely not enough to curb the problem. To address this issue on a broader scale, it requires initiatives at all the inhibiting levels (individual, organizational and societal).

Individual-Level Facilitators

More emphasis on education and learning: Education, in most circumstances, acts as a positives booster and self-motivator. Knowledge acquisition and continuous urge self confidence but also makes women executives capable of capitalizing on their strengths and overcoming their weaknesses.

Change in self-perception: For years women have burdened themselves with the responsibility of managing family and households by themselves, which often takes a toll on their individuality. It is high time now, when women executives should start thinking about themselves and their spouses and other family members share some of the responsibilities.

Organizational-Level Facilitators

Support and encouragement by organizational leaders: the word of praise and support extended by organizational leaders can do wonders for the career graphs of women executives. This support should move beyond rhetoric to actual demonstration, such as endorsing their performance, encouraging them to apply for managerial promotions, providing them a change to enhance their skills through adequate training and development, etc. in addition to it, the emotional support offered by a CEO and senior peers can help them overcome any potential difficulty with ease.

Maintaining gender equity at higher levels in the organizational hierarchy: Although women are striving hard to attain hierarchy positions in the organization, the inequity prevails. How can we forget the recent stand taken by the First Lady IPS, Kiran Bedi, to quit her services voicing against gender discrimination at the highest levels of management?

Encouraging women executives at leadership levels and maintaining full equity will offer organizations with the optimum combination of both leadership styles, women with their “interactive” style and men exhibiting more of “command and control” style.

Reducing work pressures: in the existing work culture, staying for long hours at office, taking work home, going for frequent travels and tours, being always attentive at professional responsibilities, accepting calls at odd hours of the day, etc., are a few attributes

that ensure high commitment on the part of senior executives. Women executives with their other commitments, find it difficult and damaging to match up with these attributes.

The organization and management should become sympathetic to their commitments and excuse them from working late, contacting at unsociable hours, scheduling meeting at odd hours, sending them for frequent tours unless very much required, etc. this in turn, will reduce their work pressures offer them space to attain work/life balance and increase their productivity and commitment.

Introducing family-friendly policies: women, unlike their men colleagues, have to perform dual responsibilities of managing household and job. The management should not only accept but also respect this fact wholeheartedly: hence, attempts must be made to facilitate women executives with policies that will help them in fulfilling their family commitment along with their professional obligations.

The introduction of facilities like flexible working hours, work from home, part-time work, offering adequate number of paid maternity and childcare levels, 'keep in touch' plans for part-time employees on maternity and childcare levels, flexible break times for breast feeding, breast feeding rooms, flexibility to attend sick child, etc., will not only improve the morale of women, but also enhance the corporate image of the company. The increased morale will lead to increased commitment and employee retention and will reduce the absenteeism and stress levels.

Understanding the benefits of these policies, organizations are gradually responding to the family needs of women employees and are initiating crèche facilities, flexi-time and lenient leave policies for child and family care.

RESEARCH METHODOLOGY

Title:

“Quality of Work Life and family life balance of the employees working in BPO sector.”

Sub Title:

“A Study on Quality of Work Life and Family Life Balance among 365 Executives Working in 9 BPOs Of Gujarat.”

Significance of the study:

Social work believes that people who make the society are in turn shaped by the society itself. They are the most important and crucial asset for the very survival and sustained growth of the society. It is not the mere number of people, but their calibre, capabilities and character that distinguish prosperous and progressive societies from others. Among these, one of the fields is Human Resource Management which has become the concern of many international Organisations, national government, industrial organizations, trade unions, social worker and others. After all, man behind the machine is more important than the manmade machine.

High quality people are needed to take on the job towards prosperity and wellbeing. A high quality workforce is characterized by positive work attitudes, knowledge, skill, commitment and loyalty. Urge to achieve, willingness to experiment, adopt and change, cooperation and team spirit and the like differentiate quality people within the functionaries.

Quality of Work Life is fundamentally a philosophy or a approach that can permeate many difference activities in the workplace.

In present time more and more organisations are recognizing the importance of human Resource and viewing it as the investment in capital assets.

Indian BPO's exhibit formal, structured and rationalized HRM systems that include tightly controlled structures with a customer focus, a strategic role played by the HRM function and several employee involvement and commitment work practices.

