

INTRODUCTION

DLF REAL ESTATE

The DLF Group was founded in 1946. We developed some of the first residential colonies in Delhi such as Krishna Nagar in East Delhi, which was completed in 1949. Since then we have been responsible for the development of many of Delhi's other well-known urban colonies, including South Extension, Greater Kailash, Kailash Colony and Hauz Khas.

Following the passage of the Delhi Development Act in 1957, the state assumed control of real estate development activities in Delhi, which resulted in restrictions on private real estate colony development. We therefore commenced acquiring land at relatively low cost outside the area controlled by the Delhi Development Authority, particularly in the district of Gurgaon in the adjacent state of Haryana.

This led to our first landmark real estate development project - DLF Qutab Enclave, which has now evolved into DLF City. DLF City is spread over 3,000 acres in Gurgaon and is an integrated township, which includes residential, commercial and retail properties in a modern city infrastructure with schools, hospitals, hotels and shopping malls. It also boasts of the prestigious DLF Golf and Country Club with night golfing facilities.

Delhi Land & Finance, or DLF, is a company set up by DLF chairman Mr. Kushal Pal Singh's father-in-law, Chaudhary Raghvendra Singh. The company at that time had developed no fewer than 21 colonies in Delhi between 1947 and 1961, which was taken over by the Delhi Development Authority. That had forced DLF to diversify into batteries, cables and so on.

Six decades later, DLF has invested close to Rs 80,000 crore in projects running into 100 million square feet. The group has made remarkable contribution in the evolution of the sleepy adjacent city of Gurgaon to the 'investor's destination' of India. Their foresightedness in identifying Gurgaon as the next logical extension of Delhi proved to be their biggest advantage, as they were the ones to make the first move in Gurgaon real estate.

Almost overnight, Gurgaon had turned from a sleepy village to a throbbing hub of commercial activity. DLF which started its business then with a new lease has definitely come a long way since then - from townships, shopping malls and commercial space to hotels, special economic zones and infrastructure projects.

DLF in India's Real Estate Growth.

Residential

The residential segment of DLF besides development of apartment in the middle-income group, also involves a wide range of products including condominiums, duplexes, row houses and apartments of varying sizes, with a focus on the high end the market. To the 54 million sq. ft of developed area under homes with 18 million sq. ft of group housing; DLF intends to augment its oldest business area by developing another 300 million sq. ft of projects across the country over the next 10 years.

Commercial

Office: DLF's office segment is one of the group's most admired vertical. Nearly 20 million sq. ft. of developed as well as on-going projects are a significant contributor to the growth of office spaces of the most contemporary architecture. Plans to develop another 110 million sq. ft. across 12 cities are aimed to give DLF 15-20% of market share in the business & commercial sector.

Retail: With a booming retail environment on the horizon, this is a major thrust area for the Group and DLF is actively creating new shopping and entertainment spaces all over the country. There are over 42 million sq. ft. of quality retail space developed and under development in metros and other urban destinations across the country. These include categories of prime downtown shopping districts, shopping centres and super luxury malls.

Hotel: With the growth of economy, India is emerging as a major business, tourism and sports event destination; causing traffic to pour in from across the globe. This has led to the demand for hotels in mostly in the cities.

DLF group foresees that with the rise in demand for rooms expected to grow by approximately 4% in 2006-07; the investment in the premium segment of the hotel industry will be between Rs 20-23 billion in the aggregate over the next five years. Keeping in view, the exponential growth opportunities in the sector DLF intends to develop hotels in four star, five star and deluxe segments.

Infrastructure

DLF foresees significant growth opportunities in the infrastructure sector which are expected through the route of Public-Private Partnerships (PPP).

Though there is a significant size of investments earmarked by the government and there are tremendous opportunities in the sector for private players to contribute in the nation's growth, DLF has marked down the sector as it anticipates the infrastructure vertical to create new source of revenues and growth to the group. The key focus areas of vertical are construction of expressways, highways, airports and other key infrastructure projects.

SEZ

Special Economic Zones (SEZ) have acquired special status of importance from the Government of India as they have been categorized to bring infrastructural development and economic growth in that region. DLF has also taken the stride to develop SEZ across the country which will showcase world-class, state-of-the-art infrastructure and will include utilities such as roads and other public services, commercial centres, residential facilities and institutional facilities like schools, hospitals, etc.

Their first SEZ by DLF, proposed to be developed in Amritsar spreading over an expanse of 1100 acres, will comprise of four sector-specific individual SEZs for the textile and garments industry, engineering industry, food processing industry and a free trade and warehousing zone. It also has investment plans to develop an Rs 10,000 crore multi-product SEZ in Tamil Nadu.

VISION, MISSION AND VALUE

DLF Vision

To contribute significantly to building the new India and become the world's most valuable real estate company.

DLF Mission

To build world-class real-estate concepts across six business lines with the highest standards of professionalism, ethics, quality and customer service.

DLF Values

- Sustained efforts to enhance customer value and quality
- Ethical and professional service
- Compliance and respect for all community, environmental and legal requirements.

PARTNERS IN DLF GROUP

Project Execution

DLF has entered into a 50:50 JV with WSP. The JV will provide engineering and design services, environmental and infrastructure facilities as well as project management services.

WSP operates as a specialist in the property, environmental, transportation and infrastructure sectors providing a full range of services from planning through to design, implementation and maintenance. WSP's expertise is seen at work in the Freedom Tower at Ground Zero, New York; the Mall of Emirates, Dubai; apart from major developments at Heathrow and Stansted Airports in London. WSP will engage specialist staff and expertise from global operations to work with DLF professionals.

Construction

In February 2006, DLF entered into a joint venture with UK's leading construction company, Laing O'Rourke Plc. The joint venture company will improve the quality of construction in all the developments and help in setting new benchmarks in the real estate sector. The JV Company is currently executing prestigious projects like- The Magnolias, The Mall of India, IT Parks and many of DLF's retail destinations. DLF-LOR will construct the Group's infrastructure projects, including roads, bridges, tunnels, pipelines, harbors, runways and power plants, through this J'V.

