



Quality of Working Life in IT Sector in India: A HR Strategy for Retention

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Modern business organisations treat human resource as invaluable asset. Retention of existing employees has been regarded as one of the best strategies of HR department. Providing good quality of working life to the employees helps in retention of existing human resource, reduce cost and also increase efficiency thereby earning good reputation in business arena. In India IT industry earned brand equity by emerging as a knowledge economy because of IT and ITES sector. IT sector proved to be major employment provider. It provided nearly 2.8 million job opportunities directly and 8.9 million jobs indirectly during the fiscal year 2012. But at the same time IT sector is experiencing highest rate of attrition compared to other sectors. Therefore, there is a need to study quality of working life provided by these organisations to its employees. Present study is descriptive in nature. It tries to analyse the existing employee benefit schemes in the form of quality of working life provided by top five IT organisations in India and to assess the positive outcomes. Five organisations selected for study are Tata consultancy services, Infosys, Wipro technologies, Cognizant and HCL.

Modern organisations are managed and staffed by people, without people organisations ceases to exist. Today's world is characterised by high rate of attrition of talented and efficient workers. Recession in recent times made organisations to give more importance to retaining existing workforce by reducing attrition rate. Providing good quality of working life has become one of the solutions to organisations HR problems. Almost all business organisations provide quality of working life to its employees as retention strategy. Quality of working life involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively. The importance of quality of working life (QWL) was recognised during 1950s. The term quality of work life was first introduced in 1972 during international labour relations conference at Arden House in New



York. Since then, QWL has gained substantial importance for organisations interested in employee welfare.

QWL is a multi-dimensional construct covering physical and psychological wellbeing of employees. Quality of working life can be understood in two perspectives, in one-way quality of working life is understood as set of objective organisational conditions and practices like safe working conditions, workers involvement, democratic management etc. Second view gives importance to employees' perceptions that they are relatively well satisfied, they have work-life balance and human values are upheld in their organisation. A good definition of quality of working life amalgamates both views. Richard Walton (1979) defined quality of work life as "Quality of work is the work culture that serves as a cornerstone". According to Nadler and Lawler (1983) QWL refers to individual's perception of and attitudes towards his or her work and total work environment".

Literature Review

A number of researches have been made on different dimensions of quality of working life by researchers. These studies serve as beacon for new studies.

Naval Karrir (1994) in his study on factors related to quality of work life of 491 managers working in 182 public, 143 private and 166 cooperative sectors of India. He found that managers in public sector showed higher quality of work life than other managers working in other sectors, managers from small and large size public sector shows better quality of work life in relation to private and cooperative sectors, he also found that educational qualification, size of the organisation, job satisfaction and job involvement are major predictors of quality of work life.

Amir Zeeshan (2010) made a study of the interactive effect of communication and stress on perception of quality of work life. The study revealed that employee communication is directly linked with success of an organisation. He also concluded that interactive effect of communication and stress plays an important role on the employee's perception of quality of work life and any quality of working life programmes giving importance to effective communication will lead to efficient, satisfied and committed workforce.



DR. J Vignesh Shankar (2010) studied the relationship between quality of working life and career satisfaction of employees in information technology, education institution and manufacturing units of Chennai. He concluded that career balance has a significant impact on quality of working life.

Hemanth Sharma, S K Sharma (2010) made an exploratory study of Haryana vidyuthprasarananigam limited and Haryana power generation corporation limited with an intention of developing an inventory of quality of work life. Their finding showed that employee's satisfaction is the most important component of quality of working life, other factors that influence quality of work life were organisational perspectives, motivating dimensions, environmental dimensions, consciousness and dedication of employees.

RathiNeerpal (2010) studied the relationship of quality of work life with employees' psychological well being. The major findings of this study was of three need dimensions namely health, safety, economic and family needs, actualisation and knowledge needs and social and esteem needs if satisfied will result in psychological well being.

Natarajan P. (2011) in their case study on quality of work life of teaching and non teaching employees in Pondicherry University. They made analysis of association between demographic factors and quality of work life of teaching and non teaching staff and found that there is no relationship between demographic factors and quality of work life. They concluded that present job, working conditions and work culture are highly influencing quality of working life in the university as perceived by the teaching and non teaching staff. They found that both category of respondents' perceived that present pay, promotional policy and supervisory system are moderately influencing the quality of working life.

Ganapathi R, Bhaskar Padma (2011) made a study on quality of working life among employees of public sectors in Coimbatore City The finding of the study reveals that the existing mind set of management in India needs to be positively changed to modern outlook. Employee measures need to be improved as employees are not satisfied with the present employee benefit schemes.



Rames P (2011) undertook a research on quality of work life of faculty in B-Schools. His finding shows that there is no significant difference between male and female in respect of opinion about quality of working life, institutional affiliation, and corporate experience. And there is significant difference between age capabilities, skills and quality of working life.

Krishnan jayashree (2012) made a study of quality of work life in AIDS service organisations in India with an intention of analysing employee's perceptions of quality of work life. The study found that employee relationship, work climate, understanding work, work load, work demand, and work autonomy are important factors which contributed to quality of work life.