The effectiveness of organization depends on the quality and efficiency of its human resource. Quality of Work Life plays significant role in overall job satisfaction and employee's involvement in the organization. In the entire process of getting OWL positive, management – employee relationship and sound inter personal relationship and communication; provide the wheels to implement of Quality of Work Life practices. Quality of Work Life include industrial effectiveness, work restructure, job enrichment, working humanization group, work concept, cooperation, workers involvement etc.

The emotional stress is mainly because one has the responsibility of a family and at the same time people are expected to deliver at workplace. One needs to walk on a tight rope and take the right decision to strike a balance. Each one of us goes through this emotional stress at our work place. How we deal with it, how we go through it, how we come out of it and how we experience it is what needs to be looked upon. Work-life balance is a measure of control; on how, where and when one needs to perform and strike balance between work and home. While recruiting people, they aren't asked about their family life. They are only asked about their education, experience and previous work place

Thus this study attempts to find out the Quality of Work Life and to explore the various challenges that employee face to strike balance between work and family life.

Objective of the study:

- ❖ To study personal profile of the BPO employees such as age, marital status, Educational Qualification, Income, No. of years working in BPO sector, information of spouse & family.
- ❖ To study an association between personal variable and diet, sleep, leisure, work interest, health aspects, social life, and sex life.
- ❖ To study the Quality of Work Life of BPO employees.
- ❖ To study work & family balance of the employees.
- ❖ To draw strategies to improve quality of work life & for balancing work & family life.

Hypotheses of the study:

- There is no significant association between personal variables and Quality of Work Life.
- There is a correlation between Quality of Work Life and family life balance.

Research design:

The study attempts to explore the various aspects of Quality of Work Life and various challenges that employee face to strike balance between work and family life working in BPO. Therefore it is exploratory in nature while it describes the various aspects such as organizational climate, working condition, interpersonal relationship, health, social, economic and psychological parameters that contribute to stress are looked in. Therefore research design is Exploratory cum Descriptive.

Universe of the study:

The universe of the study would be all employees working in 9 BPOs of Gujarat.

Sample and sampling:

The sample of the study would be 365 employees working in 9 BPOs of major cities of Gujarat like Baroda, Gandhinagar, Ahmedabad and Surat. In each city BPO's was selected whose existence was of one or more years. The data was collected from the employees who have working experience of six months or more in BPO by adopting simple random sampling.

Variables:

Independent Variables; include all personal information of the employee such as Employment history, i.e. Age, education & qualification dept, designation, marital status, total work experience etc.

Dependent variable; include various aspects related to working condition, interpersonal relations, health, social, psychological parameters that study Quality of Work Life and family life balance of the executives.

Tool of data collection:***Primary source of data collection is***

- Questionnaire

Secondary source

- Annual reports
- Website of Organisation

Statistical Tool:

- Appropriate statistical tool would be used for the analysis of data.

Limitation of the study:

Following were the limitations faced by Researcher so as to carry out present study:

- Initially organisations were ready to be a part of the research study later on while collecting data it is experienced that non-availability and non-response found on the part of BPO sector.
- In spite of numerous call and reminders it had been experienced that respondent took large amount of time to complete questionnaire.
- All the data was scrutinized by Head of the department.

Operational Definitions of Major terms:**Quality of Work Life:**

Comprise of occupational health suitable time and appropriate salary to perform a role of life.

Work life Balance:

Amount of time spent by an employee doing work, and amount of the time employee spent doing no work. This is one aspect, another Satisfaction balance, is quality of time spent in doing work and for the family.

Business Process Outsourcing (BPO):

Business Process Outsourcing (BPO) is the contracting of a specific business task, such as payroll, to a third-party service provider.

Recruitment Process Outsourcing (RPO):

It is a process where an employer out-sources or transfers all part of its recruitment activities to an external services provider.

Knowledge Process Outsourcing (KPO):

It is the outsourcing of high value added business functions that require specialized domain knowledge.

Call Centre:

A Call Centre is a centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone.

Social Relation:

Social relation can refer to a multitude of social interaction, regulated by social norms, between two or more people, with each having a social position and performing a social role.