Laing O'Rourke operates worldwide, in Asia, Europe, the Far East and Australia and employs more than 23,000 people. Their best know projects include Terminal 5 at London Heathrow airport, a terminal at the Dubai international airport, the Millennium Dome in the UK and a Convention Centre in Hong Kong

Airport Modernization

DLF has chosen Germany's Fraport AG (Frankfurt Airport Services Worldwide), the owner and manager of Frankfurt Airport, as its partner for fresh forays into airport modernization. A special purpose vehicle, DLF Fraport SPY, has been set up specializing in development and management of airports in India. DLF and Fraport will hold at least 26 per cent each in the special purpose vehicle. The companies signed a memorandum of cooperation in April 2007 to explore airport projects.

Township Development

DLF has signed an MoD with property developer Nakheel LLC of the United Arab Emirates to build large townships in India, through a WSP operates as a specialist in the property, environmental, transportation and infrastructure sectors providing a full range of services from planning through to design, implementation and maintenance. WSP's expertise is seen .at work in the Freedom Tower at Ground Zero, New York; the Mall of Emirates, Dubai; apart from major developments at Heathrow and Stansted Airports in London. WSP will engage specialist staff and expertise from global operations to work with DLF professionals.

Hospitality

DLF's hospitality arm, DLF Hotels, has signed an Lol with Four Seasons Hotels and Resorts to operate a proposed luxury hotel at DLF Golf Links in DLF City, Gurgaon in Delhi's southern borders. In November 2006, DLF Hotels announced its first joint venture with The Hilton Hotels to acquire and develop 50 to 75 hotels and serviced apartments throughout India.

The joint venture hotels will represent several brands from Hilton Hotels Corporation's brand portfolio, including Hilton Hotels, Hilton Garden Inn, Homewood Suites by Hilton and Hilton Residences. The JV Company will develop and build these properties, while Hilton will manage them.

DLF will hold 74 per cent in the joint venture company, and Hilton will hold the remaining stake as its commitment to the venture. Over the next 5 to 7 years, Hilton has committed to invest up to \$ 143 million.

The initial stage of the joint venture will involve 20 hotels in a number of key locations including, Chennai, Kochi, Bhubaneswar, Hyderabad, Kolkata and Delhi. Some of these hotels are planned to be Hilton Garden Inns and Hilton Hotels. Beyond the initial 20, the IV continues to identify and acquire sites and undertake new hotel developments.

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IT Infrastructure

DLF has partnered with IBM to outsource all its IT requirements to the global IT infrastructure giant. Under this partnership IBM will be responsible for the helpdesk services for all the DLF employees across India towards the IT infrastructure requirements. The partnership will support the current IT requirements as well as identify and deploy new solutions for DLF and Indian real estate industry.

At DLF joint ventures and strategic alliances are another facet of the Group's determined growth with some of the best names globally,

Asset Management

DLF and Prudential Financial Inc. (PFI) of US, have signed a joint venture to provide a broad array of mutual fund and investment products, including domestic and eventually international mutual funds to Indian retail and institutional clients. The IV has been formulated on a 61:39 shareholding pattern between PFI and DLF. This agreement allows PFI to expand its international investments business and marks its official entry into the Indian mutual fund market.

CHAPTER 2

THE QUALITY OF WORK LIFE

AN INTRODUCTION

The quality of work life

1. Literature and the terms used

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Literature and the terms

Quality of work life is a multifaceted concept. The premise of the quality of work life is having a work environment where an employee's activities become more important and relevant to the society. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedure or policies include autonomy, recognition, belonging, progress, and development, and external rewards. QWL is the abbreviation for the Quality of Work Life Initiative. QWL is a comprehensive, department-wide program designed to enhance DLF REAL ESTATE service to the public by improving employee satisfaction, strengthening workplace learning and helping employees better manage change and transition.

Autonomy deals with the amount of freedom that employees can exercise in their job. for example, if employees must get permission to purchase Rs 5 in postage stamps to mail job related materials; the freedom to act is significantly reduced. However in an organization where employees can decide on their own hours of work the autonomy is more. '

Recognition involves being valued by others in the company. An individual's contribution in the organization is noticed and appreciated.

Belonging refers to being part of the organization. Closely tied to recognition, an individual who belongs to an organization is one who shares the organization's values and is regarded as being a valuable part of the firm.

Progress and development refers to the internal rewards available from the organization; challenge, and accomplishment.

External rewards, which are usually in the form of salary and benefits but also, include promotion, rank and status.

Taken together, these components provide for the quality of work life for the individual. If the quality of work life is lacking, and then workers' productivity may suffer.

What are flexible working hours?

Flexible work options offer creative approaches for completing work while promoting balance between work and personal commitments. These approaches involve use of non-traditional work hours, locations, and/or job structures, flexible work arrangements; time worked does not equate to achieve outcomes. Outcomes are based on the staff member's achievement of results and use of competencies critical to achieving those results. Except in the case of conversion from full-time to a less-than-full time schedule, such as for a part-time assignment or job share, the total numbers of hours worked and expected productivity remain the same.

Typical flexible work options are:

Flextime: The most requested, easiest to manage and the most affordable FWO, flextime offers flexibility in arrival, departure and/or lunch times, typically with a designated core-time mid-day during which all staff are present.

Flex place: This arrangement allows for a portion of the job to be performed off-site, on a regular, recurring basis. The majority of work time is spent at the office and the off-site work typically is done at home. It may be the most complicated flexible work option to arrange since it generally requires electronic equipment and technological support.

Flex place does not connote the professional or management practice of working at home after-hours to work on reports or presentations or to catch up on reading. In general, Flex place also does not represent an off-site work arrangement implemented by the organization to meet organizational goals and requiring use of electronic equipment and technology to complete the work assignment- This is referred to as Telecommuting assignment. Most or all of the work is performed at the off-site location.

Compressed Work Schedules: A traditional 35-40 hour work week is condensed into fewer than five days of work. This option is more easily applied to non-exempt (weekly paid) staff for whom maximum work hours are identified, but it is not-ruled out for monthly paid staff who may work more than 40 hours during the work week. The Fair Labor Standards Act requires weekly paid staff to be paid overtime if they work over 40 hours in a work week.

Part-time work is a regular arrangement for between 17.5 and 28 hours a week. This is different from a temporary work assignment where an employee is expected to have a temporary, non-recurring relationship to the workplace and does not receive paid time off.

