

Project Dissertation Report on A Study on Quality of Work Life at Conduent

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CERTIFICATE

This is to certify that Upasana Singh, Roll No: 2K18/EMBA/539, student of Masters of Business Administration (Executive 2018-2020) at Delhi Technological University, Delhi has accomplished the project titled “**A Study on Quality of Work Life at Conduent**” under my guidance and to the best of my knowledge completed the project successfully, for the fulfilment of the course Executive MBA.

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DECLARATION

I Upasana Singh, Roll. No. 2K18/EMBA/539 student of Delhi School of Management (affiliated to DTU, Delhi.), hereby declare that the Research report on “**A Study on Quality of Work Life at Conduent**” is an original and authenticated work done by me.

I further declare that it has not been submitted elsewhere by any other person in institute.

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ACKNOWLEDGEMENT

I Upasana Singh, wish to extend my gratitude to Prof. Yashdeep Singh, Asst. Professor, Delhi School of Management (DSM), Delhi Technological University; for giving me all the guidance and valuable insights to take up this Semester Project.

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ABSTRACT

Quality of the work life is that degree to the people who are ready to satisfy their necessary private desires or wants whereas hired by the organisation. Quality of the work life means the quantity of “satisfaction, motivation, involvement and commitment” people expertise with relevance to his or her lives at their work. The Quality of the work life is a process in organisation that permits its members in any respect levels to participate actively and effectively in forming the organization surroundings, processes, and outcomes.

The objective of this study is to assist the organisation to understand the “level of satisfaction” of the employees & executives at numerous hierarchic levels, towards the “facilities & welfare amenities” handed by them and also to conjointly to seek out the challenges and difficulties round-faced by the management in providing higher quality of the work life to the staff.

The findings of this study are returning from conducting the experiments on the staff of the firm, Conduent Business Services India LLP located in Noida.

Keywords-Quality, Satisfaction, Motivation, Involvement, Commitment.

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1. INTRODUCTION

Quality of the Work Life is that the presence of a selected collection of structure conditions and steps. The meaning of this QWL in typically times convey that a high range of labor life exists once democratic management and their practices are used, worker's jobs are enriched, workers are treated with pride and secure operative atmosphere exist.

Quality of Labor Life means that the number of satisfaction, "motivation, involvement and commitment" folk's expertise within relevancy to his or her lives at job place.

Quality of Labor Life means that the extent to it folks if they're ready to fulfil their vital private desires whereas used by the corporate. Corporates curious about interest in increasing workers Quality of Labor Life usually try to instill within workers to the emotions of safety, equality, dignity, "internal democracy, ownership, autonomy, responsibility & adaptableness".

DEFINITION:

Famous Author Richard and J. Loy outline the Quality of Labor Life is that *"the degree to much the members of the working organization are able to satisfy important personnel needs through their experience in the organization."*

1.1 OBJECTIVE OF THE STUDY

The objective of this study aims to figure out the quality of the working life of the workers in Conduent Business Services India LLP, Noida.

The objective of this study is basically to assist the organization to grasp the extent of “satisfaction of the workers and executive’s in any respect ranked levels towards the facilities and welfare amenities provided by them”.

The study is as well as taken further at reviewing the operating environment together with sum of the environment to bring in healthy change for the benefit and for the standard of the Work Life of Workers.

The objective of this study is additionally seeking out the hurdles and challenges sweet-faced by the higher management in giving higher Quality of the Work Life to the workers.

The Motive of this study is additionally seeking out the thoughts of the workers with regard to the work culture within the corporate.

1.2 SCOPE OF THE STUDY

The Scope of this study covers workers of all the divisions and in Conduent Business Services India LLP, Noida in order to get their point of view in respect to Quality of the Work Life.

Although Conduent Business Services India LLP, Noida is a mid-level corporate in this sector, the analysis of Quality of the Work Life at Conduent Business Services India LLP, Noida provides a good understanding of the concept.

The scope of this study as well as revolves around the response of the workers to the various measures taken by the higher management of Conduent Business Services India LLP, Noida to make the workers comfortable at the job place.

The scope is additionally stretched to seek out the expectations of the workers from the management with respect to the above QWL concept.

The scope additionally attaches the importance attributed to the grievance settlement procedure as a part of Quality of the Work Life by the workers.

1.3 ORGANIZATION PROFILE

Conduent Business Services India LLP, Noida – A Summary

Conduent Inc. is a technology-driven business method Services Company which is headquartered in New Jersey. It has been shaped in “2017” as a “divestiture from Xerox”. The company offers digitally platforms for both the businesses and the governments. It has 68,000 workers in extra than forty countries.

“Conduent delivers mission-critical services and solutions on behalf of firms and governments – creating exceptional outcomes for his or her business and therefore the innumerable of those who figure them. Through folks, methodology and technology, Conduent solutions and services alter workflows, improve efficiencies, decrease costs and alter revenue growth. It’s why most Fortune one hundred companies and over five hundred government entities rely upon Conduent day by day to manage their essential interactions and move their operations forward”.

Though Conduent was shaped three years ago, it holds expertise of around one hundred years in business. On three January 2017, Conduent formally came into existence following its separation from Xerox. “Conduent’s differentiated services and solutions improve experiences for countless folks day by day, together with common fraction of two-thirds of all insured patients at intervals the U.S., ten million staff who use its HR Services, and nearly nine million people who travel through toll systems daily. Conduent’s solutions deliver exceptional outcomes for its business still as \$17 billion in savings from invoice review of staff compensation claims, up to four-hundred potency efficiency increase in HR operations, and up to four-hundreth improvement in method costs, whereas driving higher end-user satisfaction”.

Its Business model is extraordinarily competitive and scalable. It’s a public company headquartered in Florham Park, New Jersey. It’s a varied portfolio of technology & services, we have a tendency to tend to area unit actually a worldwide IT company with regional presence. Conduent business method services facilitate businesses and governments deliver quality services to the folks they serve. These shoppers embrace the bulk of Fortune one hundred firms and over five hundred government entities.

Head Quarters:

Conduent

Florham Park,

New Jersey, U.S.

1-844-ONE-CNDT

www.conduent.com/contact-us/

Office in India:

Conduent Business Services India LLP

Candor Techspace,

Noida-Greater Noida Expy,

Sector 135, Noida,

Uttar Pradesh 201304

Conduent Business Services India LLP

Conduent's Core Values guide how they think, act and make decisions.

“Client-Centricity: At Conduent, our shoppers square measure the center of our business. They're at the forefront of everything that we” have a tendency to do. We have a tendency to place them initial, exceed their expectations continually. We have a tendency to do our greatest to form things easy – each within the solutions we have a tendency to style and also the method we have a tendency to do business. We have a tendency to square measure respectful and continually cross-check things from our clients' purpose of read.

Commitment to Excellence: We have a tendency to square measure “committed to the very best standards of excellence across all aspects of our business. We glance for opportunities to exceed expectations and try unshakably to win and be the most effective at what we have a

tendency to do. We have a tendency to worth outstanding results – they’re a supply of pride, recognition and reward in support of the high performance culture we” have a tendency to square measure making

Trust: We've got uncompromising ethics. We have a tendency to square measure a trusty partner all told relationships as a result of we have a tendency to “do what we have a tendency to say” and “say what we have a tendency to do.”

“Speed and Agility: At Conduent, we have a tendency to square measure hooked in to execution. We have a tendency to move quickly. We have a tendency to self-initiate actions that improve our business and therefore the world around North American country. We have a tendency to approach selections with knowledge and discipline, execute with urgency and so hold ourselves answerable for our results”.

Open and Inclusive: We have a tendency to believe smart ideas will return from anyplace and various views “contribute to longer-standing selections and outcomes. Combined with a secure and comprehensive atmosphere and opportunities to grow”, we have a tendency to continually try to create Conduent an excellent place to figure.

Leadership and Teamwork: At Conduent, we have a tendency to believe making exceptional outcomes takes leadership and cooperation. When executed well, through cooperation and collaboration, normal people are able to do extraordinary results. We have a tendency to operate as one company and one team wherever each team member is guided by our five distinct principles of leadership and cooperation, respects and supports one another, takes collective responsibility and possession, and pushes one another to stand out.

What We Do At Conduent?

“We examine wherever our client's business goes and work with them to develop a business arrange which will keep our clients previous the curve”.

- “Identify and implement new technologies”.
- “Design, develop, and implement full life cycle comes”.
- “Communicate with all levels of our client's employees”.
- “Develop specialised coaching courses that meet the particular desires of our business”.
- “Present our clients with universe solutions”.

Why Conduent Business Services India LLP?

As a business methodology services trade leader, businesses and governments trust Conduent to drive process efficiencies, price savings and revenue growth. Our solutions expertise and understanding of our clients' operations creates a robust partnership to supply essential services to a lot of people daily.

Improving the Lives of Millions Everyday

Whether it's serving to scale cut back ER visits by twenty fifth, driving ninety nine client satisfaction, delivering \$150B in support payments or reducing holdup by V-day, Conduent's services and solutions fully impact the lives of several people daily – serving to complete users move with our shoppers in ways that within which are further additional custom-built, seamless and satisfying.

Conduent's Competitive Advantage:

- Guaranteed Performance
- Competitive rates
- Excellent Employee Retention

Client Industries:

- Automotive, Aerospace and Defense
- Banking and Finance
- Communications and Media
- Diversified Producing
- Government
- Healthcare
- Industrials and Energy
- Insurance
- Retail and Consumer
- Technology
- Travel and Hospitality
- Transportation

Recruitment Process Outsourcing:

In changing and competitive today's market, feat standard talent to fulfill hiring deadlines will be tedious and difficult. "As organizations specialise in rising their overall recruiting operate, several have found accomplishment outsourcing" to be a tried and reliable various to in-house recruiting because the solely choice.

"Conduent provides the tools, resources and well-tried processes to serve its client's accomplishment wants. Our RPO services enable corporations to grow and specialise in their core competencies whereas reducing prices and increase productivity of accomplishment departments. Our RPO services area unit tailored to fulfill your recruiting wants and might be fully outsourced or to enhance your own their recruiting efforts".

Our Services:

- "Professional Services"
- "Managed/Project Services"
- "Professional Services"
- "Time & Materials Services for Internet based application development"
- "Client Server based mostly application development ERP implementation"
- "Legacy Data Transformation"
- "Database Development/Administration"
- "System/Network Administration"

Type of Resources:

- "Contract, Contract to Hire, Permanent"
- W2, 1099, H1
- H1 Transfer for Consumer Known Resources

Candidate Selection:

- "Online technical tests"
- "Reference Checks"
- "Drug/Background"

Low Rate of Attrition

- Rewards supported based on competencies and market responsiveness Continuous Education. Average training of 10 days per year.
- Organization-wide 360 degree feedback
- Medical profit (PPO plan)
- Performance Bonus

Project Services

Technology Focus

Programming Languages

C, C++, VC++, VB, PB, Java, J2EE, HTML, SAS,

Assembler, COBOL, MOTIF, Map Basic, FRAMME

Database Managers

Informix, Sybase, Oracle, SQL, PeopleSoft, DB2,

IMS, VSAM, MS Access.