Leisure:

Leisure is a period of time spent out of work for essential domestic activity.

Sexual Relation:

Sex, in its widest meaning is rather a sociological and cultural force that a mere bodily relation of two individual.

Premarital Sex:

Sexual intercourse before marriage.

Extra - marital Sex:

Sexual intercourse by a married person with someone other than spouse sex relation outside marriage.

Family Life Balance:

Family Life balance means the expectation of family member in shouldering the household responsibility and at the same time they are expected to deliver at work.

Organisation of the Study

The study consisted of six chapters and they are:

Chapter 1:

Presents the introductions of the study topic, research methodology which covers significance to the study, objectives, research study, variable covered under study, hypothesis, universe, sample and sampling, tools used for data collections, analysis of data and its treatments, limitations and organisations of the study & research settings in which BPO's profile are being incorporated.

Chapter 2:

Outlined the different research and review related to Quality of Work Life & family life balance.

Chapter 3:

Described the analysis and interpretations of data in form of frequency and percentile distributions. Statistical technique used to explore relationship, understanding associations and mean differences

Chapter 4:

Summarized the study in terms of finding, conclusion, recommendations and plan of actions.

Presentation of Data Analysis:

Section-I:

Independent Variable includes personal profile such as age, marital status, educational qualification, income, work experience.

Section-II:

Quality of Work Life

Section-III:

Cross tabulations between Independent Variable & Dependent Variable.

- Cross Tabulation between Diet & Personal variable
- Cross Tabulation between Sleep & Personal variable
- Cross Tabulation between leisure & personal variable
- Cross Tabulation between work interest & personal variable
- Cross Tabulation between health & personal variable
- Cross Tabulation between social life & personal variable
- Cross tabulation between Sex life & personal variable.

Section IV:

Correlation between Work Life & family life balance

Research Settings:

Researcher has identified BPO's from major cities within Gujarat state whose existence would not be less than one year and are

having good amount of financial turnover and significant growth in progressive directions. Below show the list of the BPO's:

Following were the BPO's:

- ✓ Vodafone house, Ahmedabad.
- ✓ I-serve Caltech, Gandhinagar.
- ✓ Transform Solution, Surat.
- ✓ D.R.Communication, Surat
- ✓ ORION Caltech, Ahmedabad
- ✓ Hutz Infotech, Baroda
- ✓ Encircle Exports India, Baroda.
- ✓ Hari Infonet Pvt Ltd, Rajkot
- ✓ Eagle Infocom Pvt Ltd, Rajkot

VODAFONE HOUSE, AHMEDABAD

Vodafone, the largest operating company within the Vodafone Group, its technology organization is the all-important engine room. Unplanned growth had made it unwieldy and reduced its ability to support future growth. Vodafone chief technology officer worked with Accenture to transform the unit's organizational structure to ensure it was fit to deliver high performance into the future, while also reducing costs.

Client Background

With more than 25 million customers relying on its mobile voice and data telecommunication services, Vodafone is the largest operating company in the Vodafone Group, the world's leading mobile telecommunications company.

The engine room of Vodafone is its technology organization, headed by its chief technology officer (CTO). This pivotal organizational unit is responsible for developing new products and services, business/operational support systems (BSS/OSS) and enterprise IT, network planning and rollout, as well as the associated operational functions, both central and regional.

ORION CALTECH, AHMEDABAD

“Orion Caltech was established in the year 2005 with the sole aim of empowering its students with the industry specific competency levels-the knowledge relevant to BPO Industry..

Today, Orion Caltech is a time-tested pre-process training institute – a trusted name, accepted and approved by the ITes Industry.

Mission:

To equip students, professionals and other aspirants with relevant skills to achieve their potential by developing world class programs, delivery mechanisms and consistent focus on the processes.

Vision :

To be the most preferred and sought after provider of training and development services for business, soft skill and placement.

Organizations do realize importance of “TRAINING” to its employees be it be process related or for Soft skills. Its proven fact that leadership / any talent gene pool can only be accumulated by imparting regular training to the potential employees and making them to retain for a long run in the organization.