Job sharing allows two staff members to share the responsibilities of one full-time position, typically with a prorated salary and paid time off. This is not the same as a part-time job. Each staff member shares a specific proportion of a full-time position. Creative and innovative schedules can be designed to meet the needs of the job sharers and the office. Note: If one position is scheduled for less than 17.5 hours a week, it becomes temporary and cannot retain regular part-time status.

Theoretical perspective

- Understanding the theories

- o Empowerment

- o Job Design

- o Job Enlargement

- o Job Enrichment

- o Autonomous Work Groups

- o A Diagnostic Approach to Job Enrichment

- o Workers participation in management

- o Employee Involvement - A Vital Aspect of Total Quality Management

- o Work council

- o How workers participation in management is practiced in other countries?

- o Acts which provide Labour Welfare

- o Quality of work life

- o Factors taken into consideration for determining the quality of work life pertaining to an organization

- o How can we make better work life in the organization?

n By International Labor Organization

EMPOWERMENT

Empowerment is the cutting-edge "technology" that provides both the strategic advantage companies are seeking and the opportunity people are seeking. While giving people the authority and responsibility to make important business decisions is a key structural aspect of empowerment, it is not the whole picture, as is usually thought to be. The real essence of empowerment comes from releasing the knowledge, experience and motivational power that is already in people but is being severely underutilized.

The keys to empowerment: -

Autonomy and flexibility: The key to empowerment lies in creating autonomy by establishing boundaries. The role of boundaries in such a setting is to inform members about the range within which they can act with autonomy.

Responsibility/Accountability of teams: Many of today's complex decisions require inputs from a collection of people if those decisions are to be effective. And implementation of the decisions' requires team effort if they are to have desired results. The need today has moved towards empowered self-directed teams, quite different from participative teams, quality circles or semi- autonomous teams.

JOB DESIGN

The concept of job design is not new. It has roots back to the beginning of the industrial era. The best-known theorist on job design is Frederick Taylor, who wrote the Principles of Scientific Management. He proposed analysing and breaking jobs into simplified tasks through motion studies. Job design defines and delineates the tasks, duties, and responsibilities of a job. This information is then used to write job description. With this tool, the personnel manager can assess the skills and knowledge required in the candidate to fill the position.

JOB ENLARGEMENT

The reverse of Taylor's work simplification theory is job enlargement. This involves enlarging a job by horizontally increasing the number of tasks or activities required. The rationale behind the theory is that an enlarged job will increase job satisfaction and productivity. The process of job enlargement is relatively simple and can be applied in a variety of situation. Job enlargement will motivate employees to increase productivity. The motivation will occur from the relief of boredom, since the diversity of change is stimulation in and of competence since additional abilities are utilized.

JOB ENRICHMENT

Job enrichment stress job content and structure as the critical issue in job design similar to enlargement job enrichment increases the tasks and duties of job, but it included more responsibility for decision making, planning and/or control. It entails more self- monitoring and more planning and controlling decisions. The traditional information feedback loop between superior and subordinates is altered in job enrichment. A single employee may follow the project from beginning to end, because the decision maker and planner and operator are the same person, quick feedback and necessary alterations are possible if standards are not met. The tasks that are added are of different nature then those already performed. Very often the job is enriched to include functions that were previously considered to be supervisory or managerial. Job enrichment can apply to individual jobs or to autonomous workgroups, but in either case the objective is to give people better freedom and autonomy in their work organization.

From his theory Herzberg developed a set of principles for the enrichment as follows:

- Removing some controls while retaining accountability
- Increasing personal accountability for work
- Assigning each worker a complete unit of work with a clear start and end point
- Granting additional authority and freedom to workers
- Making periodic reports directly available to workers rather than to supervisors only.
- The introduction of new and more difficult tasks into the jobs.
- Encouraging the development of expertise by assigning individuals to specialized tasks.

Herzberg's checklist for those seeking success in the enrichment of jobs:

- Select those jobs where technical changes are possible without major expense
- Job satisfaction is low.
- Performance improvement is likely with increase in motivation
- Hygiene is expensive
- Examine the jobs selected with the conviction that changes can be introduced.
- "Green light" or "Brainstorm" a list of possible changes.
- Screen the list for hygiene suggestions and retain only ideas classed as motivators.
- Remove the generalities from the list retaining only specific motivators.
- Avoid employee involvement in the design process
- Set up a controlled experiment to measure the effects of the changes
- Anticipate an early decline in performance as workers get used to their new jobs.

However the approach has limitations, including its inapplicability in certain situations, the lack of opportunities in others and the emphasis upon management decision at the decision stage.

The advantages of job enrichment are said to include an increase in employees' level of motivation at work, individually and in groups, a reduced need for supervision, a reduced level of fatigue, absenteeism and labour turnover, and an increase in the level of skill flexibility.

The main disadvantage includes the high costs of installing such systems in terms of equipment, machinery and training, increasing salary costs and conflicts between participants and non-participants.

The motivation effect of job enrichment is alleged to be greater and more powerful than that of job enlargement. Like enlargement, enrichment lessens boredom and increases feeling of responsibility and competence. But all jobs cannot be enriched.

AUTONOMOUS WORK GROUPS

The last behavioural approach to job design to be discussed, autonomous work groups, is an expansion and combination of the first two behavioural approaches. The autonomous work group uses the principles of both job enlargement and job enrichment, but rather than concentrating on a single job it covers a project worked on by a group of people. This concept allows the workers to control the project from beginning to end. Job enrichment can result in more individual type accomplishment, autonomous work groups tap group accomplishment, thus enlarging the number of tasks performed while also enriching the job by adding the planning and controlling processes. As the concept broadens, autonomous work groups can develop into the groups deciding the own pace and work breaks.

The motivation effect of this job design approach encompasses and takes advantages of all the effects of job enlargement and enrichment, and adds to them. The greater variety of tasks and the greater responsibility increase the meaningfulness of the job. Furthermore the social contact of interaction with fellow workers enhances satisfaction. The success of this approach depends, of course, on the cooperation of the group and ability to achieve goals in virtually leaderless groups assigned with self-control.

Job enlargement, job enrichment, and autonomous work groups are primarily behavioural approaches to the design of jobs. Each has been shown to increase production in some cases and to actually decrease production in others. Therefore, no generalization can be made concerning that factor. One generalization, however, can be made: All three have made important contributions to job satisfaction and work quality.