Operating Systems

Win 95/98/2000/NT, UNIX, Sun Solaris, HP-UX, IRIX, AIX, MVS, Tandem

Software Packaged

SAP, PeopleSoft, Oracle, Lawson, JDE, Siebel, Lotus Notes, Trillium

Career at Conduent Business Services India LLP

As one of the most important business methodology corporations inside the world, Conduent manages mission-critical digital interactions at large scale – serving to variety of the foremost well-known brands and governments keep before apace evolving expectations. We provide a

dynamic atmosphere, solid advantages, and cooperative culture that allows you to map your own future.

“A career at Conduent is made on invention, intelligence, diligence, collaboration and a want to develop and implement leading-edge technology solutions. Conduent supply exciting outcomes across a good kind of industries and therefore the chance to collaborate with a group of committed and proficient IT professionals”.

“Conduent believes that their workforce is their greatest quality. From prime to bottom, Conduent’s staff’s expertise, innovation, cooperation and dedication to excellence are essential to our past achievements and are very important to our future success”.

Conduent supply their staff “exciting and difficult projects across a various vary of industries, furthermore because the chance to collaborate with a group of sturdy, capable partners” across the world.

“Conduent cultivates a piece atmosphere that’s comprehensive of all staff. Individual variations enrich our inventive, agile work atmosphere and present us with opportunities to look at business problems from varied views”.

EMPLOYEE LEVELS/CAREER PROGRESSION LEVELS

The following are the Employee` levels at Conduent, RPO :

- It Recruiters
- Team Leader
- Recruiting Manager
- Business Development Manager
- Business Head
- Operational Manager

PROCEDURE

Each level of the worker should be having particular skills and knowledge levels that can be defined and told to all the workers.

There should be no specified time limit for promoting an employee from one level to another. But the Team Lead or Project Manager should follow particular guidelines, for the same which are as specified by the management.

The Team Lead or Project Manager recommendation of each worker promotion is not the final decision. It should be approved by the management.

QUALITY OF WORKLIFE AT CONDUENT

Compensation and Advantages Policy:

Conduent centered on “compensation as being integral to our work and recognizing talent”.

Philosophy:

“Salaries difference in line with the assorted divisions, designations, qualification, previous work experiences and a flourishing, stable job record. Compensation for one explicit job or classification can't be compared as being relative to the other”.

“For Software programmers, pay is ready to fastened levels reckoning on designation. These levels can modification a minimum of annually supported based on market conditions. Promotion to consequent designations is in the midst of a coterminous increase in pay and promotions are primarily based entirely on individual performance and contribution to the corporate”.

“For Recruiting workers (IT accomplishment managers, recruiters and every one alternative employees), changes in pay are awarded on an individual basis dependent upon individual performance and overall contribution to the Company's gain”.

Compensation Structure

“Monthly compensation components include:

- Gross salary
- Annual Benefits
- Retirement Benefits
- Other Benefits”

Gross Salary includes:

Basic Salary

The Basic pay is that the remuneration that's paid to all or any workers supported position, rank and performance. The essential is usually four-hundredth to forty-fifth of the Gross. Alternative allowances and perquisites are joined to the basic pay.

“House Rent Allowance (HRA)”

“HRA is paid monthly to all or any workers and is joined to the Base Pay. In cases where HRA is unratable, workers could look for compensation by submitting Rent receipts to the Accounts department. The quantity of tax exemptible House Rent Allowance shall be as per the Indian Income Tax rules”. HRA is twenty-fifth to thirty percent of the gross salary.

“Conveyance Allowance (CA)”

“Conveyance Allowance is given to workers for the aim of serving to them meet the expenditure incurred relating conveyance in their performance of official duties”. Usually CA is ten to fifteen percent of Gross.

Other Allowance

Other Allowances is a further allowance due each “month to workers and shall be as indicated in their pay structure”. OA is five percent of the Gross.

Annual Benefits:

Statutory Bonus: All workers of Conduent are eligible to urge a statutory bonus.

Performance Joined Variable Compensation: All workers are eligible to receive ten percent on Basic annually. Variable Compensation (based on performance) each month when confirmation.

“Retention/Performance Bonus: All workers are eligible for a Retention/Performance Bonus. This bonus is entirely at the discretion of the corporate. This bonus is paid either annually or semi-annually reckoning on department and designation”.

“Retirement Advantages include”:

“*Gratuity*: This is often a statutory obligation to the leader to pay gratuity to the worker who is completed five years of service and going away the corporate”.

“*Provident Fund*: The Provident Fund may be a necessary bank account created from contributions subtracted from the employee’s pay monthly up to 13.5% of basic pay and associated an equal quantity of contribution by Conduent. The combined amount is remitted to the Provident Fund Account of the worker”.

And so the PF Account at any given timeframe is consists of:

- “Employer’s contribution”
- “Employee’s contribution”
- “Interest on balance”

Other Benefits:

“*ESI*: One to two percent on Gross is worker contribution and four-fifth dimensional percent on gross is employer contribution. This deduction is applicable to those workers whose gross is below Rs.7500”.

“*Medical claim*: The premium quantity is shown as deduction to those workers whose gross is higher than Rs.7500”.

“*LTA*: All workers who have completed two years in Conduent are eligible to assert LTA at four-fifth dimensional percent of Basic”.

“Probation and Confirmation”:

“A probation amount helps the corporate to observe the performance of latest workers and to require developmental/corrective action at the initial stage of employment. All new employed workers of Conduent are on probation for a amount of two months from the date of their appointment”.

“If the management considers it necessary, the probation amount is extended and if the employee’s performance were still not found satisfactory, the services of the worker would be out of print”.

“The employees who is sophisticated of his/her probation duration through the appointment letter. A probationer is supposed to deemed to be confirmed in his/her job, only if the Human Resources Department informs him/her of the similar in writing”.

Employee Benefits:

“The following are the prevailing Benefits/Best Practices” at Conduent:

1. ESI & PF – Statutory Advantages
2. Personal Accident Insurance to all or any of the staff
3. Medical claim Policy up to four members of the family together with worker (for folks not lined underneath ESI)
4. Sponsored Meal & Free hot/cold beverages
5. Nine Public Holidays & 2 facultative Holidays
6. Over time for operating additional hours/weekly off’s or holidays
7. Intensive Division Coaching Programs
8. Confirmation/Promotion notices to workers, in advance
9. Committees/Clubs/Competitions
10. Cultural Celebrations
11. Picnics/Outings
12. HR mail ID for any kind of grievances, criticism & suggestions from workers

“Separation from the Firm: Not everybody who joins us can pay a complete career with our firm. Though separation from the firm, like alternative times of transition, is troublesome at the time, we” have a tendency to acknowledge the worth of every person’s call.

“Employee Initiated Separation/Resignation”:

“When the worker desires to terminate his employment with the corporate, He/she must inform manager”. Then there’s E-sep portal wherever all the clearances are needed kind all the department like Finance, IT, Admin, HR and etc.

Company Initiated Separation/Termination:

Termination of service may be an acutely aware “act on the a part of the corporate and usually results from a disciplinary action, except wherever it’s the termination or non-renewal of a contract of employment for a selected duration. The HR, as directed by the Divisional Heads, can handle all cases of termination of service and can guarantee compliance with all legal formalities whereas enterprise these actions”.

“Leave Policy:

There are 5 types of leaves at Conduent:

- Casual Leave
- Sick Leave
- Earned Leave
- Maternity Leave
- Paternity Leave”

“Employee Welfare Programs”:

“Keeping in mind the necessity to expand Conduent cultural enthusiasm, initiativeness and worker interaction, in a defined manner, we have return up with numerous “Clubs” with the staff taking charge of it. The assorted clubs are as follows”:

“Sports Club - For all sporting activities within the organization

Cultural Club - It takes care of worker recreation and takes accountable for organizing annual day cultural events.

Community Service Club – By this we have a tendency to involve in several activities for social causes like orphanage visits, Blood donation camps etc.

Grievances:

If there’s any issues, complaints or suggestions is post to the organizations ID and that they can assure to require care of it”.

1. LITERATURE REVIEW

“Quality of the Work Life is that the existence of a particular set of structural conditions or practices. This definition oftentimes argues that a prime quality of work life exists once democratic management practices are used, employee’s jobs are enriched, workers are treated with dignity and safe operating conditions exist”.

“Another definition equates Quality of Labor Life with the impact of operating conditions on worker wellbeing. This definition emphasizes the degree to that people are accident free, get pleasure from physiological condition, categorical satisfaction and are able to grow and develop as people at large”.

“In recent years the phrase “**Quality of life**” has been used with increasing frequency to explain sure environmental and humanistic values neglected by industrial productivity and economic processes. Among business organizations attention has been centered on the Standard of human expertise within the work place. At identical time several companies have questioned their viability in more and more competitive world markets. These twin issues have created a growing interest within the prospects of redesigning the character of job or work. Several current structural experiments look for to enhance each productivity for the organization and therefore the quality of operating life for its members”.

“Quality is assessed by factors like performance, reliableness, aesthetics, and yielding with client’s necessities. Quality basically refers to” the “independence from wastage”, “independence from hassle” and “independence from failure”.

Quality of Labor Life is that the degree to the extent of “satisfaction, motivation, involvement and commitment” individual’s expertise with reference to their lives at work.

“Quality of Work Life is that the degree to that people are able to satisfy their necessary personal desires whereas utilized by the firm. Firms inquisitive about enhancing workers Quality of Labor Life usually try and instill in workers the emotions of security, equity, pride, internal democracy, ownership, autonomy, responsibility and adaptability. They fight to treat workers in a fair and supportive manner, open communication channels at all levels, offer employees opportunities to participate in selections moving them and empower them to hold on with their assignments”.

“Quality of Labor Life has additionally been related to structural changes aimed toward increasing the degree of job widening (greater horizontal task flexibility) as well as the job enrichment (greater vertical task flexibility as well as the usurping of the recent responsibilities as well as those at one time undertaken by superior or social control personnel). Crucially, the concept is that of accomplishing higher levels of involvement and thereby motivation by increasing the attractiveness of the work itself instead of through increasing the terms and conditions of Labor (Hertzberg). Quality of life phenomena explored in early studies enclosed job satisfaction (measured by worker turnover rate, absence or angle surveys), structural climate and also the learning of recent tasks”.

