

A Study of Quality of Work Life with Career Development Practices in BPO industry Pune

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Abstract: *Quality of work life (QWL) refers to the favourableness or unfavourableness of job environment for people working in the organisation. A good quality of career development practices leads to high quality of work life for both employees and the organisation which is essential to attract, recruit and retain its human resources. The success of any organization is highly dependent on its human resources and that the effectiveness of organizations would be doubled if management could learn how to tap the unrealized potential present in their human resources. Human resources with proper association and impetus can grow and develop their potential in the long run. This study analyse the perception of quality of work life of employees with respect to career development practices in BPO industry. The research design chosen is descriptive in nature and sampling technique is stratified random sampling. A sample of 51 middle level*

employees was collected using structured questionnaire working in BPO industry Pune. Percentage analysis is the tool that is used for data analysis. It is found that Quality of Work Life with regard to career development practice have high significant in the selected organization and is related to employee commitment to the organization, increased productivity and reduced absenteeism and turnover. Thus career development practices have substantial role to play in satisfying the needs of the employees and how at middle level different aspects are valued and employed for developing a unique and inimitable quality of work life within the organisation for eliciting favourable job-related responses.

Keywords: Quality of Work Life, Career Development, Employee Commitment, Training and Career Counseling.

Introduction:

The BPO industry plays a magnificent role in boosting India's economy which shows that the IT and ITeS sector have been contributing largely to the economic growth of India. Even in today's scenario of Global Meltdown it is manifest that the BPO industry is making an impact on the Indian economy. Since BPO is an effective cost cutting measure practiced around the Globe and India to be the destination of Outsourcing, BPO's Role in India's economic growth is set towards making a momentous impact in the time to come as well.

In today's modern society employees are expressing a strong desire to pursue more than just a job. They want a career that promise an addition of their interests, personality, abilities and that complements with their total life situation. Stressing this, Peter.F. Drucker stated that man, of all resources available to man, can grow and develop. Human resources with proper association and impetus can grow and develop their potential in the long run. The organizations need to make regular efforts to accomplish quality of work life where the employees are given more prospects to mark their work and contribute to the general effectiveness of the organization. The effectiveness of organization would be

doubled if management could learn how to tap the unrealized potential present in their human resources.

A good quality of career development practices endeavours to accomplish quality of work life which helps organizations attract and retain high performing employees. Employee stay in the organization depends on how he/she see the future in the organization and that work designs provided by the organization is useful for work and careers. The existence of a clear career advancement within their working lives are also profoundly influence employee to survive in an organization.

Effective career development practices such as employee growth and development can facilitate healthy organizations. Practices that contribute to employee development have been related to employee commitment to the organization, increased productivity and decreased absenteeism and turnover (Grawitch, et al., 2006). In this way every organization, enjoys pleasant and effective productivity and efficiency seeks ways to help the employee reach a degree of ability to use their mind and intelligence and this is possible by suitable quality of work life.

The aim of the present study is to analyse the perception of quality of work life of employees with respect to career development practices in BPO industry which have significant role to play in satisfying the needs of the employees.

Objectives of the study

To determine employees perception of quality of work life with respect to career development practices in BPO industry

Review of Literature:

Bruce Warman in Ahmad (2015), an organizational development consultant concerned with General Motors, defines quality of work life (QWL) “as a goal and process”. The goal is the creation of more effective, satisfying jobs and work environment for people at all levels of the organizations and process is, QWL, realizing this goal by active participation.

Haskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards leading to the organizations growth and profitability.

According to Chen, T. Y., Chang, P. L., & Yeh, C. W. (2004), Quality of work life includes the career development practices

used within the organization such as placing clear expectations on employees on their expectations and succession plans. Quality of work life is linked to career development and career is evolving from such interaction of individuals within the organizations. Career arises from the interaction of individuals with organizations and society. Career is not primarily a theoretical construct but is used in meaningful ways, given meaning and it creates meaning and also experience.

Arthur, Hall and Lawrence (1989) define career as ‘The evolving sequence of a person’s work experiences over time’, and according to Collin and Watts (1996), career offer “The individual's development in learning and work throughout life”. The notions of time and sequence, not status or advancement, are what differentiates career from other work-related concepts.

According to Mobley, H.W.E. (1998), it is important to realize that career planning and development process involves assessment of workers and organizations that will enhance success in one's career and also can reduce negative behaviour and improve the quality of workers in the organization. Thus career development practice which will be able to meet

organizational needs and the worker's needs.