A DIAGNOSTIC APPROACH TO JOB ENRICHMENT

Job enrichment is being touted by many as the solutions to these problems. In practice job enrichment has had a history of success and failure. Normally there are four sets of organization variables that research and experience would indicate are the primary determinants of potentiality for enrichment: the job itself, technology, the workers, and management.

The Job itself

The successful application of job enrichment is highly dependent upon the nature of job itself. For selection purpose the job-related criteria that have been found most relevant are cost, quality, flexibility, coordination, specialization, wage payment plan, and man- machine relationship.

- Cost

Reduction in labor cost can be realized when the enriched job holder takes over certain supervisory and inspection responsibilities that previously had been performed by others.

- Quality

Job enrichment often results in an increase in the quality of work. Usually it is measured in terms of rejects and amount of rework involved.

- Flexibility

Job enrichment increases the scope and depth of the job. This requires a better trained worker who can perform a variety of tasks associated with the job and has a good comprehension of the total workflow or production process.

- Coordination

When the various tasks that compromise a unit of work have to be coordinated with each other and between or among a number of workers, there are definite advantages to having one person do them all. This is one of the reasons clerical and administrative jobs are good candidates for job enrichment

- Specialization

One often-cited disadvantages of job enrichment is that the efficiencies associated with task specialization are lost. Applying job enrichment to highly specialized jobs can result in increased costs and/or reduced output.

- Wage Payment Plan

Employees who are on piecework might view a proposal to give them a more meaningful work experience as an attempt to cut their rate and lower their earnings. In a situation where output actually declined, workers on piecework would suffer economically from job enrichment, assuming that their par rate stayed the same.

- Man-Machine relationship

This consideration is concerned with the extent to which the worker can affect productivity. Most jobs are designed so that the worker within certain prescribed limits is able to determine productivity, although the degree of control varies considerably among jobs.

Technology

The organizations ability to apply technology, conversion costs, and the investment in new systems and specialized equipment may all serve to limit the extent to which a job can be enriched. This is one of the reasons for encouraging firms to build enriched job designs into new plants and facilities rather than

concentrate solely on enriching existing jobs. The total cost of installing enriched jobs in new facilities at the outset usually is less than that required to modify existing jobs.

The Workers

The job enrichment concept is based on the assumption that enriched jobs will be more intrinsically satisfying to workers who, as a result, will be motivated to perform in a manner that meets or exceeds job requirement. Contrary to this there is growing evidence that not all men seek to satisfy their needs at work or through work. For these men it logically follows that job enrichment would not be perceived as particularly worthwhile.

Management

In the end, the successful implementation of job enrichment is largely a function of management. A management team that is committed to the concept and, equally important, is capable of developing and implementing sound job enrichment projects, can overcome many of the obstacles that otherwise will stall or defeat the effort.

Workers participation in management

It is an old concept. It is now practiced all over the world. It is basically related to how we involve workers so as to get a better relation, better output from workers and also share our burden with the workers.

The areas where workers will deliberate in regard to the workers participation in management are as follows:

1. welfare
2. safety
3. production or any other issue related to production at the workshop

In India, workers participation in management is used with Industrial Disputes Act.

Under Industrial Disputes Act, there should be equal representation from the workers and also equal representation from the management. Depending on the size of the organization ten from each group must represent.

Employee Involvement---A Vital Aspect of Total Quality Management

Employee participation is crucial for the success of your business

Highly competitive and ever changing markets demand greater flexibility and quicker response to ever-changing customer requirements. This has brought about innumerable changes in the methods of operations and management of many companies. Conventional management methods focused on officers/managers "giving orders" versus workers "taking orders". They do not allow much room for competition. However, Total Quality Management (TQM) enables companies to grow and stay highly competitive through highly organized and efficient methods.

One of the most vital aspects of TQM is employee involvement. It encourages employees to use their expertise, skills and creativity in day-to-day activities to improve the workplace, the goods or the services they "produce. A shift from the conventional management style to the participative style involves a lot of effort both by the employees and the management. In order to ensure successful implementation of participative management, the following three support systems can be considered.

The organizational system: By changing the job responsibilities and roles of employees at all levels to correspond to the participative philosophy. The organizational system should be such that it facilitates improvement and teamwork.

The interpersonal system: This should focus on encouraging employees to solve their own problems. Preference to be given to relevant knowledge over status. Similarly, collaboration should be given priority over competition.

The Individual: Employees at all levels must update their skills and develop confidence to accept and carry out greater responsibilities. It is often seen that although managers are fully aware of the need to encourage the participation of their subordinates, they are unaware of the methods to do so. Thus employee involvement gets restricted to non-job-related issues like cafeteria menus and employee picnics. On the contrary success of any improvement initiative requires massive involvement of employees in every problem that they face on the 10b front. They should be involved in data recording and analysis, besides care of gauges, tools and machines.

The best way to initiate employee participation is through an intense training on TQM principles including participative, group, data-collection and decision-making skills. Often employees hesitate to make suggestions and resist new methods for fear of losing their jobs. The transition from conventional management to participative management can be seen as a three-phase development process.

- In the first phase, the employees are encouraged to study and understand their jobs and immediate work areas thoroughly to develop suggestions for improving them.
- In the second phase, the employees are trained to develop skills to analyse problems and find solutions for the same.
- In the third phase, management can focus on the economic and business benefits gained through the employee inputs.

Work council

Before 1957

In the second five year plan the government through Planning Commission took the following steps regarding workers participation in management:

1. Incorporate the workers participation in management.
2. Establishment of cordial relation by building up relationship and trust between workers and management.
3. Substantial increase in productivity in the interest of management, workers and betterment of the nation as a whole.
4. Securing welfare facilities for workers.
5. Training and education of workers to understand and share the responsibilities of management.

During 1957

In 1957, a labour conference was held where it was agreed that work council should be substituted by joint management council. And this thing was implemented in TISCO. The following two things were done in TISCO:

1. Firstly, area of operation should be large which included the path of working condition, productivity, general administration, interpretation and application of rules and collective agreement.
2. Joint management council was to be applicable to an organization having 500 or more members but one drawback ,was that it was not statutory or binding whereas in work council it was binding on them.