On Job Training (OJT): One of the best training methods that Orion has implied is the On Job Training (OJT), because it is planned, organized, and conducted with actual feel of the corporate

world. OJT is generally the primary method used for broadening student's skills and increasing knowledge. It paves way for the students to get real time experience and develop their attributes which would be needed when they join organizations after completion of the courses. An analysis of the major job requirements and related knowledge's, skills, and abilities form the basis for setting up an OJT plan. To be most effective, the OJT plan of Orion includes:

- The subject to be covered;
- Number of hours;
- Estimated completion date; and
- Method by which the training will be evaluated;
- The relevant skill set and knowledge;

Customized Training: Customized Training Services offers a wide variety of educational programs to our students. We work tirelessly at updating and refining our programs to meet the needs of our students and clients. We are committed to your success, whether you are seeking a new career, upgrading skills in your current industry. We work closely with our partner companies and organizations to meet their needs in training. At Orion we understand the requirement and needs of the corporate world and design our courses as per the industry needs so that our students get the appropriate training to nurture their skill sets in order to get a job in today's competitive world.

Staffing Solutions: STAFFING as a phenomenon is crucial for any Organization which decides on success or failure or long term sustainability. Intensity is much higher in BPO / ITES / IT industries which are based on human talent. ORION with its rich expertise in BPO training & logistical advantage of having its presence across the country is now geared up in providing staffing solutions to its customers with innovative concepts in its true perspective. Our innovative approach in providing solutions to the

staffing issues helps organizations not only to reduce their hiring & training costs but also in improving their productivity by having right quality people for right job.

Specific result oriented curriculum has been designed by Orion Caltech, keeping in mind the industry specific requirements & standards. This enables a student to effectively communicate with a global customer. Orion Caltech's Curriculum provides easy to follow step-by-step programs to develop English speaking skills, Listening Skills, Fluency Development, Accent Neutralization & Reducing Mother Tongue & regional tongue influences. Our program is not really a course in the conventional sense of the word, but a workshop, where the emphasis is on interaction and implementation. Student learns practically by doing and feeling things and not just by listening.

D.R.COMMUNICATION, SURAT

D.R.Communication is one of the fastest growing end – to –end information technology services and solution firm.

VISION:

- “To build clients for life.”

MISSION:

- To be the partner and employer of choice for our clients and employees by creating values, opportunities and environment through quality, creativity and innovation
- To generate wealth for all stake holders.

VALUES:

- Commitment to client
- Pursuit of Excellence
- Environment of professional growth
- Transparency and integrity

SERVICES OF D.R.COMMUNICATION

- Application Development and maintenance services
- Independent Testing Service
- Enterprise Software Solution
- Outsourced Product Development

I SERVE CALTECH, GANDHINAGAR

I-Serve Systems is a world-class corporation in India which serves by integrating skilled people, tested practices and innovative technology in providing a range of services including Call Centre facilities, Service/Facility Management and Back Office Solutions.

I-Serve provides the highest quality of service all throughout our Call Centre. We strive to help clients achieve cost reduction so that they can then re-invest their savings in order to expand further.

VISION

We offer outstanding Call Centre facilities, Service Management and Back Office Solutions with the highest ROI (Return On Investment) for our clients. We focus on using state of the art technology in a way that translates into real, business benefits for our clients. These ideals are also set for our team; empowering them to enhance their role in offering the best quality service with proficient conduct.

MISSION

"We aim to provide the highest quality service, with the use of advanced skills and innovative technology and to provide a 'one stop shop' service for expanding companies. We believe each client has their own set of requirements and as such, we are able to adapt and provide a tailor made service package."

CORE SERVICES

I-Serve has one primary and singular focus in all the services that it offers to its clients - to provide the absolute finest customer care experience that our clients' customers will not find anywhere else. We do that through the following core service offerings.

INBOUND

- Order Processing
- Technology Product Support
- Technical & Help Desk Services
- Customer Service Helpline
- General Booking Services

OUTBOUND

- Telemarketing
- Lead Generation
- Data Verification
- Appointment setting
- Tele-Research

HUTZ INFOTECH, BARODA



Internet or Web has become an inevitable part of our life." Web Life Style" has just begun... with the first domain name registration in the year ****. At least, businesses now heavily depend upon web. Sooner, web sites will become an integral part of each business.