Dr. Saeed R. et al (2013), examine the relationship between the organizational role and career development of employees with a sample size of 100 employees of different universities and colleges located in Punjab province. The variables identified for the study were career enhancing activities, Training and Career Counseling. It has been found that a positive and significant relation exists between organizational role and career development of employees and organisations by investing in training and providing career counseling to the employees will not only help to develop in their careers and but will also get the benefit of trained and satisfied employees.

Agba, A. M. Ogaboh, Festus Nkpoyen and Ushie, E. M. (2010), determine the relationship between career development and employee commitment with a sample size of 530 employees working in the departments of Accounting, Engineering, Security, Administration, Marketing, and Production in industrial organizations, in Calabar, Cross River State, Nigeria. The career development variables identified were career opportunities, career

advancement, career counselling. The result showed that career advancement, career counseling and career opportunities significantly influence employee commitment and management should adopt comprehensive career development programmes.

Daisy Ofosuhene Kwenin (2013), investigated the relation between work environment and career development opportunities with employee retention in Vodafone Ghana Limited. The career development variables identified for the study were Perception on Career Growth, Promotional and Learning Opportunities and On-the-Job Training. The results showed that work environment and career development opportunities had positive relationship with employee retention and thereby affect employees' decision to stay in Vodafone Ghana Limited. It concluded that the management should provide an attractive work environment for career development opportunities to make employees stay in the organisation.

Santi Rande, Yunus Rahawarin, A. Jamaluddin, Tehubijuluw Zacharias (2015), examined the effect of individual and organizational aspects of the career development with a sample size of 241

employees. The career development factors identified for the study were career counseling, performance appraisal, career mapping, self-assessment, identification of the business achieve career goals, personal development, career-related education and career information. The results showed that career counselling, performance appraisal, and career mapping were the main factors affecting the career development of employees and that the career development patterns should be more emphasized on system performance and should implement a planned career development which will create a new culture in the organisation characterized by objectivity, openness, respect the real performance and results-oriented

Sobia Shujaat, Saira Sana, Dr. Faisal Aftab1 and Ishtiaq Ahmed (2013), examined the relationship between career development opportunities and job satisfaction among 395 employees. The variables of career development identified for the study were mentoring, counseling, empowerment by supervisors to take responsibility and authority, opportunities for foreign assignments and tasks and Organizational Open environment. The results showed that there was positive relationship between career development

and employee job satisfaction and employees were satisfied with career development activities offered to them which ultimately leads to higher work efficiency and productivity.

Oduma Caroline and Dr. Were Susan (2014), investigated the influence of career development on employee performance with a sample size of 487 employees in the Public University, Kenyatta University. The variables of career development identified for the study were training, career mentoring, job orientation and career advancement. The study revealed that training, career mentoring, job orientation and career advancement had a positive impact on employee performance in the public university in Kenya. It concluded that career development significantly influence employee performance.

Ami Pujiwati (2016), analyzed the influence of performance assessment and career development on employee's commitment with a sample size of 119 employees. The career development variables identified for the study were Individual Career Planning and Career Management. The results showed that the performance assessment has a positive and

significant impact on the career development and employee's commitment is positively influenced by the career development. However, the performance assessment has a positive but not significant effect to employee's commitment. It concluded that performance assessment and career development is able to maintain the level of employee's commitment.

Research Methodology:

The research design chosen is descriptive in nature and the universe of the study

refers to the middle level employees working in various departments of BPO industry Pune. The sample size taken to conduct the research is 51 middle level employees. The respondents were selected by using stratified random sampling technique. Questionnaire with 5 point Likert scale was used for primary data collection and secondary data was collected from earlier research work, various published and online journals, magazines, websites and online articles. Simple percentage analysis is the tool used for data analysis.

DATA ANALYSIS AND INTERPRETATION

SIMPLE PERCENTAGE ANALYSIS

Table 1, Classification Based on Demographic Factors

Sr. No.	Demographic Factors	No. of Respondents	Percentage [%]
1	Gender		
	MALE	38	75
	FEMALE	13	25
	Total	51	100
2	Education Qualification		
	Graduation	8	16
	Post-Graduation	41	80
	Others Specify	2	4
	Total	51	100
3	Age Group		
	21-25	14	28
	26-30	23	45
	31-35	5	10
	36-40	6	12

	41-45	3	6
	Total	51	100
4	Work Schedule		
	Day shift	36	71
	Afternoon shift	9	18
	Split shift	2	4
	Rotating shifts	4	8
	Total	51	100

Interpretation:

The demographic profile of respondents is presented in table 1. As far as the gender split of the respondents is concerned, it can be seen that 75 percent of the respondents are male and 25 percent female. Coming to the education 80 percent of respondents are post graduate and 16 percent are graduate. 45 percent of respondents belong to the age group of 26-30 years, 28 percent

are in the age group of 21-25 years, 12 percent are in the age group of 36-40 years, 10 percent are in the age group of 36-40 years. As far as work schedule is concerned, 71 percent of the respondents are working in day shift and 18 percent have afternoon shift while 8 percent have rotating shift and 4 percent of respondents have split shift.