During 1975-76

This period is regarded as an emergency period. Workers participation in management was incorporated as one of the directive principle of the constitution. Workers participation in management was taken in a large number of PSU but it's not as effective as it should be because of the following reasons:

There are 3 parties in Industrial Relation- management, trade union, and government. And they all look differently at workers participation in management.

Trade union- they look at workers participation in management as co-determination (joint decision)

Management- they say, associate labour prior to take decision making but the final decision will be taken by the management. The workers can be consulted before but their presence during the decision-making is prohibited.

Government- they say, associate labour with management but without final authority and responsibility, only associate them in decision making, don't give them the final authority but involve them during the decision making process.

From this we can see that these three parties have different concepts, different approaches towards workers participation in management. Now as there are no consensus, no agreement this concept could never be implemented effectively in India. So, there are no means to enforce it.

There are five levels of participation within work council:

1. Informative participation

This is the first level of participation. Here we can share the information with the workers with regard to balance sheet and production of the organization but when we are sharing the information workers have no right to question it.

2. Consultative participation

At this level the participation is from both the management and workers. They come at one place, sit together and discuss welfare programmed method of work and safety but the final decision is with the management.

3. Associative participation

Here areas are limited if there is unanimous decision regarding welfare programmed, method of work and safety and management is with moral obligation to implement it then management is already agreed without any mode of descent, then management is bound to implement it.

4. Administrative participation

At this level of participation if the management is facing a problem then they generate various alternative solutions to that particular problem. Then they go to the work council with these various solutions and whichever best alternative is decided by them that very solution is implemented by the management. But here the majority decision is required.

5. Decisive participation

This level is known as decisive participation because here the union and management jointly take the decisions.

How workers participation in management is practiced in other countries?

There are countries other than India who practice the following five approaches to participation:

1. Self-management

This approach was very popular in USSR and Yugoslavia and in some parts of Germany. Self-management is also referred to as direct participation. It is where there is no involvement of the supervisors. The workers are given full freedom at the shop floor regarding whatever work they want to do. They have the right to decide which work they want to do and also the freedom to decide who should be rewarded and who not. Here the management is concerned with the output only.

2. Parallel organization

There is a need to create a new structure in the organization for implementing new things. If the organization wants to reduce its cost then there should be participation from not only the top level but also from all levels so to have different suggestions and so to run parallel. In a parallel organization people at lower level will get involved with the higher authority which is nothing but participation and these all are to deal with cost savings, productivity, and quality of product and work life organization culture, organizational structure and so on.

3. Group-incentive plan

It is also called Scanlon Plan (introduced in steel plant in USA). This is regarding any suggestion given by the group to savings of the organization.

4. Quality circle

It is a gift of the Japanese. It started in 1962 in Japan. At that time the management in Japan was facing with the problems of indifference, absenteeism, grievances etc. therefore they found out the solutions to their problem with "Quality Circle".

Quality is measures of customer satisfaction which can't be achieved if there are mistakes with the work of the employee.

Quality circle is small group of 3-12 people who do the same or similar work voluntarily meeting together regularly for about 1hr. per week during paid time or duty hrs. usually under the leadership of their own supervisors and they were trained to identify, analyse and solve problems with regard to their work and this goes on. So, the Japanese automatically thinks for the problem. For identifying the problem the following things were done:

- a) Brainstorming sessions were held;
- b) Data was collected;
- c) Data was analysed;
- d) 80-20 analysis;
- e) Cause and effect analysis.

The success of this quality circle is dependent on the support provided by the management:

- a) Information to workers;
- b) Quality control data;
- c) Organizing in house seminars;
- d) An opportunity to interact with the experts;
- e) Interaction with the vendors etc.

Quality of working life councils

There are two levels in the organization:

- a) Department level

At department level there is a committee council. Here, they suggest improvement in the quality of working life of people through restructuring of work systems at workplace to increase productivity and employee satisfaction.

- b) Corporate level

At the corporate level there is a steering council. Here they make recommendations which is reviewed by the steering council and they will see what kind of repercussions will be there of these recommendations at the different department.

Labour welfare

Labour welfare has been defined differently by different people. Labour welfare is the voluntary efforts of the employers to establish within the existing industrial system working in some times living and cultural conditions of the employees beyond that which is required by law the customs of the industry and the conditions of the market.

--- By International Labour Organization

Voluntary efforts - It means there is no requirement of law. In India, labour welfare is through laws whether it is bonus act, gratuity act, maternity act or ESI act.

Conditions of the employees - in India not just the employees but also his family is covered under the law.

Acts which provide Labour Welfare

1) Factories Act

Health

Cleanliness Floor; wastage; painting; whitewash; varnishing

Disposal of waste and effluents Effective arrangements

Ventilation and temperature fresh air circulation; temperature regulation

Dust and fume exhaust fans

Overcrowding 4.2 cubic meters per person; height only 4.2 meters

Lighting Glare; Lighting; cleaning of glazed windows; shadows; eye strain

Drinking water Provision; six meters distance; cool water (250) workers

Safety

Fencing of machinery Flywheel's; transmission of machinery; water turbine

Work on or near machinery in motion Trained adult worker; tight fitting clothes; belt; pulley; securely attached

Employment of young persons on dangerous machines Not allowed without training or supervision

Self Acting Machines Traversing part or material, space of 45 centimetres

Prohibition of employment of women; children near cotton openers

Hoists and lifts Good mechanical condition; sound material; adequate strength; gates; loads; ropes

Welfare

Washing facilities Adequate/suitable/clean/separate

Facilities for storing and drying clothing

Facilities for sitting

First-aid appliances 1/150; prescribed contents; trained; 500 (ambulance room) medical and nursing

Canteens Rules/250/date/standards/foodstuffs/charges/managing committee

Shelters, rest rooms and lunch rooms 150/not to eat in work room

Welfare officers

Creches 30/under six years

How can we make better work life in the organization?

-- by International Labour Organization

1) Relook at the flow of work in the manufacturing organization

2) Impact of new technology on people, work condition and environment

There should be different working conditions and working hours for men, women and older people so as to provide more flexibility in working hours. Women may have more commitment towards their family therefore their working hours should be according to that. Their working hours should be less as compared to others. Older people may not be able to work for more hours at a stretch. Therefore they should be provided more breaks and duration of their work hours must also be less.

3) Participation in management

Workers should be allowed to participate in management in improving working conditions, health and safety of the workers.