“Quality of Labor Life refers to truthful remuneration, safe & healthy surroundings, opportunities for growth. Higher Quality of Labor Life results in motivation and satisfaction. Motivated and happy workers create higher contribution to production, quality and productivity”.

“Organizations within the past, gave additional importance on the advanced technology for higher productivity surpassing the wants and psychological state of its workers. This created a negative impact on the operating surroundings among the staff. Thus, this was accomplished that the social group support hand with the technical innovations. This integration can even be created through quality of labor life programs”.

“Quality of Labor Life denotes all the structural inputs that aim at the worker satisfaction and enhancing structural effectiveness. Within the late 1950’s the term Quality of Labor Life was accustomed stress prevailing poor quality of life at work place and its initial outlined then in terms of individual’s reaction to figure, notably associate degree individual’s job satisfaction and psychological state. It additionally refers to the advantageousness and disadvantage of job surroundings for folks”.

AN OVERVIEW ON QUALITY OF WORLIFE

“Quality of Labor Life has assumed increasing interest and importance in each industrialized similarly as developing countries of the planet. In India, its scope appears to be broader than abundant labor legislation enacted to guard the staff”.

DEFINITION: Richard and J. Loy outline Quality of Labor Life means that *“the degree to abundant the members of the operating organization are able to satisfy vital personnel wants through their expertise within the organization.”*

“Quality of Labor Life could be a method in organizations, that permits its members in any respect levels to participate actively and effectively in shaping the organization atmosphere, ways and outcomes”.

Quality of Labor Life is additionally outlined as “an atmosphere within the organization that motivates the workers to reinforce their talents on continuous basis and that facilities them to possess social co-operation among them.”

“The process of quality of labor life involves 3 major parts: activity health care, appropriate operating time and acceptable remuneration”.

“The safe work atmosphere provides the idea for the person to fancy operating. The work shouldn’t cause a jeopardy for the person. The leader and worker, turned into their risks and rights, may accomplish heaps in their interdependent dialogue”.

The operating “time has been established by the state in keeping with legislation that could be a 40- hour operating week in Estonia”. “The quality limits on overtime, time of vacation and taking of free days before national holidays are singly stipulated”.

The variations relating to the operating time are established for the persons less than eighteen years of age, pregnant ladies, breast-feeding mothers and also the person raising the disabled kid.

“The appropriate remuneration is set by the worker and also the leader. The Govt of the Republic establishes every year the price of minimum remuneration, the leader shouldn’t pay but that to the worker”.

“Work represents such a job in life that has been selected to that by the person himself. On the one hand work is associate degree earning of one's living for the family, on the opposite hand it may well be a self-realisation providing enjoyment and satisfaction”.

Who Needs Quality of Work Life?

“We know that we have a tendency to simply cannot stop "working at it", discovering, making and sharing new stuff. We're all thus busy psychologically, work has invariably been one in every of the foremost vital of human experiences. However once for several people sex and relationships are difficult since they're usually risky to our health work plays a fair bigger role in keeping us” "out of hassle." No matter what quantity we have a tendency to earn, most people have some reasonably agenda or work set up.

And with such a large number of folks “opening a home and a cyber-office, with mounting levels of technology-related stress, owner turned content”. Several people find yourself concerned in additional than one job, that we have a tendency to “feel compelled to urge done, payment the best portion of our lives in what we” have a tendency to think about our working place. “Thus Quality of the Work Life (QWL) isn't some notion of silly luxury. QWL is simply as real and helpful as virtual reality in itself”.

“The inspiration of Quality of the work Life Services, Manhattan-based, woman-created enterprise, QWL AREA has been occupied by equally old, broad-minded, goal-oriented professionals men and ladies with a way of proportion, future, humanity and humor. QWL Services invitations to hold out at our increasing venues toward the general enrichment of your Work Life and toward access to healthier lifestyles”.

“Objectives of Quality of the Work Life”:

- “To increase in individual productivity, answerableness and commitment.
- For higher cooperation and communication.
- For increasing the morale of workers.
- To cut back structural stress.
- To improve relationships each on and off the task.
- To improve the protection operating conditions.
- To give adequate Human Resource Development Programs.
- To improve worker satisfaction and
- To strengthen working place learning.
- To higher degree manage on-going amendment and transition.
- To participate in management in the slightest degree levels in shaping the organization”.

Importance of Quality of Work Life:

Improved Quality of Labor Life wasn't thought of as vital consider in India till recently there have been vital imminent "factors like resource deficiency, environmental threats and a few services of economic issues.

Quality of the Work Life program has become vital in work place for the subsequent reasons:

1. Increase demands at work
2. Loss of long run worker guarantees
3. The requirement for increased work place skills
4. Larger competition for talent
5. Increased number of ladies in work place"

"Good quality of the Work Life results in an environment of fine impersonal relations and extremely intended staff who try for his or her development. Although financial advantages still occupy the primary place within the value of parts like physical operating conditions, job restructuring and job re-designing, career development, promotional opportunities etc. are gaining importance increasingly. As such, staff expect the management to boost all these facilities that thereby improve Quality of the Work life. If given smart Quality of the Work Life, staff concentrate additional on each individual additionally as cluster development that successively results in overall development".

According to "**Walton** (1975) projected eight abstract categories. They're as follows:

- Adequate and truthful compensation
- Safe and healthy operating conditions
- Immediate chance to use and develop human capacities
- Opportunity for continuing growth and security
- Social integration within the work organization
- Constitutionalisation in the work organization
- Work and therefore the total era
- The social connection of work life"

"According to Herrick & Mac by (1975) have known four basic principles that summaries the humanisation.

- The principle of Security

- The principle of Equity
- The principle of Individuation
- The principle of Democracy

Successful organization is popping through the introduction of Quality of the Work Life strategy to the folks that add them to take care of competitive advantage. The advantages to each management and staff include:

1. Improved organization performance through the event of individuals.
2. Exaggerated co-operation and team work at intervals and across all the degree of the organization as well as movement towards management or union partnership.
3. Improved atmosphere in doing a decent job.
4. Improved quality performance.
5. Exaggerated commitment to the values and goals of the organization.
6. The anchoring of the event of a high quality organization.
7. Exaggerated flexibility and responsiveness because the organization moves removed from hierarchic, official structures.
8. Easier introduction and development of latest technology and of few competitive systems as an example, Total Quality Management (TQM) and simply Just in Time (JIT)
9. Exaggerated employee satisfaction as a results of higher jobs and structural atmosphere.
10. Exaggerated opportunities for private learning and growth”.

“WORK LIFE BALANCE BENEFITS TO THE ORGANIZATION”	“WORKLIFE BALANCE BENEFITS TO THE INDIVIDUAL”
<ul style="list-style-type: none"> • “Measured improvement in person’s productivity, answerability and commitment” 	<ul style="list-style-type: none"> • “More worth and the balance in one’s daily life” • “Better knowledge of what ones best individual work life balance is”

- | | |
|--|--|
| <ul style="list-style-type: none"> • Higher degree of “teamwork and communication” • Increased morale • “Less negative degree of organizational stress” | <ul style="list-style-type: none"> • Improvement in productivity • Increased relationships each “on and off the job” • Low stress |
|--|--|

About QWL Strategy:

- “Improve communication with workers
- Strengthen family friendly programs
- Provide all worker with net access
- Increase investment in working place learning
- Improve the effectiveness of supervisors and team leaders
- Evaluate the effectiveness of diversity management practices and
- Improve ability to manage amendment and transition”

“The programs, policies and services through Quality of the Work life Programmes:

- a) Support college and employee efforts to manage the competitor demands of labor and private life.
- b) Support health promotions and upbeat.
- c) Express appreciation for college and employee’s contribution to the university, highlight outstanding individual contributions and acknowledge long run commitment”.

Quality of the Work Life as a process:

“As a method Quality of the Work Life incorporate efforts to unharness this goal through the active involvement of individuals throughout the organization. It’s concerning organization amendment typically from an impression to associate in ‘Involvement’ organization. The idea of Quality of the Work Life views a piece as a method of interaction and joint downside determination by work in the people, managers, supervisors and staff”.

This method is:

- i. Co-operative instead of authoritarian
- ii. Organic process and ever changing instead of static

- iii. Open instead of rigid
- iv. Informal instead of rule based mostly
- v. Problem solving determination
- vi. Win-win rather win-lose

“Quality of the Work life programme has become vital in the work place for the subsequent reasons:

- Increased number of women in work force
- Increased male involvement in dependant care activities
- Increased responsibilities for elders
- Increased demand at work
- Loss of long run employment guarantees
- The would like for increased work place skills
- Greater competition for talent”

“The following are the number of particular problems in Quality of the Work life

- Pay and stability of employment
- Occupational stress
- Organizational health programme
- Alternative work schedules
- Participative management and management of job
- Recognition
- Grievance procedure
- Adequacy of resources
- Seniority and benefit in promotions”

Issues in implementing the Quality of the Work Life programmes:

“**Bohlander** has known 3 common issues of implementing Quality of the Work Life programme”. The 3 areas are:

- Managerial attitudes
- Union influence
- Restrictiveness of commercial engineering

Methods to boost the Quality of the Work Life:

“By implementing some changes, the management will produce sense of involvement, commitment and closeness among the staff that paves manner for higher Quality of the Work Life”.

- d) “Job enrichment and Job plan
- e) Autonomous work plan
- f) Opportunity for growth
- g) Administrative or structural justice
- h) Job security
- i) Suggestion system
- j) Flexibility in work schedules
- k) Employee participation”

“Quality of the Work life enhancements are outlined as any activity that takes place at each level of a company that bigger structural effectiveness through the sweetening of human dignity and growth. A method through that the state holders within the organization, management, unions and workers – find out how to figure along higher to work out for themselves what actions, changes and enhancements are fascinating and feasible so as to realise the win and cooccurring goals of an improved quality of life at work for all members of the organization and bigger effectiveness for each the corporate and also the unions”.

“Key elements:

- Promote human dignity and growth
- Work along collaboratively
- Participative confirm work changes
- Assume comparison of individuals and structural goals”

2. METHODOLOGY OF THE STUDY

The study has been lined supported the subsequent steps:

A) **“DATA OR INFORMATION COLLECTION:** The info has been collected from the 2 main sources of information namely:

- Primary Supply which is Source of information / data
- Secondary Supply or Source of information / data”

“PRIMARY SUPPLY OR SOURCE OF INFORMATION

Primary supply includes the info that’s collected from Conduent Business Services India LLP and chosen respondents. The desired info is collected within the following ways”:

- “Administered a structured form and is questionnaire.
- On the idea of observation.
- By interacting with the involved workers”.