Table 2, Classification Based on Study Factors of Career Development

Sr. No.	Study Factors	Agreeable level of Opinion	No. of Respondents	Percentage [%]
1	Organisation have structured training programmes to train their employees at every level	Strongly Disagree	4	8
		Disagree	8	16
		Neutral	2	4
		Agree	16	31
		Strongly Agree	21	41
		Total	51	100
2	Empowers employees to pursue careers of their choice as they grow within the organisation	Strongly Disagree	2	4
		Disagree	6	12
		Neutral	16	31
		Agree	10	20

		Strongly Agree	17	33
		Total	51	100
3	Many employees have built great careers who joined at the entry level and are now in middle and senior management roles after 8-10 years	Strongly Disagree	4	8
		Disagree	4	8
		Neutral	6	12
		Agree	12	24
		Strongly Agree	25	49
		Total	51	100
4	Organisation offers interesting career development opportunities for employee's to assume new skills and leadership responsibilities	Strongly Disagree	4	8
		Disagree	4	8
		Neutral	10	20
		Agree	14	27
		Strongly Agree	19	37
		Total	51	100
5	Career growth in the BPO industry is based on meritocracy	Strongly Disagree	8	16
		Disagree	4	8
		Neutral	17	33
		Agree	14	27
		Strongly Agree	8	16
		Total	51	100

Interpretation:

Table 2 shows that 41 percent of respondents strongly agree and 31 percent agree on Organisation have structured training programmes to train their employees at every level. 33 percent of respondents strongly agree, 31 percent are neutral, 20 percent agree and 12 percent disagree on the aspect that organization empowers them to pursue careers of their choice as they grow within the organization. 49 percent of the respondents strongly agree and 24 percent agree that

many employees have built great careers who joined at the entry level and are now in middle and senior management roles after 8-10 years whereas 12 percent are neutral. 37 percent strongly agree and 27 percent agree that organisation offers interesting career development opportunities for employee's to assume new skills and leadership responsibilities. Whereas 33 percent of respondents are neutral and 27 percent agree and 16 percent strongly agree on career growth in the BPO industry is based on meritocracy.

Findings:

Demographic Factors:

- 45 percent of respondents are between the age group of 26-30 years.
- 75 per cent of the respondents are male.
- 25 percentages of them are female.
- 80 percentage of respondents' educational qualification is Post Graduation.
- 71 percentage of the respondents have their work schedule day shift.

Study Factors:

- 41 percent of respondents strongly agree on organisation have structured training programmes to train them at every level.
- 33 percent of respondents strongly agree on the aspect that organization empowers them to pursue careers of their choice as they grow within the organization.
- 49 percent of the respondents strongly agree that many employees have built great careers who joined at the entry level and are now in middle and senior management roles after 8-10 years.

- 37 percent strongly agree that organisation offers interesting career development opportunities for employee's to assume new skills and leadership responsibilities.
- 33 percent of respondents are neutral on career growth in the BPO industry is based on meritocracy.

Suggestions:

- Career development patterns should actually be more emphasis on system performance and implement a planned career development, that will create a new culture characterized by objectivity, openness, respect the real performance and results-oriented.
- The organisation should conduct appropriate training sessions and provide career counselling programs as this investment will help the employees to develop in their careers and in return the organisation will also get the benefit of trained and satisfied employees.

Conclusion:

The present study examined the existence of Quality of Work Life (QWL) with regard to career development practices in selected BPO organization. From the present study it is revealed that QWL is highly prevalent in the organization as per the views of employees which have a significant influence on employee commitment to the organization, increased productivity and reduced absenteeism and turnover. Thus Career development practices such as career opportunities, career advancement, training and career counselling have substantial role to play in satisfying the needs of the employees and how at middle level different aspects are valued and employed for developing a unique and inimitable quality of work life within the organisation for eliciting favourable job-related responses.

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