We can understand "web life style" phenomenon in a better way by understanding our "Electricity Life Style". Before the invention of Electricity, nobody needed the Electricity for life. Then we entered into "Electricity Life Style". Now, we cannot even think of life without Electricity.

HISTORY

Hrut InfoTech is a global business process out sourcing services provider with a focus on off source services to global corporations including small medium enterprises and fortune 100 companies high levels of operational expertise, strong customer orientation a dedicated and highly competent team of workers coupled with a state of the art off source infrastructure gives, Hrut InfoTech the competitive edge to provide comprehensive end to end solution to each diverse clientele

These core competencies lies in a razor sharp focus on the customer requirements taking on highly challenging assignment using appropriate technologies (often cutting edge technologies and diverse domains) and excluding them with a robust process methodology (ISO – 90001:2000Certified)

A strategic move for administration ventures Hrut InfoTech part of the corporate plan to set up a global delivery model for meeting call center order help desk and back office out sourcing requirements of the global clients in the telecom F &A and retail space

Founded in 2006, HrutInfoTech employees a hundred of services of delivery associate handling millions of call and transaction for its global customer with absolute quality. The company has representatives in US and Europe providing its clients with necessary local support

BELIEF

Among businesses; competition will intensify day by day. Every business will have a web site. Having a proper web site will make a significant difference for each business. Businesses having a perfectly planned and executed web site will have leading edge over their competition.

MISSION

"We will put our web development skills to add value to our 'customer's business' means 'your business' by:

- placing you in front of your prospective clients
- promoting your products and services
- enhancing your customer's experience
- influencing customer enquiries and sales leads
- maximizing conversions into actual sales
- strengthening your brands
- supporting your public relations"

VISION

- Our vision is delivering unmatched benefits beyond labor arbitrage through better quality.

- Partnering sustained growth through focused outsourced service innovations.
- Exceed customer expectation through service excellence.

SERVICES

Hrut InfoTech is one stop shop for all your Internet Requirements. Our products and services will add tremendous value to your company with their quality, cost effectiveness, and applicability



TRANSFORM SOLUTIONS, SURAT

A leader in providing business process outsourcing solutions, Transform develops fully integrated solutions for almost all industry verticals such as insurance, healthcare, banking, manufacturing industries, IT industries, among many more. We make available the combination of best-of-breed technology and state-of-the-art infrastructure to provide you the most streamlined processes. Our

company strives to create innovative solutions, applying the best-in-class ideas to promote growth for organizations.

Since 2002, Transform Solution has served as the trusted outsourcing partner for hundreds of clients worldwide and helped them to manage their business processes with world-class standards. With our focus on quality and understanding of key business processes, we provide optimized solutions to our esteemed clients. We execute our work with utmost professionalism to meet all the aspects of any business essentials, exceeding our own benchmarks to deliver nothing but the best.

An Overview of Our Services and Solutions:



We specialize in offering remote processing services that include data conversion services, call center outsourcing and data mining services in areas of litigation support, resume processing, human resources, tax and accounting for global clients. Our end-to-end solutions for publishing and data management, data warehousing & business intelligence, document management & workflow solutions, transaction processing, claims processing and tax preparation services set highest standards in the industry.

VISION

To become the No. 1 Service Delivery Partner for Outsourced Services.

MISSION

Delivering value to our clients by combining creative and cost effective solutions with a solid foundation of support and maintenance

OUR JOURNEY



ENCIRCLE EXPORTS PRIVATE INDIA LTD, BARODA

PHILOSOPHY OF THE ORGANISATION

- It is eventually the people and each individual person in the organization that dictates the success of an organization.
- Want to work hard at attracting and retaining the best
- Providing challenging and stimulating assignments with some awesome growth opportunities
- They believe in holding people accountable and responsible for their actions along with the empowering them to excel.
- They challenge people to do impossible
- Evaluation is very thorough but provides all the ammunition and support one needs to succeed.

MISSION

To provide processing of the various functions for the foreign organization that was originally performed at the headquarters of that foreign organization.

Business strengths:

- (1) A proven product line,
- (2) State - of - the - art technology,
- (3) Pre sales design engineering support,
- (4) 24 x 7 customer service support,
- (5) Customization support.