4) Development of careers and career path and also to help them move on their path

5) Organization reward systems should be linked with productivity and performance

6) Creation of new structures

Now-a-days because of the automation the distance between the work stations has increased a lot.

So, now if we can have the following structures in an organization like: U shape or star shape in terms of designing and redesigning so that people can come together and feel the presence of others which is very satisfying psychologically then there can be a better quality work life.

7) Management practices

Management practices here include the supervisory styles, management styles, rules and regulations etc. if they are conducive to people in terms of demographic Value of society then there can be better quality work life in the organization.

8) Alternative work management The idea of alternative work management is to make work life more comfortable.

9) Job Sharing

10) Compressed working hours If the whole week's job is done in 4 days then the workers can utilize the other three days in satisfying their other needs and other works. And this will be a kind of motivation for them and help in betterment of quality of work life.

11) Telework Here the workers need not to be present at the workplace all the Time. They can take advice from the people on the phone which will also save space of working place.

Objectives of the project

--Objective we want to achieve

∅ The objective of the study is measuring the Quality of work life of Private sector in the service industries. We will be studying the sector from the broader perspective. We would focus on the developing company, DLF REAL ESTATE. Our primary objective is to measure the overall perception and importance of Quality of Work Life in the organization.

∅ In the conclusion of the survey we would try to evaluate the Quality of Work Life of the organization on a 10-point scale. An index of 10 indicates a perception amongst employees that quality of work life is at its optimum and cannot be improved and an index of 0 indicates that employees are extremely dissatisfied with all aspects of working life. In between 10 - 0 indexes vary from satisfied to dissatisfy.

∅ The primary objective is well supported by a secondary objective where we aim at the in-depth study of those variables, which affects the Quality of Work Life.

∅ The primary objective is well supported by a secondary objective where we aim at the in-depth study of those factors which affects the Quality of Work Life. The factors affecting the Quality of Work Life were discussed at length.

What we measured are as follows:

- 1) Whether the employees in DLF REAL ESTATE are satisfied with their work?
- 2) Reasons of increasing dissatisfaction at work place and finding a correlation with the age of the employees.
- 3) We tried to find a correlation between the employees earning and their motivation at work place. As money itself is not the only motivating factor, so we tried to measure other factors like recognition, autonomy, relevant work, work condition and availability of information.

CHAPTER 3

RESEARCH AND METHODOLOGY

Research Methodology

Our Research

The research reported here aimed to provide a national benchmark on the working life issues that concern workers in SERVICE INDUSTRY. This provides insights into the positives and negatives of working life from an employee's perspective.

The survey sought to gauge workers' feelings about a range of 14 key items that affects their quality of work life. The items that we sought opinions about were:

- Ø Fair and reasonable pay compared to others doing similar work
- Ø Concern over losing one's job in the next 12 months
- Ø Sexual harassment or discrimination at the workplace
- Ø Trust in senior management
- Ø Interesting and satisfying work
- Ø People at the workplace getting on together

- Ø Recognition of efforts by immediate manager/supervisor
- Ø Career prospects over the next 2 years
- Ø Amount of control over the way in which work is done
- Ø Health and safety standards at work
- Ø Balance between the time spent at work and the time spent with family and friends
- Ø Immediate manager/supervisor's treatment of staff
- Ø Amount of work to be done
- Ø Level of stress experienced at work

In addition, respondents were asked to define the most important issue impacting on the overall quality of working life.

Measuring the quality of work life

In order to measure relevant issues of interest or importance, organizations have long used surveys of employees. Information gathered from such surveys is typically used to identify problems, strengths and weaknesses within a particular organization or with identifiable groups within that organization.

The concept of Quality of Work Life, however, goes beyond measuring employee's experiences within a particular organization and encompasses a wider value set that is specific to individuals. Therefore, measuring issues that are specific or of importance to an organization, risks overlooking issues that may be important to individuals working in the organization.

Quality of Work Life is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancement opportunities and participation in decision making. As such Quality of Work Life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers.

Richard Walton's article in the Davis and Cherns collection on this subject Proposed eight conceptual categories relating to the quality of working life, these being

- 1) Adequate and fair compensation
- 2) Safe and healthy working conditions

- 3) Immediate opportunity to use and develop human capabilities
- 4) Opportunity for continued growth and security
- 5) Social integration in the work organization
- 6) Constitutionalism in the work organization (rights to privacy, free speech and equitable treatment and due process)
- 7) Work and total life space
- 8) Social relevance of work life.

The target audience

The survey has been conducted to understand the quality of work life of the middle level employees in the service sector. The quality of work life in the service sector we have chosen DLF REAL ESTATE gurgaon. Due to the limitations of time and money we restricted our survey to the DLF REAL ESTATE gurgaon.

Sample size

We tried to fill up the structured questionnaire (annexure) by all the middle level employees of the Organisations but only received 52 filled up the questionnaire. While doing the analysis the figures have been transformed in the percentage terms to get a better comparison of the Quality of Work Life of the Organisation.

Sampling and sample design:-

Sampling may be defined as the selection of some parts of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made. Sampling is simply the process of learning about the population on the basis of a sample drawn from it. Thus in sampling technique, instead of every unit of the universe only a part of the universe is studied and the conclusion is drawn on that basis for the entire universe.

Sampling Techniques: -

In this research convenience sampling is used in which according to ease the sample (employee) is selected and survey is conducted. The graph is plotted on a 10 point scale. The values obtained during the survey has been changed in a percentage term and then plotted on a 10 point scale to give the impression of the Quality of Work Life in the organization. Zero on the graph shows least Quality standard in the organization. 5-6 on the scale shows a moderate standard. 10 denotes highest standard.

clip_image004

The overall Quality of Work Life in DLF REAL ESTATE is 6.0 which clearly indicate that it has moderate standard of Quality of Work Life. DLF REAL ESTATE need to maintain the present Quality of Work Life as it is already higher than the National Standard (Annexure II). The organization should look forward to raise its Quality of Work Life. The recommendations given by our group could be fruitful if implemented in the organization to raise the Quality of Work Life.

Data collection method: The format of the questionnaire was structured and both primary and secondary data was used in the research. The questionnaire included all relevant aspects or factors which affect the quality of work life so that in depth study can be done and conclusions can be drawn.