“Tools used for information assortment are as follows:

- Discussions (Unstructured Discussions)
- Questionnaire (Structured Questionnaire)”

“Unstructured Discussion:

Under this methodology of information assortment, the investigator in person interviews the respondents to assemble the knowledge. The respondents are asked to gift their views and opinions concerning the subject beneath discussion. The opinions of the respondents are used because the primary supply of knowledge for making ready the study report”.

“Structured Questionnaire:

It is sometimes related to the self-administered tools with things of the closed or fastened different kind. The respondents feel bigger confidence within the obscurity of form or the questionnaire than therein that of any interview. It places less pressure on the topic of

immediate response”. These were the explanations for selecting form or the questionnaire together of the tools for information assortment.

The form or the questionnaire consists of 2 sorts of questions:

“Close-ended queries: The close-ended queries accommodates multiple decisions, which provides the respondents with a selection of specific answers.

Open-ended questions: An open-ended question may be a question wherever no decisions of answer are given the respondent and the respondent is given freedom to retort in step with his would like”.

SECONDARY SUPPLY OR SOURCE

“Secondary supply is that info that’s obtained from those sources apart from direct sources and also the info is collected through the mentioned ways that.

- Company’s Web site.
- Magazines and Journals.
- Text books printed on Human Resource Management.
- Websites and Search engines.
- Other records”.

B) SAMPLE SELECTION:

“A sample is thought because the sub-unit of population that shares the similar options. The amount of units within the sample is thought because the sample size.

In this study a sample size of fifty was chosen based on the previous studies and different past records. Here, during this context a sample refers to the staff of the connected departments lined by the study.

After the choice of sample, the sampling was done supported convenient sampling methodology”.

C) ANALYSIS:

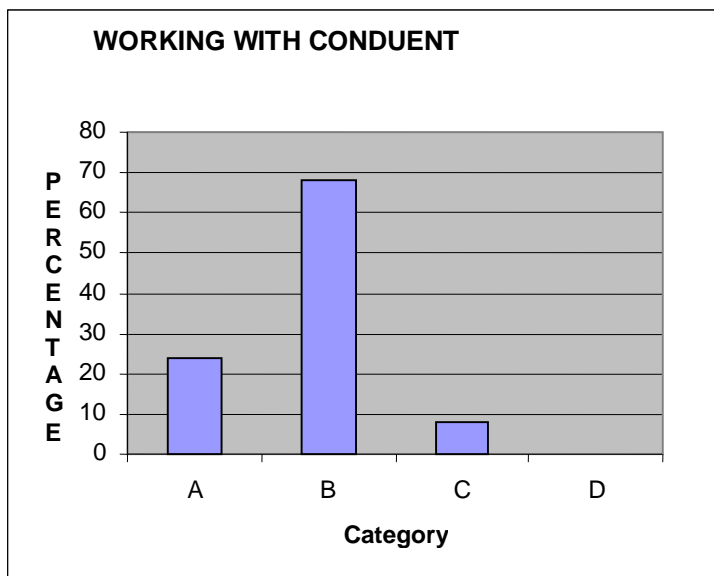
- “The collected information ought to be coded and pictured graphically within the kind of bar diagrams by conniving the frequency and average. Supported this appropriate interpretation are created.
- Based on the responses obtained and also the gathered information appropriate recommendations are given which may facilitate the organization in retentive their workers”.

4. DATA ANALYSIS AND INTERPRETATION

1. “How do you feel” working for Conduent Business Services India LLP?

- a. Excellent b. Good
c. Satisfactory d. Poor

Category	Respondents	Percentage
Excellent	12	24
Good	34	68
Satisfactory	4	8
Poor	0	0



“Interpretation:

The survey depicts that 68%of the employees feel good working with Conduent and 24%of the employees feel excellent and 8%feel satisfactory about working with Conduent. The survey depicts that most of the employees (68%) feel good about working with Conduent.

So the company should make sure that this percentage increases by providing promising environment. Hence should show a little more care and concern”.

2. “What do you like about” Conduent Business Services India LLP?

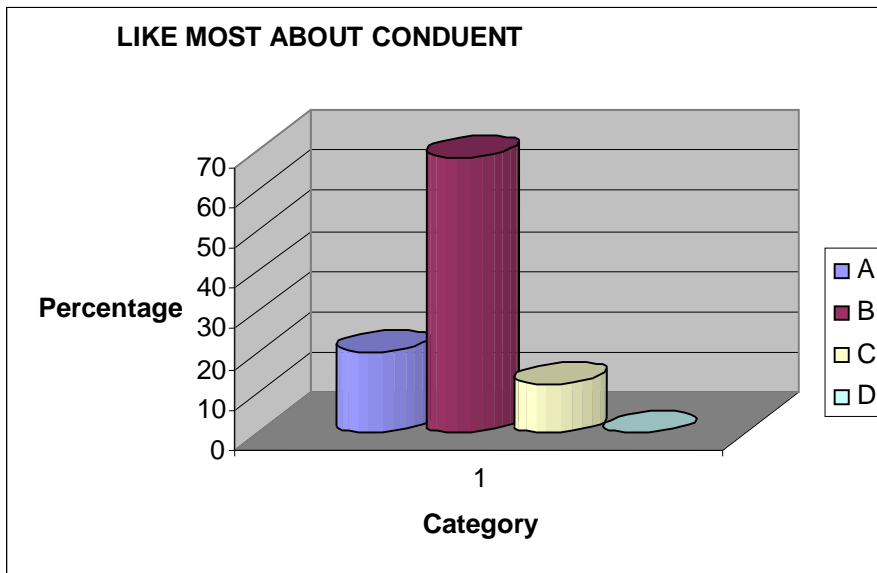
a. Job Profile

b. Work environment

c. Growth Opportunities

d. Compensation & Benefits

Category	Respondents	Percentage
Job Profile	10	20
Work environment	34	68
Growth Opportunities	6	12
Compensation & Benefits	0	0



Interpretation:

“The study shows that that 68 % of the workers of Conduent” Business Services like the work environment & 20% of the employees like job profile & 20% of the employees like growth opportunities.

From the above it is clear that most of the employees like work environment.

3. Which of the best describes your usual work schedule?

(a) Evening shifts

(b) Night shifts

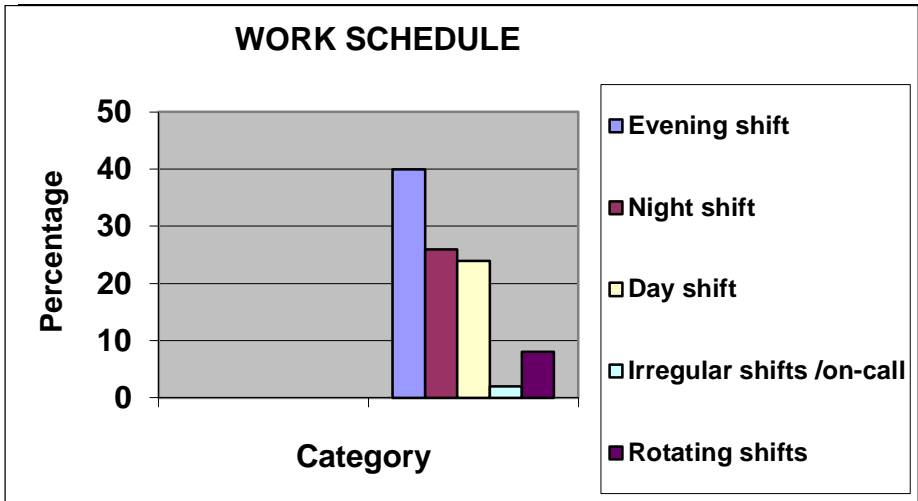
(c) Day shifts

(d) Irregular shift/on-call

(e) Rotating shift

Category	Respondents	Percentage
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Evening shift	20	40
Night shift	13	26
Day shift	12	24
Irregular shifts /on-call	1	2
Rotating shifts	4	8



Interpretation:

“The survey depicts that 40% of the respondents of Conduent are willing to work in evening shifts and 26% of respondents are willing to work in night shifts & 24% of the workers have an interest to figure in day shifts & 8% of the workers wish to add rotating shifts & 2% of employees wants to figure in irregular shifts”.

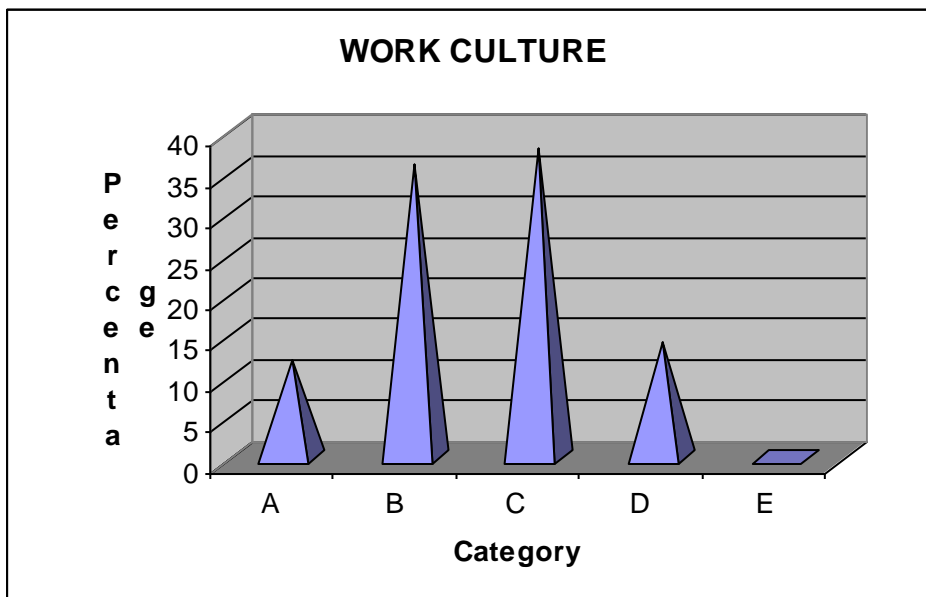
From the above most of the workers have an interest to figure in Evening shifts.

4. “How do you rate the job culture of your organization?”