Thakkar G Mehul (2012) did an assessment of quality of nursing work life of nurses in South Gujarat region to find an solution to problem of ensuring better quality of work life of nurses in the hospitals. The study revealed that the present status of quality of nursing work life of nursing staff is good, as work life-home life dimension, work context dimension and work design dimension was found to be above good level. Whereas availability of work world dimension was near to average level. He suggested that concern regarding the work world dimension represented through the image of nursing profession, economic issues and job security concerns should be properly dealt with.

Varatharaj V, Vasantha S, Varadharajan R (2012) made a comparative study of quality of work life, positive work attitude, job satisfaction and organisational effectiveness of employees working in service sector. The research results show that quality of working life make a valuable contribution to the improvement of job satisfaction and responsible for change in work related attitudes like working condition, co-worker, management, job etc. They also found that Factors like pay, attitude towards work, supervision, relation with co-workers and opportunity for promotion has positive correlation with job satisfaction.

Need for The Study

In India IT sector proved to be major employment provider. It provided nearly 2.8million job opportunities directly and 8.9 million employments indirectly during the fiscal year 2012.



Therefore, there is a need to study quality of working life provided by these organisations to its employees

Objective of The Study

The objectives of the study are as follows

- To understand the extent of quality of working life provided by top IT service providers in India.
- To study the relationship between quality of working life and rate of attrition in IT service providers.
- Provide suggestions to improve quality of working life.

Research Methodology

The present study is descriptive in nature. It tries to analyse the present quality of working life in the form of welfare facilities provided by 5 major IT service providers in India viz. Tata consultancy services, Wipro, Infosys, and Cognizant services. The study has been carried out with the help of secondary data collected from various journals, magazines and internet source. Total revenues, number of employees and head Quarters of above organisations is presented in the form of table below.

FIRM	REVENUES	EMPLOYEES	YEAR	HEADQUARTERS
TCS	\$10.17 billion	2,65,583	2012	Mumbai
COGNIZANT	\$7.05 billion	1,85,045	2012	Teaneck, New jersey
INFOSYS	\$6.69 billion	1,53,761	2012	Bangalore
WIPRO	\$5.73 billion	1,40,569	2012	Bangalore
HCL	\$4.30 billion	85,335	2012	Noida

Quality of Working Life in TCS

TCS is an Indian multinational company providing Information technology services, business solutions and consulting services. Its headquarters is situated in Mumbai. TCS operates in 44 countries and has more than 199 branches across the world. TCS has total of 276198



employees as on March 2013. TCS is one of the largest private sector employers in India. Various facilities like TCS.

Quality of Working Life in Cognizant

Cognizant in order to retain its efficient and long standing workforce has declared various employee benefit schemes important among them are out-of turn promotions to employees who exceeded expectations. As Cognizant earned \$41 million more revenue than last year. To recognise this success a special bonus has been paid to all employees to senior associate level who worked for more than one year in the company. The company is also thinking of expansion of its stock equity programme with grants to managers and associate directors with excellent track records exceeding all expectations rating in their appraisal cycle.

Quality of Working Life in Infosys

Infosys is an Indian MNC providing information technology, business consulting, software engineering and BPO services. Headquarters of Infosys is situated in Bangalore. Infosys is ranked as third largest Indian multinational company in revenue earning. Infosys employed 1,56,688 employees as on 31 March 2013. Out of its total employees 79% are software professionals, 15% are working in BPOs and 5% work for support and sales. The attrition rate for year ending 31 March 2013 was 16.3%.

Quality of Working Life in Wipro

Wipro provides a wide variety of employee benefit schemes in the form of Monetary benefits, health benefits and work-life balance programmes to enhance the quality of working life of its dedicated employees. Following are some of the employee friendly initiatives taken by Wipro.

Quarterly performance linked compensation is payable to staff on a quarterly basis. Employees are eligible for interest free loans under specific case. Medical assistance program and medical benefit scheme covers the family of employees with reimbursement facility. Life



and accident cover is also provided under Group personal accident insurance program, Group life insurance program and employee deposit linked insurance program.

As a Work-life balance initiative Wipro is providing paid holidays, maternity benefit and sabbaticals. Employees are encouraged to be part of corporate social responsibility campaigns called as ‘Wipro cares’. An employee counselling initiative called ‘Mitr’ is also prevalent for helping employees with crisis. Children of employees are also provided with learning and fun activities through a program called as ‘Kids@Wipro’. A health and fitness initiative called as ‘Fit for Life’ helps giving insights in to best exercise for body and soul.

Wipro provides one of the best programmes to protect the ecology through an initiative called as ‘Eco Eye’. This program helps to protect the ecology and encourage its employees to be a part of company’s green initiative.

Quality of Working Life in HCL

HCL is an Indian Multinational company that operates in 31 countries. Its headquarters is situated in Noida, India. The company comprises two publicly listed companies, HCL Technologies and HCL Info systems. HCL believes in basic principle of “Employees First” this philosophy focused on providing its workforce whatever they need to succeed like space to grow, time to think or tools to use ultimately resulting in all round employee development. Employee First is fivefold path to individual enlightenment it ensures providing employees necessary support, knowledge, recognition, empowerment and transformation. HCL’s principle “Employees First” is gaining recognition worldwide and it is studied as case study in Harvard business school. Forbes and Business week referred HCL as world’s most modern business.

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