Points to be kept in mind before designing a questionnaire: -

1. The number of questions should be as few as possible.
2. Questions should be logically arranged. (Sequential order must be followed.
3. Questions must be short hand and simple.
4. Sensitive questions must be avoided.
5. Footnotes must be mentioned (1- good,2- satisfactory,3- bad)
6. Answer to the questions must not require calculations.
7. Pre-test the questionnaire

CHAPTER 4

DATA ANALYSIS & RESULTS

ANALYSIS

This project aims to understand the quality of work life of the middle management as already mentioned in this industry and to give an overview of the general findings of the employee attitude. out of total no of employee of DLF REAL ESTATE gurgaon branch , 52 returned completed questionnaire representing a response rate of 70% this provide sufficient statistical validity for us to get a true picture

of the quality of work life of the organization . we hope that this report will allow you to gain a good understanding of the survey feedback

The survey conducted in DLF Real estate aimed at measuring the quality of work life in the organization. The graphs and the detailed analysis have been done on the percentage basis to get a better picture of the survey.

OCCUPATION STATUS

clip_image005

DLF REAL ESTATE is a private organization, hence majority of the employees are not on fixed term basis. This do not give a sense of security to the employees.

In DLF REAL ESTATE temporary and contract labours account to 65% of the work force which offers only a level of job security. Employees are generally worried of loosing their job in case they don't perform as per standards.

Are you satisfied with your salary?

clip_image006

DLF REAL ESTATATE is a multinational corporation so it is known for the higher pays but it was really interesting to note that employees are still not satisfied with the salary they draw at the end of the month. As explained in the maslow's hierarchy, the higher order needs of the people keeps on increasing as they move up the hierarchy. This could be the probable reason why the employees in DLF REAL ESTATE are not satisfied with threw pay package .The dissatisfaction of the employee over the salary package could lead to a bad quality of work life in the organization.

Do you have the autonomy to do your work according to your wish?

clip_image008

One of the major parameters of measuring the quality of work life in the organization is the amount of autonomy given to the employees. The amount of autonomy given to the middle level employees of DLF Real estate is comparatively low recent research report shows the autonomy leads to motivation. There is a direct variation between autonomy and motivation (annexure).

Autonomy \propto Motivation

Therefore

Autonomy = k * Motivation.

Mathematically at Zero Autonomy the motivation should be equal to Zero (citrus parries). But other factors effect the motivation of the employees. Hence the above mentioned equation does not hold well in the practical situation. If we go by the equation then the motivational level of DLF should be low, but informal discussions with the employees of both the Organizations showed that there is not much difference in the motivational level of the workers. It is because the other factors come into play. The routine has to go through a no. of people before it is finalized and hence it takes time which affects the productivity of the organizations. So it is advisable that the organizations have faith on their employee's ability and give them more autonomy

Do you have flexible working hours?

clip_image009

Among the recent suggestion made by ILO on Quality of Work Life, it has been proposed to redesign the job allocation. Alteration of work situation by giving the employees flexible working hours and part time works. but DLF REAL ESTATE is far behind. It affects the family life of the workers which leads to higher stress at work. This could adversely affect the productivity of the company.

Do you want a life long association with your company?

clip_image011

As the above graphs indicate, the want of life long association with the company by the employees of DLF. In DLF the margin is huge. This is despite of the fact that the salary satisfaction, level of autonomy and Flexible working hours are far more than that of DLF. Also the overall job satisfaction level is more in this organization is: These facts might be due that; DLF is highly regarded by the public, their customers, fellow staffs and business community. The scope of all round development is more in DLF compared to any other public sector . This might be another reason that most of the employees want a life long association with the company.

Do you think that your contribution to the company is being recognized?

clip_image013

Recognition plays an important role towards employee motivation. The employees are treated nicely in the DLF REAL ESTATE new CRM policies are implemented to keep the internal customers happy. Weekly meeting of the top management with the senior management gives the feeling of recognition to these employees. By and large, we feel that senior management recognizes the contribution of each department, and provides a clear sense of direction for the employees.

Do you think that your job is challenging enough?

clip_image015

Employees has to go through a monotonous work where as the culture in DLF REAL ESTATE is that, employees tend, regardless of their job and fellow employees to help the customers even if it means doing something outside the usual activity. This makes their job challenging. Hence there is lots of stress on the employees of DLF REAL . ESTATE for quality work and also quantity work to keep the standards which is not present in any public sector.

Is sufficient information provided to you by your company?

clip_image017

It is the common feeling among the middle level managers of majority of the Organizations that the top management is not sharing adequate information with their subordinates. Hence it leads to a communication gap which could ultimately affect the productivity of the organization.

Is your promotion related to your achievement?

clip_image019

Opportunity of career growth for the workers was one of the recommendations made by ILO for improving the quality of work life. Development of career and career paths is important fir an organization to keep the most important resource i.e. Human Resource with the organization. Where as target are fixed for the employees in DLF REAL ESTATE and on fulfilling the target, promotion is done. This gives a well defined career path which keeps the employees motivated as they want to attend the higher hierarchy need as stated by Maslow.

How is the work condition in your company?

clip_image021

A high percentage of the workers feel the work condition in the office is good in DLF REAL ESTATE. The company provides centralized AC system, adequate light, comfortable chairs, computer systems, sound proof walls and individual cabins for the workers to work.

How do you rate stress with your work?

clip_image023

52% of the employees in HSBC feel that the work load is high. This is just because DLF REAL ESTATE is the private organization and here the employees are paid just for the work what they perform.

Do you get overtime allowances?

clip_image025

The concept of overtime allowance is not there in DLF REAL ESTATE organization. This might be a probable reason why employees are not satisfied with their salary. This makes the job of the employees of DLF More challenging.

Is there any Training and Development program in your company for your future improvement?

clip_image027

The maximum of the employees in DLF REAL ESTATE believe that the training and development programmed which the organization provides helps in the future career growth and personal development. However some of the employees are not satisfied with the kind of training and development programme the organization provides to its employees.

Does your family life get affected by the work load?

clip_image029

As the stress on the employees in DLF REAL ESTATE is high it affects the employee's family life. Earlier it was thought that employees' family life has nothing to do with the efficiency of the employee at work. But recent research shows that the family life has considerable impact on the efficiency level of the employees.