- (a)Excellent
- (b)Very good
- (c)Good
- (d)Satisfactory
- (e)Bad”

Category	Respondents	Percentage
Excellent	6	12
Very good	18	36
Good	19	38

Satisfactory	7	14
Bad	0	0



“Interpretation:

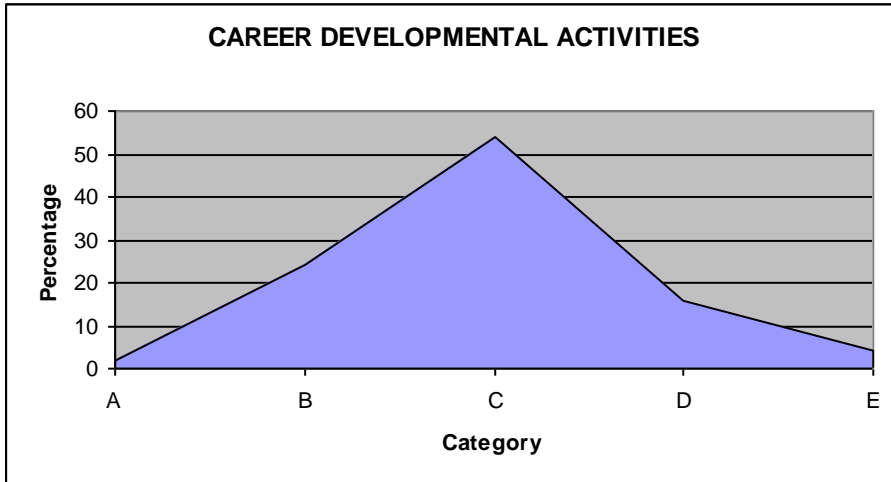
The survey depicts that 38% of the workers felt that there’s good work culture in the company and 36% of the workers felt that work culture is very good and 14% of the workers felt that the work culture is satisfactory and 12% of the workers felt that they’ve excellent work culture in the organization. From this, we can say that most of the employees at Conduent feel that they have good work culture and they are confident about it”.

5. “How are the career developmental activities in your organization?”

- (a) Excellent
- (b) Very good
- (c) Good
- (d) Satisfactory
- (e) Bad”

“Category”	Respondents	Percentage
“Excellent”	1	2
“Very good”	12	24
“Good”	27	54
“Satisfactory”	8	16

“Bad”	2	4
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“Interpretation:

The survey depicts that 54% of the employees say that the career developmental activities are good and 24% felt it is very good and 16% of the workers felt that it’s satisfactory and 4% of the employees felt it’s bad and a couple of the workers felt it’s excellent. It implies that if management focuses on the actual category i.e. mainly on the career developmental activities, then the employees can be motivated and more useful for the organization”.

6. “Main satisfaction in life comes from your work?”

- (a) Strongly agree
- (b) Agree
- (c) Disagree
- (d) Strongly Disagree”

Category	Respondents	Percentage
Strongly agree	4	8
Agree	37	74
Disagree	9	18
Strongly Disagree	0	0



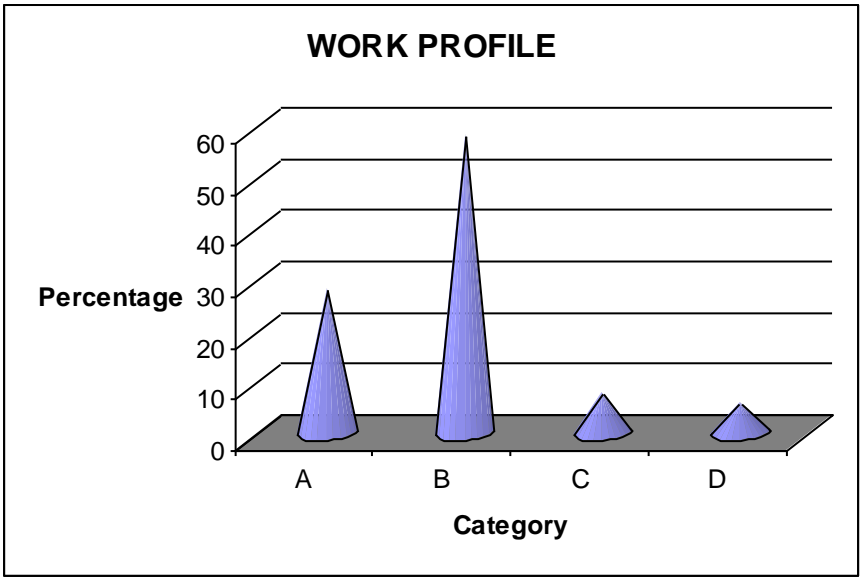
“Interpretation:

The study shows that 74% of the workers agreed that satisfaction level comes from their work and 18% of the employees disagreed and 8% of the employees strongly agree that there is job satisfaction”. “From this we can say that the majority of the employees of” Conduent have agreed that the main satisfaction comes from work and it can be further improved.

7. The work profile gives you an opportunity or chance to create special skills

- (a)Very true
- (b)Some what true
- (c)Not too true
- (d)Not at all true

Category	Respondents	Percentage
“Very true”	14	28
“Some what true”	29	58
“Not too true”	4	8
“Not at all true”	3	6



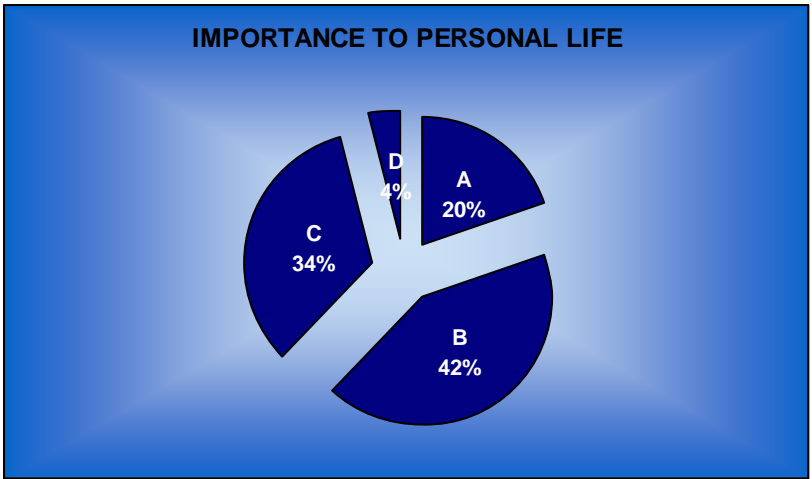
Interpretation:

The study shows that 58% “of the workers feels that job profile gives an opportunity to develop special abilities is somewhat true and 28%of the employees feels that it is very true & 8% of the employees feel that it is not too true and 6% of the employees feel that it is not at all true. From this we can say that the majority of the employees of Conduent” are agreed that the job profile gives an opportunity or chance to create special skills.

8. “How hard is it to take time off during your job to take care of private or family matters?

- (a)Not at all hard
- (b)Not too hard
- (c)Some what hard
- (d)Very hard”

“Category”	“Respondents”	“Percentage”
“Not at all hard”	10	20
“Not too hard”	21	42
Some what hard	17	34
Very hard	2	4



Interpretation:

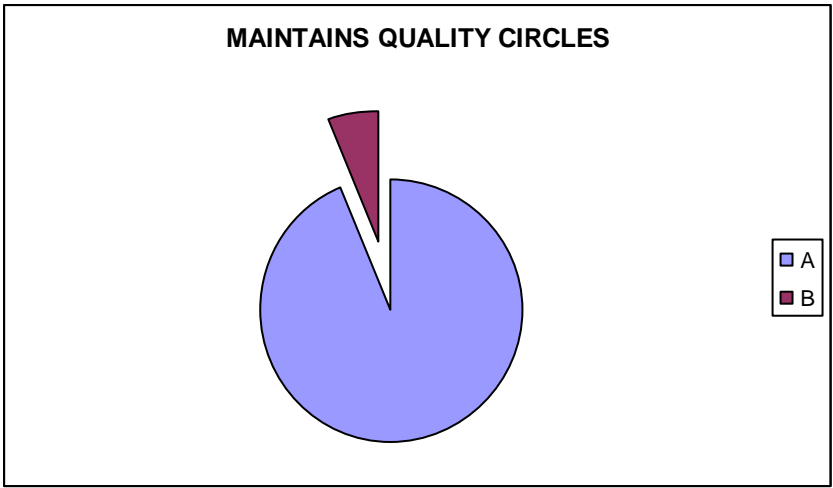
The study shows that 42% “of the workers feel that it’s not too hard to take care of family matters” & 34 %of the workers feels that it’s somewhat hard to take care of family matters and 20% of the employees feels that it is not at all hard & 4% of the workers feel that it’s very hard to take care of family matters.

From this we can say that the majority of the workers of Conduent are able to manage personal & family matters efficiently.

9. Does the management maintain quality circles according to the norms and standards of the employees?

- (a)Yes
- (b)No

Category	“Respondents”	“Percentage”
“Yes”	47	94
“No”	3	6



Interpretation:

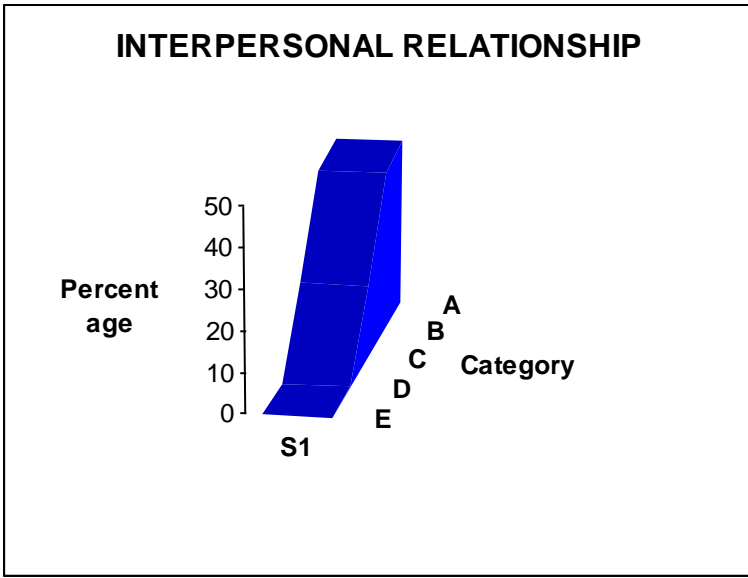
It is revealed that 94% of the employees say that the management maintains quality circles and 6% say that management doesn't maintain quality circles.

“Majority of the workers are satisfied with the Conduent management as it maintains quality circle and it can be improved.

