CHAPTER - 1

INTRODUCTION

The Economy world over, has become highly dynamic and managing an organization has become more complex than ever before. Companies are working hard to attract and retain quality human resource in order to be ahead of its competitors. Family and work are two important domains in the life of an employee. When imbalance occurs between these two consequences are reflected in the organization as well as domestic life of an employee. Work life balance can bring huge transformation at organization and individual level. Today, human resource is being viewed as a source of competitive advantage; highly motivated work force can help the organizations in achieving their goals and objectives. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization.

Quality of Work Life is becoming an increasingly popular concept in recent times. It basically talks about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects. It is a fact that an individual’s life can’t be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa. Therefore, organizations have started to focus on the overall development and happiness of the employee and reducing his/her stress levels without jeopardizing the economic health of the company.

Quality of work life (QWL) is viewed as a better way of managing the people in the organization. The QWL approach considers people as an ‘asset' to the organization rather than as ‘costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs.
and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. Moreover, the number of women workforce is increasing in the organizations and making quality of work life still more significant.

1.1 OVERVIEW OF INDIAN SOFTWARE INDUSTRY

India is the world's largest sourcing destination for the information technology industry, accounting for approximately 67 per cent of the US$ 124-130 billion market. The industry employs about 10 million workforces. More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy. India's cost competitiveness in providing IT services, which is approximately 3-4 times cheaper than the US, continues to be the mainstay of its unique selling proposition (USP) in the global sourcing market. However, India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centers in India.
The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science. The Indian IT and ITeS industry is divided into four major segments – IT services, business process management (BPM), software products and engineering services, and hardware.

The IT-BPM sector in India grew at a Compound Annual Growth rate (CAGR) of 15 per cent over 2010-15, which is 3-4 times higher than the global IT-BPM spend, and is estimated to expand at a CAGR of 9.5 per cent to US$ 300 billion by 2020.

- Availability of skilled English speaking workforce has been a major reason behind India’s emergence as a global outsourcing hub

- During FY08-15 number of graduates’ addition to talent pool in India grew at a CAGR of 9.4 per cent

- India added around 5.8 million graduates to the talent pool during FY15

- Growing talent pool of India has the ability to drive the R&D and innovation business in the IT-BPM space.

Information technology, and the hardware and software associated with the IT industry, are an integral part of nearly every major global industry.
The information technology (IT) industry has become one of the most robust industries in the world. IT, more than any other industry or economic facet, has an increased productivity, particularly in the developed world, and therefore is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector.

The Information Technology Association of America (ITAA) explains 'information technology' as encompassing all possible aspects of information systems based on computers.

Both software development and the hardware involved in the IT industry include everything from computer systems, to the design, implementation, study and development of IT and management systems.

Owing to its easy accessibility and the wide range of IT products available, the demand for IT services has increased substantially over the years. The IT sector has emerged as a major global source of both growth and employment.

Information technology is playing an important role in India today and has transformed India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs. The IT sector in India is generating 2.5 million direct employments. India is now one of the biggest IT capitals of the modern world and all the major players in the world IT sector are present in the country.

1.2 Major Information Technology Hubs

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<tr>
<th>Rank</th>
<th>City</th>
<th>Description</th>
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<tr>
<td>1</td>
<td>Bangalore</td>
<td>Bangalore is known as the Silicon Valley of India and IT Capital of India. Bangalore is considered to be a global information technology hub and largest software exports from India. The top Indian IT service providers like Infosys and Wipro are headquartered in Bangalore, It is also country headquarters to many</td>
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<td>2</td>
<td>Hyderabad is known as HITEC City or Cyberabad, and is the second major global information technology hub and IT exporter in India. It has become the first destination for the Microsoft development centre in India and largest software development centre outside of their headquarters in Redmond, USA. Microsoft, Infosys, Google, Cognizant, Tata Consultancy Services, CSC India Accenture, Facebook, Wipro, HCL, Cyient, IGATE, Capgemini, Polaris, Amazon.com, Dell, Deloitte, Tech Mahindra etc. also operate from the city.</td>
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<td>3</td>
<td>Chennai is the third largest exporter of IT and ITES of India. Some of the major companies having operation centers at Chennai are Accenture, Cognizant, TCS, Syntel, Wipro, Infosys, Verizon, L&amp;T, HCL, Amazon.com, eBay, Paypal, Polaris, Capgemini and many major global providers. The city has a world class IT infrastructures with dedicated expressway nicknamed as IT expressway, and many other IT parks promoted by both government and private entities. The city's strong industrial base also favors setting up of many major R&amp;D centers in its vicinity.</td>
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<td>4</td>
<td>The National Capital Region comprising Delhi, Gurgaon and Noida are clusters of software development.</td>
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<td>5</td>
<td>Major Indian and International Firms present in Pune and is one of the biggest global IT services &amp; outsourcing exporter of India. The next biggest IT park of India (Rajiv Gandhi IT Park at Hinjewadi) is expected to scale up to Phase 7. It is also known as Tech City, which consists of many multinational corporation companies such as...</td>
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as TCS, Tech Mahindra Capgemini, Syntel, Infosys etc., and is one of the IT hub of India. Pune is also C-DAC headquarters.

1.3 SIGNIFICANCE OF THE STUDY:

All over the world people are craving for their human dignity and respect. Besides, their aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources. Therefore, it is necessary to ensure quality work life for all-round peace and prosperity. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company as that, in turn, encourages entry of new talent into the organizations work environment means the milieus around a person.