FINDINGS

Ø In DLF REAL ESTATE temporary and contract labours account to 65% of the work force which offers only a level of job security. Employees are generally worried of losing their job in case they don't perform as per standards.

Ø The job satisfaction level of the organization shows that most of their employees are satisfied with their job in their organization.

Ø The job satisfaction level of the organization shows that most of their employees are satisfied with their job in their organization. But quite A few are displeased, from the graph it is quite evident that there is not much no. of people displeased with their job in DLF REAL ESTATE.

Ø DLF REAL ESTATE are not satisfied with their pay package .The dissatisfaction of the employee over the salary package could lead to a bad quality of work life in the organization

Ø The amount of autonomy given to the middle level employees of DLF Real estate is comparatively low.

Ø There is lots of stress on the employees of DLF REAL ESTATE for quality work and also quantity work to keep the standards which is not present in any public sector.

Ø Alteration of work situation by giving the employees flexible working hours and part time works but DLF REAL ESTATE is far behind.

Ø Most of the employees want a life long association with the company.

Ø The employees are treated nicely in the DLF REAL ESTATE new CRM policies are implemented to keep the internal customers happy.

Ø A high percentage of the workers feel the work condition in the office is good in DLF REAL ESTATE.

Ø Overtime allowance is not there in DLF REAL ESTATE organization. This might be a probable reason why employees are not satisfied with their salary.

Ø The maximum of the employees in DLF REAL ESTATE believe that the training and development programmed which the organization provides helps in the future career growth and personal development.

CHAPTER 5

RECOMMENDATIONS & CONCLUSION

Recommendations

DLF REAL ESTATE

The HR department of DLF REAL ESTATE has worked hard to create the frame work of the organization so that the Quality of Work Life there is high. Still few developments are recommended from our part.

1. Allocation of overtime benefits will reduces the grievances of the employees about their respective salary package.
2. The impact of technology in the service sector has affected the work life of the people. Employees have to sit for long hours (9 hrs) before the computer which could lead to ill health. So the organization needs to redesign the job.
3. A good participation in the management should be increased which can be done by better sharing of information. Majority of the employees in the organization feels that information does not flow freely in the organization.
4. Flexible working hours are being implemented by majority of the firms around the globe. Five days five hours job concept could help the organization to increase its productivity.
5. Though majority of employees are satisfied with their salary packages, quite a few are not satisfied.

Organization should make sure that the dissatisfaction level does not rise.

The Quality of Work Life in an organization is an indicator of the motivational level of the employees of the organization. It reflects the workers condition in the organization. A better Quality of Work Life leads to a sustained higher productivity for the organization. The job satisfaction level of the employees of DLF REAL ESTATE is higher. The reason could be that employees get relevant work, regular feedbacks, challenging job which brings a satisfaction from the work. This is the positive sign for the organization as satisfied employee's leads to higher productivity. Though the employees are satisfied with their job in DLF, but they are not satisfied with the salary packages offered to them. As money alone is not a motivating factor, hence we cannot conclude that it leads to demotivation. But the organization maintains a salary which supports the hygiene needs of the employees as mentioned by Herzberg's in his Two-factor theory. Hence the employees are not dissatisfied because it keeps them in a neutral position.

Higher Negative Feeling Neutral Higher Positive Feeling

MAINTAINANCE

FACTORS

Motivation

Factors

Majority of the people working in the organization likes to have a life long association with the organization which shows the attachment and the feeling of the employees towards the organizational culture and values. This is because the organization gives its employees the recognition of the good work done by them which is a good sign from Quality of Work Life perspective.

The organization does not provide its employees flexible working hours and autonomy. This show that the organization is yet to implement the modem HR policies which is being implemented world wide. The organization must rethink its HR policies on these two aspects as autonomy and flexible working hours not only increase the Quality of work but save the space cost and time cost for the organization. These costs can add up to the organization's profit.

Lack of autonomy results into concentration of power in one hand, hence the information is not uniformly distributed among the employees. It affects the quality of work.

The level of stress is high in the organization which adversely affects the family life of the employees. This is primarily due to result oriented promotion and recognition. In one hand it is an effective method of evaluating the employee's performance as the result shows the ability of the employee. But on the other hand the increased stress could lead to family problems which will ultimately affect the work at the work place.

The overall work condition of the organization is so good that all the respondents voted in favor of it. This shows that there is integrity between the employees, a cordial relationship which is very important for the organizational development.

The training and development programmes conducted by the organization help the employees for the future growth. Hence the employees feel that the organization is also responsible towards them.

CHAPTER 6

LIMITATIONS OF THE STUDY

Limitation of the time and data

To measure the quality of work life of an organization it takes a long time. The organization needs to be helpful and cooperative in sharing the information about its employees. We are thankful to DLF real estate for providing us with lots of vital information about its employees but constraint of time and money were two major limitation of the project. certain information which they felt to be sensitive was not shared with us. Hence the survey won't give the real image of quality of work life of the organization.

Due to security reasons the authorities did not allow us to talk with many of the employees who could provide us with vital information.

ANNEXURE I

1. Name of the company:

2. Year of Establishment:

3. Location: _____

1. Sex: (please give a tick mark wherever applicable)

a. Male b. Female

2. Age:

3. Marital Status:

a. Single b. Married c. Widowed

4. Educational Qualification:

5. Occupational Status:

a. Temporary b. Fixed term c. Casual d. Contract

6. How much you are satisfied with your job?

a. Very Pleased b. Pleased c. Displeased d. Very Displeased

7. Are you satisfied with your salary?

a. Yes b. No

8. Do you have the autonomy to do your work according to your wish?

a. Yes b. No

9. Do you have flexible working hours?

a. Yes b. No

10. Do you want a life long association with your company?

a. Yes b. No

11. Do you think that your contribution to the company is being recognized?

a. Yes b. No

12. Do you think that your job is being challenging enough?

a. Yes b. No

13. Is sufficient information provided to you by your company?

a. Yes b. No

14. Is your promotion related to your achievement?

a. Yes b. No

15. How is the work condition in your company?

a. Very Good b. Good c. Bad d. Worst

16. How do you rate stress with your work?

a. Very High b. High c. Moderate d. Low

17. Do you get overtime allowance?

a. Yes b. No

18. Is there any training and development program in your company for your future improvement?

a. Yes b. No

19. Does your family life get affected by the work load?

a. Yes b. N