10. In usual, how would you describe the relations in your working place between management and workers?”

- “(a)Very good (b)Quite good (c)Neither good nor bad
- (d)Quite bad (e)Very bad”

“Category”	“Respondents”	“Percentage”
“Very good”	21	42
“Quite good”	20	40
“Neither good nor bad”	9	18
“Quite bad”	0	0
“Very bad”	0	0



Interpretation:

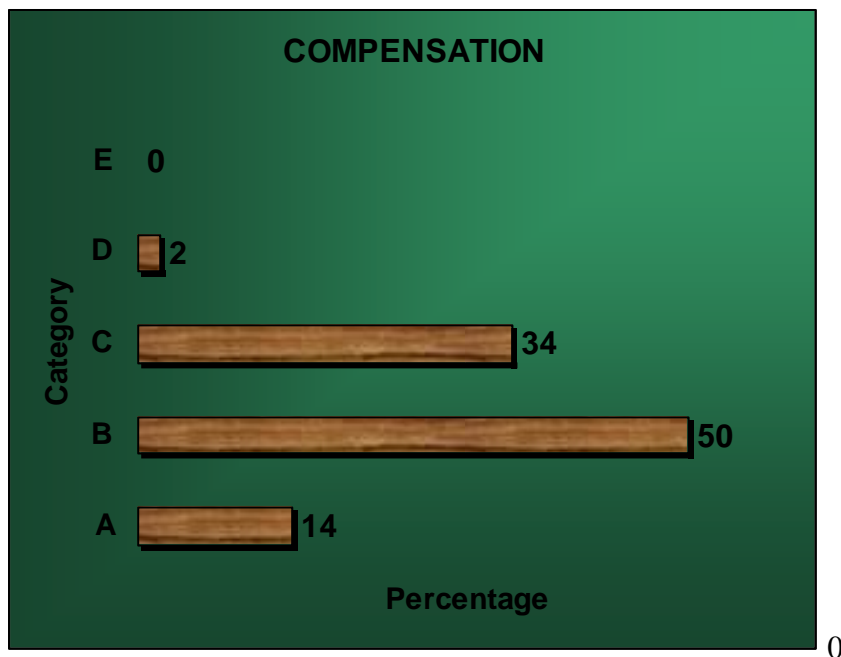
The survey depicts that 42% of the respondents describes relationship between management and employees are very good and 40% of the respondents states that the relationship is quite good and 18% describes neither good nor bad.

It is concluded that relationship between management and employees can be further improved for better output.

11. “Do you think that the company is paying you fairly and reasonably?”

- (a) Strongly agree (b) Agree (c) Satisfactory
- (d) Disagree (e) Strongly disagree

Category	“Respondents”	“Percentage”
“Strongly agree”	7	14
“Agree”	25	50
“Satisfactory”	17	34
“Disagree”	1	2
“Strongly disagree”	0	0



Interpretation:

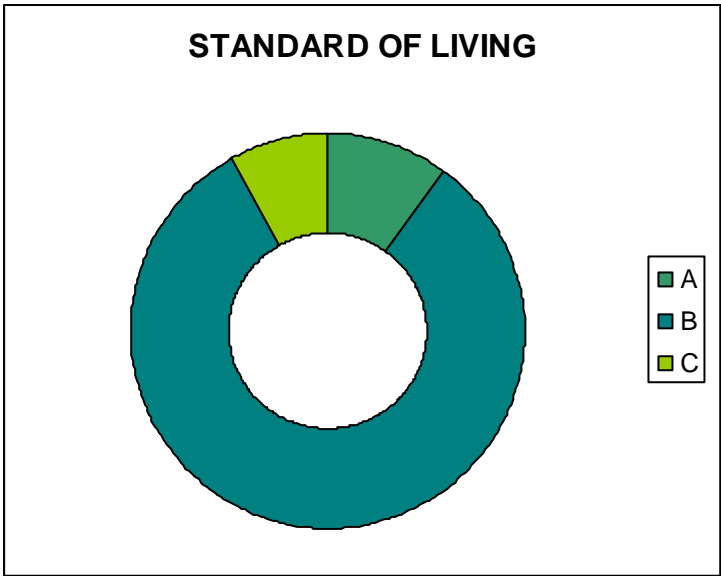
The study shows that 50% of the workers agree that their organization is paying fairly & reasonably and 34% of the employees satisfied and 14% are strongly agree & 2% of the workers disagree.

The organisation should have a relook at the pay packages.

12. “Is the compensation paid to employees are sufficient for giving a satisfactory way of Living?”

- (a) High (b) Average (c) Low

Category	Respondents	Percentage
High	5	10
Average	41	82
Low	4	8



Interpretation:

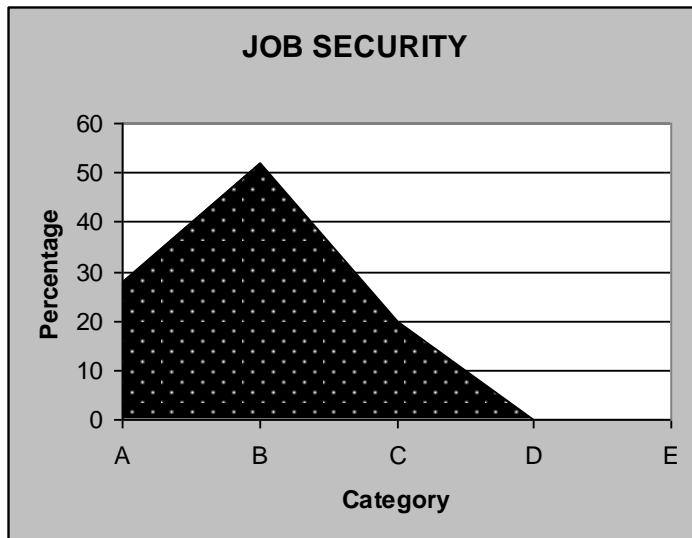
From the survey 82% of the employees say that the compensation paid by the Organization is average for the standard of living and 10% say that it is high and 8% of the employees felt that it is low in maintaining standard of living.

Majority of employees say that the compensation is average for their standard of living. The management has to focus on this category. So that it can be improved further

13. Have you felt that there's work security in your organisation?

- “(a)Strongly agree (b)Agree (c)Satisfactory
- (d)Disagree (e)Strongly disagree”

Category	Respondents	“Percentage”
“Strongly agree”	14	28
“Agree”	26	52
Satisfactory	10	20
“Disagree”	0	0
“Strongly disagree”	0	0



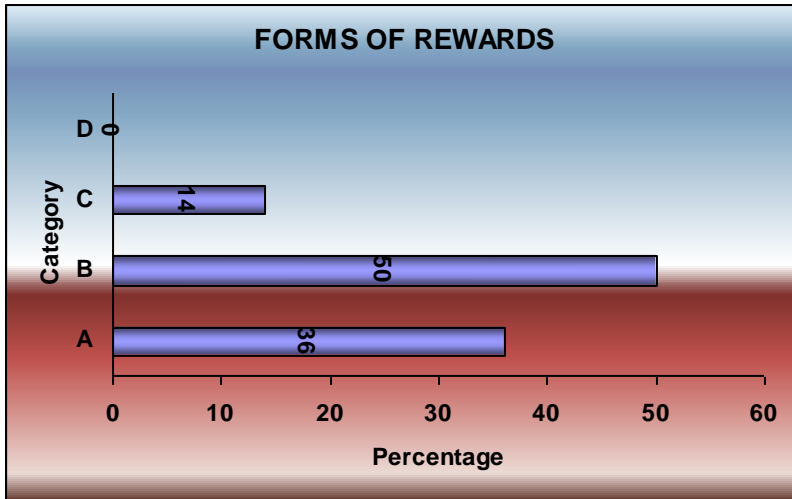
Interpretation :

The survey shows that 52% of the workers agreed that there's job security in the organisation and 28% of workers strongly agreed & 20% of workers are satisfied with the job. Hence, it indicates that there's job security in the organisation.

14. What are the “rewards given for good performance in the team?”

- (a) Monetary benefits
- (b) Promotion
- (c) Job enrichment
- (d) Any other specify”

“Category”	“Respondents”	“Percentage”
“Monetary benefits”	18	36
“Promotion”	25	50
“Job enrichment”	7	14
“Any other specify”	0	0



Interpretation:

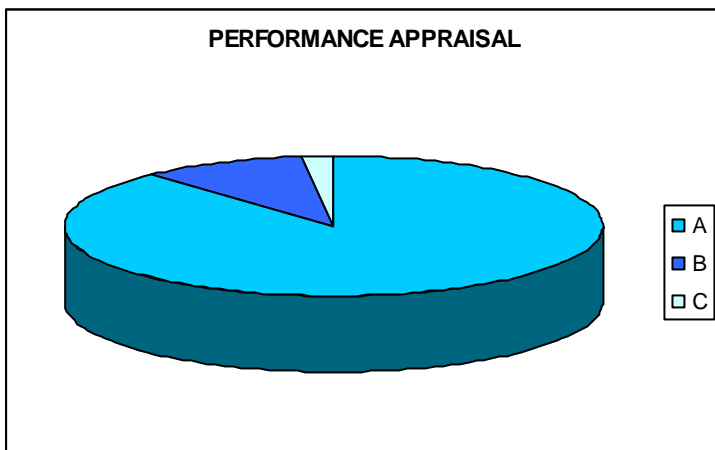
From the study of the “survey 50% of the workers have chosen promotion, 36% have chosen financial benefits and 14% have chosen as work enrichment.

From the above graph we can calculate that 50% of employees chosen as promotion in lieu of their good performance. Rewards system should be improved further to gear up the activities”.

15. Is your work performance have been “monitored periodically?”

- (a)Yes (b)Could be (c)No”

Category	Respondents	Percentage
Yes	44	88
Could be	5	10
No	1	2



Interpretation:

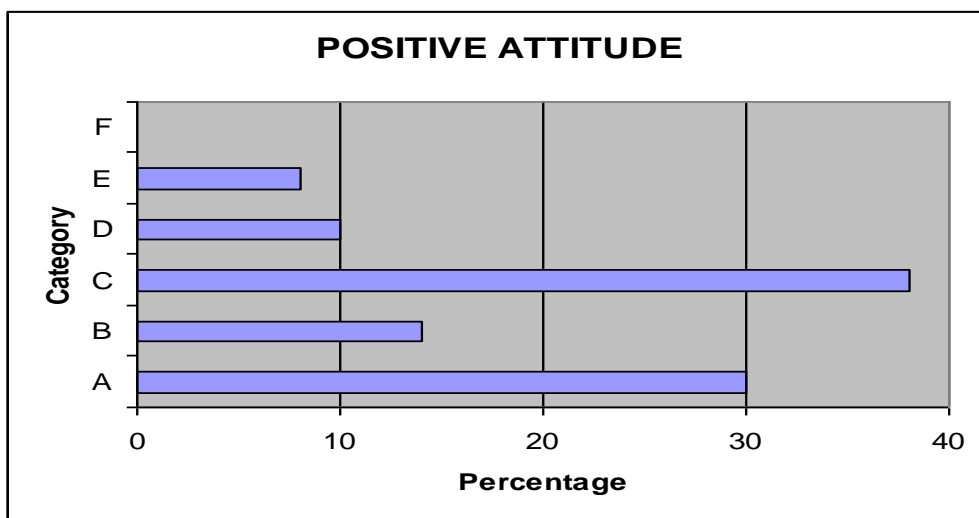
The study shows that 88% of the workers “say that their performance is being monitored periodically” and 10% of the employees are not sure about it and 2% says that their performance isn’t monitored periodically.