Cutting Edge Technologies Electronic Security and Surveillance Dynamic Software Development Embedded Systems

➤ Functional Strengths:-

- (1) Microprocessor design and firmware development,
- (2) Communication system design and interface,
- (3) Central server design,
- (4) Web server design,

- (5) Systems maintenance engineering,
- (6) Mechanical design,
- (7) Field installation, service and commissioning engineering,
- (8) Quality control.

EAGLE INFOCOM PVT. LTD. RAJKOT



A step Ahead... Always

Eagle Corporation Pvt. Ltd., a professionally managed company with travels as their hub, and having ventured into petroleums and marketing, was established in the year 1978 at Rajkot city by the chairman Lt. Rasiklal Damjibhai Golwala. It began its journey with the travels division, and had only 2 buses to start the operations with. From the year 1978 with only 2 buses (travels division) till to date, along with the passing time and different experiences it gathered, it has been able to not only increase the fleet from 2 to 55, but also add new divisions like Marketing, Petroleum, Motors and Tourism, infocom & Forex to its credit. The latest inclusion is world's 2nd largest bus chassis manufacturing company Volvo B7R in its fold.

VISION

"To be a Reliable and valued Associate as a Quality sales & service Provider to the Corporate World"

VALUES

- Stewardship
- Best People
- Client value Creation
- One Global Network

- Respect for the Individual
- Integrity

Eagle Group (Infocom)

Eagle Infocom Pvt. Ltd. (International Call centre Division). Eagle Infocom Pvt. Ltd is established with aim to cater business in BPO services, providing an offshore hub for a full spectrum of Contact Center Services, Wi-Fi Internet Services and other IT Related Services.

IT Services:

- Wi-Fi Internet Service in major cities of India
- Web Solutions
- WAN Connectivity Solutions
- Co-location of Servers
- Mailing Solutions
- Data Centre Applications
- Video Conferencing

HARI INFONET LIMITED, RAJKOT

With the advent of the twenty first century India has witnessed a mammoth change in the rules & regulation governing the Indian industry. In the past few year the government has deregulated the entire telecom industry step by incremental step. The share market and the stock markets & rest of industries have experienced a great deal of deregulation, resulting in greater competition & recession within all the industries. With multinational companies repute setting up its shop in India. With the increase in competition & Globalization, conventional methods of advertising are being replaced by new fast and effective means for (e.g. HELPLINE) Industrial and commercial organizations, individual business men are searching for new mediums & platforms to retain their competitiveness. Quick, efficient & effective information are the key

factor that will determine the difference between high & low profits.. A medium that HELPLINE propose to become bridge the gap and form a effective link between the buyer and the seller, providing a medium for a spring boards to accurate, highly specific information , free of cost round the clock on telephone 365 days. The convenience being the caller is privacy to information on manufacturer, product specifications, the price range if possible, the nearest vendor or vendors as the case might be at any time of the day or the night, This service lays the foundation for the entire business and trading community in a particular city a platform to promote their products in a much more productive and cost effective manner.

THE COMPANY:

HARI INFONET LIMITED. Promoters Mr. Rajesh Khetani and Mr. Prakash Khetani are the pioneers of the telephone base information media in Gujarat State . They started their Tele- information media in the year 1992 since then they have established themselves as the number one providers of accurate information on any product on service in the entire region . To promote this concept more effectively. Khetani Group of Companies has set up a company HARI INFONET LIMITED. The Company has already setup its branches in Jamnagar, Surat, Baroda & Morbi. The work is in its deciding stages to launch in Ahmedabad. To promote this concept in other cities around the country the company is inviting the qualified entrepreneurs who want to associate themselves in plans to setup 50 Help line centre around the country by the end of the march 2007. The company has integrated all its offices via Internet at present. And the step towards that has been made. By putting high-speed server with the dual processor at Rajkot with 64 KBPS lease line connectivity from ICE GETWAY. The next centers are likely to be setup in Pune, Nasik & Nagpur. The company has a range of

other concepts to offer the public as whole designed and developed towards the formation of truly international Information Company.

Values of the organization:

- Equal opportunity,
- Fair treatment
- Creation of conducive climate of motivation
- Performance
- Recognition
- Reward
- Open-door communication which facilitates meaningful exchange of ideas.
- A positive work-culture.