1.4 NEED OF THE STUDY

Quality of work life (QWL) entails the design of work systems that enhance the working life experiences of organizational members, thereby improving individuals commitment and motivation for achieving organizational goals. Most often, this has been implemented through the design of jobs that afford workers more direct control over their immediate work environment. In the search for improved productivity, manager and executives alike are discovering the important contribution of QWL. The term Quality of Work Life is one of the most discussed terms in Human Resource Management and is getting its space in the HR discussions.

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The
Quality of Work Life is multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, and well being, job security, competence development and balance between work and non work life among employees in software industry at Bangalore city, the researcher investigator has made an attempt in this regard and has undertaken the current study to analyze the Quality of Work Life among software employees with special reference to Software industry in Bangalore and to offer suitable suggestions for the organization to take necessary steps to improve the Quality of Work Life among its employees.

It is found that not much of the study was conducted on topic hence there is a scope for broader perspective of research. Work is an integral part of our everyday life, be it our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward for the next day. A happy and a healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. It is found that not much of the study was conducted on topic “Quality of Work Life with reference to Software Industry At Bangalore city – A software hub”, this has prompted the researcher to take up the present study.
1.5 RESEARCH QUESTIONS

To address the research problem effectively, researcher has set the following questions:

- What are the factors, causes, or reasons affecting Quality of work life of employees in software industry?
- Do the employees have enough knowledge of Quality of work life?
- To what extent has Quality of work life been implemented in software industry?
- What are the benefits of Quality of work life to the employees and for the organization in software industry?

1.6 SCOPE OF THE STUDY

The study focuses on analyzing the work life balance of employees of IT companies located in Bangalore city. Out of more than 1000 companies in Bangalore city four major software companies were chosen based on number employees, size of operation, vital role played in software services. The companies selected were Infosys, TCS, Oracle and IBM. The study serves the following purposes:

- Improves the organization’s support system which manages the work life balance in the organization
- Helps to reduce the employee turnover.
- Enhances the organizational culture and HR practices
- Helps in identifying the factors influencing the work life balance in IT companies.
1.7 OBJECTIVES OF THE STUDY

The main objective of the study is to critically examine the quality of work life balance in the selected IT companies located in the city of Bangalore. The following are the specific objectives of the present study:

1. To identify the critical factors to measure the quality of work life in Software industry.
2. To measure the employee satisfaction with the quality of work life
3. To study the significance of various components in maintaining successful quality of work life balance.
4. To study the effect of employment factors on work life balance and other work related aspects in Software industry
5. To gain an insight into a current working policies and practices as well as work life balance issues in Software Industry.

1.8 RESEARCH METHODOLOGY

The research methodology adopted for the study is descriptive and analytical in nature. Both the Primary and Secondary data were used for the present study. The primary data was collected by administering Structured Questionnaire. The secondary data needed for the study were collected from the books, journals, company records and websites etc.

Sampling is the selection of some part of an aggregate or totality on the basis of which a judgment about the aggregate or totality is made. The study was confined to Bangalore city. This city was selected keeping in mind that it was endowed with human resources and is known as the Silicon Valley of India and IT Capital of India. There are more than 1000 IT companies operating in Bangalore among these the Selection of Companies was made based on their market size, No of employee's, turn over, Brand/Goodwill etc. Out of more than 1000 companies in Bangalore four major software companies were chosen based on the number of employees and size of operation, turn
over, vital role played in software services, and the companies selected were Infosys, TCS, Oracle and IBM. They were top four companies were in terms of volume of business and spread across India and globe. Out of four companies two were selected on the basis of Indian origin-MNC's and two were foreign origin-MNCs It was decided to collect the necessary information from 150 respondents from each company, so the size of the population taken for research was 600 respondents from respective 4 companies.

Out of 600 respondents -for whom questionnaires were distributed- only 350 respondents have actively responded with proper information pertaining to the study. The rest 250 respondents didn't respond to the questionnaire citing various reasons like busy schedule, Job pressure, Confidentiality of Company information, etc. A Non probability, proportionate quota sampling was used for the study. For analysis and interpretation of statistical data appropriate statistical tools were used

1.9 HYPOTHESES

The following hypotheses are formulated:

**H1:** There is a significant difference in the perception towards work life balance among demographic groups (gender, age, Mode of employment and work schedule)

**H2:** There is a significant difference in the level of satisfaction towards job among demographic groups (gender, age, Mode of employment, Payment, work schedule, Experience in present job)

**H3:** There is a significant difference in the perception of employees towards work related aspects among demographic groups (Gender, age, Mode of employment, Payment, work schedule, Experience in present job).
1.10 LIMITATIONS OF THE STUDY

i. The estimated results may not represent the population as no clear image can be observed about the feature and size of the population. Making inference from such a kind of population, convenient sampling approach has been performed.

ii. The data were collected only from the few software companies from Bangalore city. Thus the results may not symbolize the actual perception of the software employees regarding QWL in context of entire employees.

iii. The employees might not have disclosed the true facts in order to secure their job and some time information provided by the employees may not be true.

iv. Some of the respondents were approached informally or through known sources like friends relatives etc.

1.11 ORGANISATION OF THESIS

The study has been presented in six chapters

- The first chapter is introductory in nature and deals with significance, scope and need of the study, objectives of the study, hypotheses, research methodology, and plan of the study.
- The second chapter presents review of literature
- The third chapter throws light on the conceptual frame work of Quality of work life which covers origin, development, meaning, definition, determinants/factors affecting, models, benefits, issues relating to Quality of work life and techniques to improve Quality of work life, measurement /assessment of Quality of work life and impact of Quality of work life on the work place.
- The fourth chapter gives history of Indian IT industry and brief introduction of software companies selected for the present study.
• The fifth chapter deals with Data analysis and Interpretation.
• The sixth chapter presents the summary of findings, conclusion, and recommendations.