“Most of the workers say that the performance being monitored periodically”.

16. What helps positive attitude towards the job?

- (a) Nature of the job
- (b) Working with colleagues
- (c) Recognition of effort
- (d) Development opportunities
- (e) Pay and conditions
- (f) Others (mention)_____

Category	Respondents	Percentage
Nature of the job	15	30
Working with colleagues	7	14
Recognition of effort	19	38
Development opportunities	5	10
Pay and conditions	4	8
Others (mention)	0	0



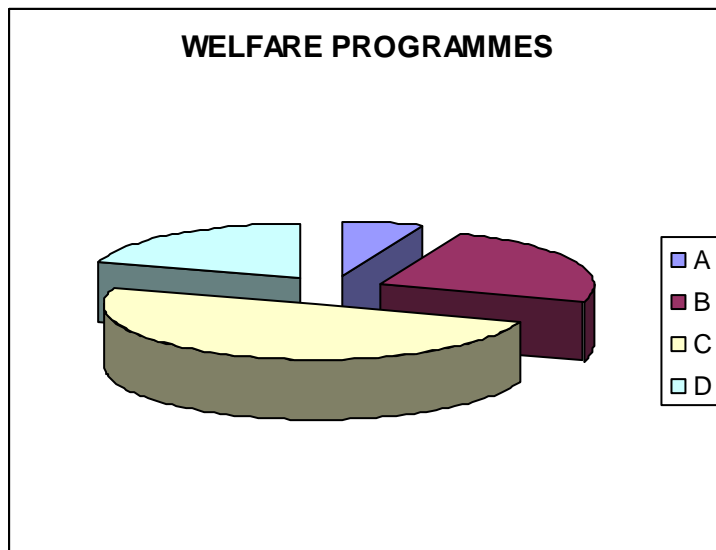
Interpretation:

From this survey it is found that 38% of the respondents feel that there is positive attitude towards recognition of effort and 30% towards nature of the job and 14% working with colleagues and 10% of the employees towards development opportunities and 8% felt that pay and condition is one of the reasons towards positive attitude. Therefore, there is positive attitude towards recognition of efforts and nature of the job.

17. How do you give rating to the worker welfare programs “in the organization?

- (a)Excellent (b)Very good (c)Good (d)Satisfactory”

“Category”	“Respondents”	“Percentage”
“Excellent”	3	6
“Very good”	12	24
“Good”	25	50
“Satisfactory”	10	20



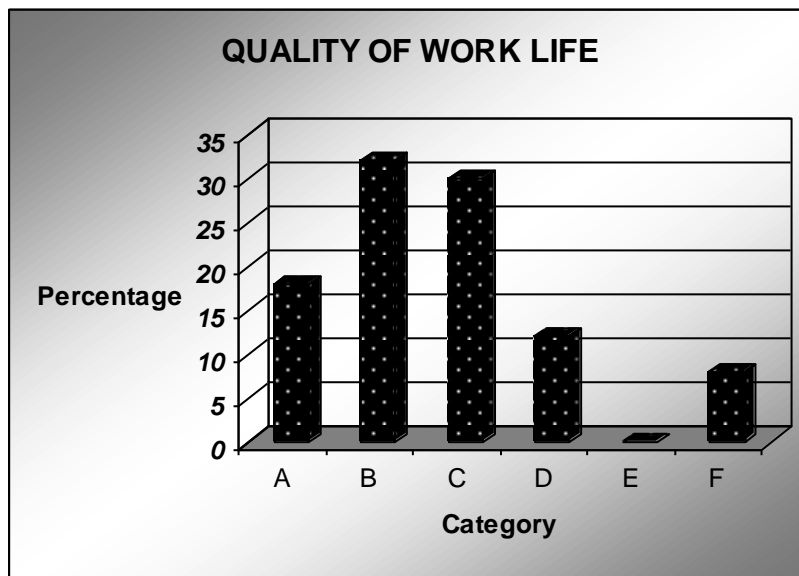
Interpretation:

From the study, 50% of the workers are agreeing that the employee welfare programs are good and 24% of employees felt very good and 20% of employees are satisfied and 6% felt excellent with the welfare programs of organization. It implies to continue the same and improve it if there is any scope

18. What could have enhance the “quality of the work life?

- (a) More proper working hours (b) higher pay and conditions
 (c) Better development / promotional activities” (d) Higher management
 (e) Other (f) None of the above

Category	Respondents	Percentage
More suitable working hours	9	18
Better pay and conditions	16	32
Better development/promotional activities	15	30
Better management	6	12
Other	0	0
None of the above	4	8



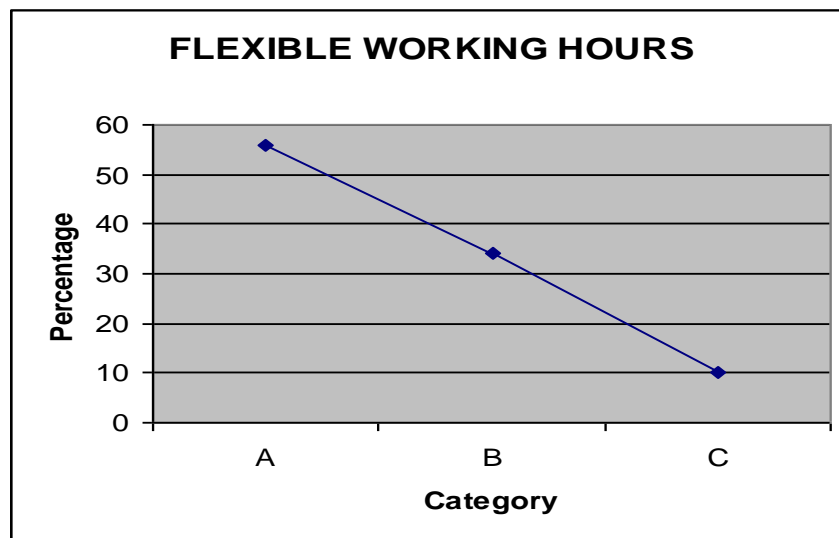
Interpretation:

From the survey, 32% of the employees feel that better pay & conditions could improve quality of work life & 30% feel that better development & 18% of the employees are of the opinion that more proper working hours will enhance “quality of work life & 12% of the employees feel that” better management & 8% of the employees feel none of the above. From the above most of the employees felt that better pay and conditions improve the quality of work life.

19. How important do you consider the following?

	Very Important	Fairly Important	Not Very Important
More flexible work hours			
“Development of occupational healthcare”			
Hike under pay			
Increase in training chances			
Learning new things			
Appreciation of work			

More flexible working hours		
Category	Respondents	“Percentage”
“Very Important”	28	56
“Fairly Important”	17	34
“Not Very Important”	5	10

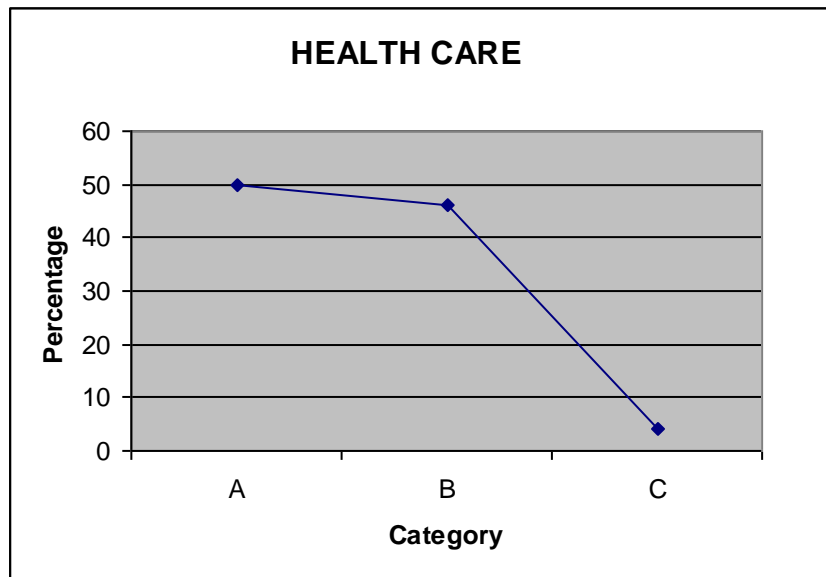


“Interpretation:

From the graph above, we can conclude that 56% of the workers feel that more flexible hours are very important & 34% of the employees feel that it is fairly important and 10% of the employees of the opinion that it is not very important.

Therefore, majority of the employees” at Conduent feels that more flexible working-hours are necessary.

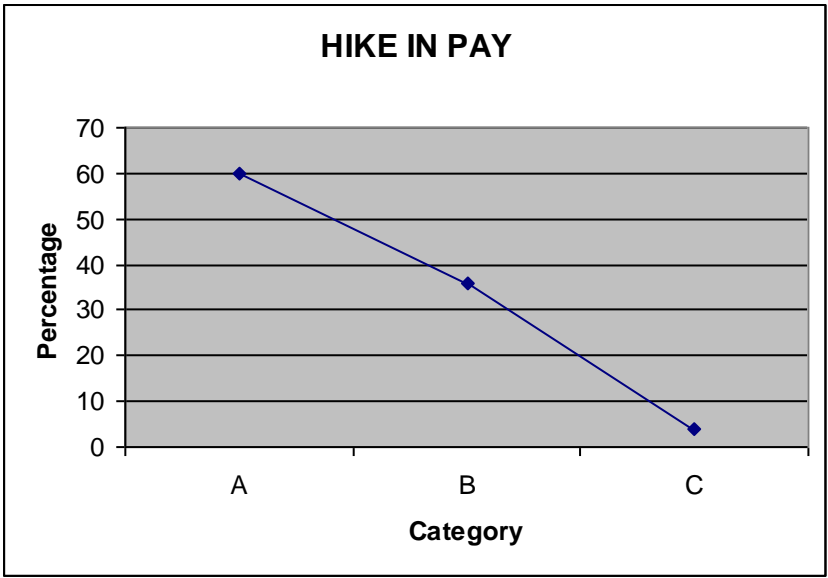
Development of occupational healthcare		
Category	Respondents	Percentage
Very Important	25	50
Fairly Important	23	46
Not Very Important	2	4



“Interpretation:

From the graph above” we can understand that 50% of the employees feel that development of health care is very important and 46% employees of the opinion that it is fairly important and 4% of the employees feel that development of Occupational Healthcare is not very important. It indicates that most of the employees of Conduent feels that development of the occupational health care is important.

Hike in pay		
Category	Respondents	Percentage
Very Important	30	60
Fairly Important	18	36
Not Very Important	2	4



“Interpretation:

The study shows that 60% of employees feels that need for HIKE is very important and 36% of the employees is of the opinion that fairly important and 4% of the employees feels that it is not very important”.

This implies that majority of employees at Conduent feels that hike in pay is very important.

“Training Opportunities”		
“Category”	Respondents	Percentage
“Very Important”	27	54
“Fairly Important”	19	38
“Not Very Important”	4	8

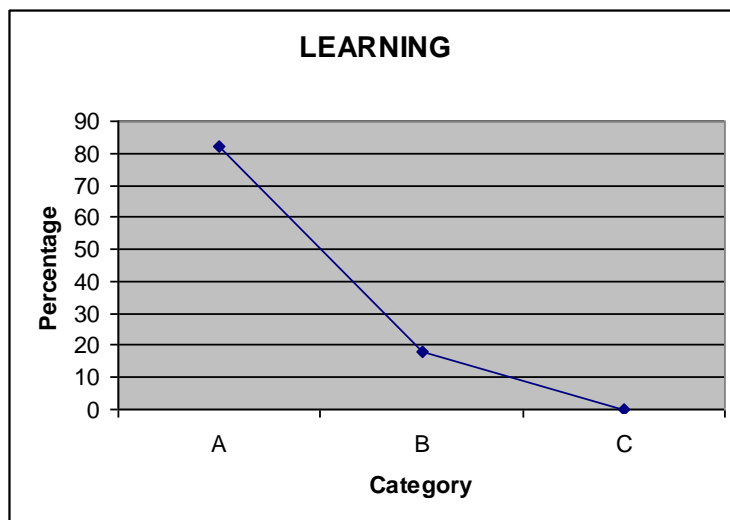


“Interpretation”:

The study shows that 54% of the workers is of the opinion that increase in training opportunities is very important and 38% of the employees feels that it is not very important and 8% of the employees that it is not very important.

Therefore, there should be increase in training opportunities is very important

Learning		
Category	Respondents	“Percentage”
“Very Important”	41	82
“Fairly Important”	9	18
“Not Very Important”	0	0

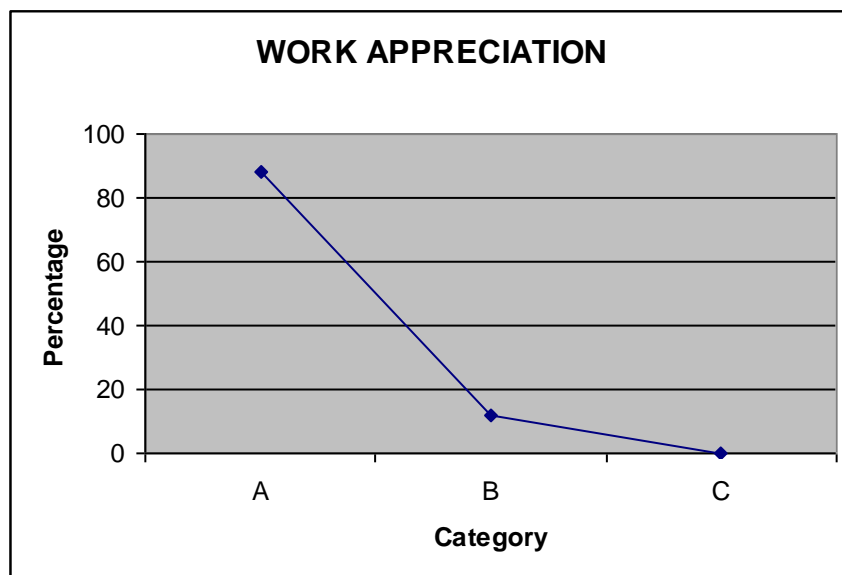


Interpretation:

The study shows that 82% of the workers felt that learning new things is very important and 18% felt that it is fairly important and there are none, who felt it is not very important.

So, the majority of employees at Conduent felt that learning new thing is very important in the organization.

Appreciation of work		
Category	Respondents	Percentage
Very Important	44	88
Fairly Important	6	12
Not Very Important	0	0



Interpretation:

The study shows that 88% of the workers felt that appreciation of work is very important and 12% of the employees felt that it is fairly important and there are none of the above who felt that it is not very important.

This implies that majority of employees at Conduent felt that is appreciation of work is very important in the organization.

20. Your opinions and suggestions regarding “quality of work life in the organization?”

Employees’ Opinions:

1. “Satisfaction level of working conditions
2. Overall Quality of the Work Life is good in the organisation, giving satisfactory chance of individual growth and higher professional atmosphere
3. The working life is good, it’s encouraging and good place to work within healthy atmosphere.
4. Worker relations are good and management consideration towards worker’s health is impressive and job pressure is considerably less”.
5. “By giving excellent training, by providing flexible working hours, by working with concentration and hard work, by providing guidelines to juniors, these activities will improve Quality of Work Life”.
6. “Good co-ordination between team leaders and team members”.
7. “Better management leads to better work culture”.
8. “Communication gap between management and employees should get reduced”.

Employee Suggestions:

1. Motivation of the workers is main and vital to reach the ultimate goal. It improves job satisfaction of the workers.
2. Recognition of the abilities leads to achieve the corporate goals in broader view.
3. To conduct departmental meetings with team leaders and managers to know how work flows in departments.
4. “The success of any organisation is mostly dependent on how it attracts recruits, motivates and retains its work force. Today’s organization needs to be more flexible so that they equipped to create their work force and enjoy their commitment”
5. “Organisations are needed to practice a strategy to enhance the workers QWL to satisfy both employee objectives and organization objectives”.
6. The best way of increasing QWL is to compensate employee in par with industry and create a comfortable work culture.
7. Transport and other facilities must be reviewed and efforts should be made to include each individual in the organizational growth.
8. Recognition and individuals efforts and freedom to express individual views relating to work is to be needed. Transparency is also important thing to improve QWL.

5. FINDINGS & CONCLUSIONS

“The subsequent are the Findings and Conclusions of the survey study:

a. Mostly the workers covered under my study have not been found to be feeling any stress in the work related and working atmosphere.

b. The workers in general felt that the job culture in the company is” healthy.

c. “It has been an interesting revelation that there is no employee in Conduent Business Services India LLP, is working here just for the sake of the job and most of the employees are comfortable with Conduent, but also feeling proud of being in Conduent Business Services”.

d. The Conduent Business Services “training and development modules have been developed in a systematic way” where in employee training need is assessed and met timely i.e. they are trained in due course.

e. Coming to study of personal attitudes, the employees have been found to be optimistic, sincere and they never try to avoid work.

f. “The employees working in the company are able to satisfy and achieve the organizational goals through their experience completely”.

g. The employees working with Conduent Business Services are confident to say that they know about their duties and responsibilities as such there is no role conflict or role ambiguity.

h. The employees of Conduent Business Services are fully satisfied with the grievance settlement procedure.

It would be observed from the foregoing that most of the employees are satisfied with the Quality of Work Life at Conduent Business Services and also with “the compensation packages, leave policies, training and development programs, performance appraisal systems which are in accordance with their expectations”.

6. ANNEXURE

QUESTIONNAIRE

This survey is regarding a study on “Quality of Work Life at **Conduent Business Services India LLP**”. Kindly spend your Valuable time in going through and filling this questionnaire.

Name of the Employee:

Designation:

1. How do you feel working with Conduent Business Services India LLP?

- “(a) Excellent (b) Good
(c) Satisfactory (d) Poor”

2. What do you like the most about Conduent Business Services India LLP?

- “(a)Job Profile (b)Work environment
(c)Growth Opportunities (d)Compensation & Benefits”

3. “Which best describes your usual work schedule”?

- (a) Evening shifts (b) Night shifts (c) Day shifts
(d) Irregular shifts /on-call (e) Rotating shifts

4. How would you rate the job culture in your organisation?

- “(a)Excellent (b)Very good (c)Good
(d)Satisfactory (e)Bad”

5. “How are the career developmental activities in your organisation?”

- (a)Excellent (b)Very good (c)Good
(d)Satisfactory (e)Bad

6. Main satisfaction in life comes from your work”.

- “(a)Strongly agree (b)Agree
(c)Disagree (d)Strongly Disagree”

7. The job “profile gives you an opportunity or chance to develop special skills

- (a)Very true (b)Some what true
(c)Not too true (d)Not at all true”

8. “How hard is it to take time off during your work to take care of personal or family matters?”

- (a)Not at all hard (b)Not too hard
(c)Some what hard (d)Very hard

9. Does the management maintain quality circles according to the norms and standards of the employees?

- (a)Yes (b)No

10. “In usual, how would you describe relations in your job place between management and workers?

- (a)Very good (b)Quite good (c)Neither good nor bad
(d)Quite bad (e)Very bad”

11. “Do you think that the organisation is paying you fairly and reasonably?”

- (a) Strongly agree (b) Agree (c) Satisfactory
(d) Disagree (e) Strongly disagree

12. “Is the compensation paid to you is sufficient for providing a satisfactory standard of Living?”

- (a) High (b) Average (c) Low

13. “Do you feel that there is job security in your organization?”

- “(a) Strongly agree (b) Agree” (c) Satisfactory

(d) Disagree (e) Strongly disagree

14. What are “rewards given for good performance of the team”?

(a) Monetary benefits (b) Promotion

(c) Job enrichment (d) Any other specify

15. “Is your performance being monitored periodically?”

(a) Yes (b) Could be (c) No

16. What helps positive attitude towards the job?

(a) Nature of the job (b) Working with colleagues (c) Recognition of effort

(d) Development opportunities (e) Pay and conditions (f) Others (mention)_____

17. “How do you rate the employee welfare programs in your organization?”

“(a) Excellent (b) Very good

(c) Good (d) Satisfactory”

18. “What could improve the quality of your work life?”

(a) “More suitable working hours” (b) “Better pay and conditions”

(c) “Better development/promotional activities” (d) “Better management”

(e) Other (f) None of the above

19. How important do you consider the following?

	Very Important	Fairly Important	Not Very Important
More “flexible working hours”			
“Development of occupational healthcare”			
Hike in pay			
Increase in training opportunities			
Learning new things			
Appreciation of work			

20. Your opinions and suggestions regarding “quality of work life in the organization”?

7. REFERENCES

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