

## A Brief Outline about Employee Welfare Measures of Specific Contemporary Jobs in Select Organizations.

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**Abstract:** Lot of changes has taken place recently with regards to employee welfare measures. Completely new methods in the way of operations of organizations could be one of the significant reasons for the same. These resulted in the off shoot of many new jobs. In this study, an attempt has been made to understand about the welfare measures being provided to employees doing contemporary jobs such as Content review processor, Candidate Relationship manager, Electronic relationship manager. Various contemporary welfare measures like psychological counseling centers, food courts, sports & entertainment facilities, transportation are being practiced by the organizations in addition to traditional employee welfare measures like PF, Gratuity, ESI etc., These welfare measures contribute a lot for the prosperity of the employees and employers.

**Key words:** Contemporary jobs, Employee welfare measures, Performance.

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### I. Introduction:

There has been a paradigm shift in the business models of almost all organizations across the Globe irrespective of their field of operations. Technology is taking the driver's seat as far as these changes are concerned. This has resulted in the offshoot of various new job roles based on various technologies like data warehousing, machine learning, artificial intelligence, cloud computing etc., Now a days in all traditional jobs like Sales & Marketing, HR, Finance, POM software programs like SAP, HUB SPOT, SQL, ERP, CRM, SCM, Oracle HCM Cloud etc., are being used aggressively. In this scenario, new job roles like Content review Process, Candidate relationship manager, Electronic Relationship Manager etc., are playing key role as backend jobs to help the front office in case of stationery jobs and actual operations in case of field jobs. These job roles have to be performed under different timings, working conditions, durations, situations and parameters. Hence, there is a likelihood of work related stress, unusual work pressure which may result in employee dissatisfaction, impact performance and may even lead to undesirable employee turnover.

This has opened a new vista of employee welfare measure to be offered by organizations to improve the morale & performance of employees on one hand and to improve the employee retention rate on the other.

#### A look at Employee Welfare measures (Traditional & Contemporary):

*Traditional measures:*

- Mostly as per legislation
- Amenities like dining halls, spittoons, first aid centers, toilets etc.,
- Revolving around economic benefits

*Contemporary measures;*

In addition to the above mentioned welfare measures, employees of contemporary jobs (under this study) are being provided with –

- Feel good welfare measures like Happiness centers, Psychological counseling centers, Indoor sports facilities, Cafeteria etc.,
- Employee retention measures like Grievance redressal cell, Health insurance etc.,
- Social measures like transportation facilities with special attention to the safety & security of women employees.

### II. Review of literature:

- Dr.K.Lalitha( 2019) in the article observes that The basic purpose of employee welfare measures is to make the employees happy.
- Dr.Chandrasekhar Patro (2017) mentions in the article that Organizations have to provide welfare facilities to their employees to keep their motivation levels high.

- Dr P.Venugopal (2011) opines in the research paper that Employee welfare may not only include measures like hygiene and safety as per legislation but also other measures like social insurance schemes, safety of women employees, limitation of work hours, paid vacation etc.,
- Dr.Ravi (2016) states in the article that Employee welfare is an important fact of industrial relation , giving satisfaction to the worker in a way, which even a good wage cannot.
- Aswathappa (2010) in his book, “Human Resource Management “discussed the various types of benefits and services provided to employee’s in terms of payment for time not worked, insurance benefits, compensation benefits, pension plans etc. He also discussed the ways to administer the benefits and services in a better way.

**Need for the study:**

Lot of changes in the areas of production, technology etc., took place in the different perspectives of business operations and modules across the Globe. This phenomenon led to the creation of various new jobs. These new jobs pose different challenges both in the way of working and the timings. Organizations need to understand that these new jobs require different employee welfare measures in addition to the traditional ones. Hence, the need for the study of the work responsibilities and welfare measures with reference to these new jobs has arisen.

**Objectives of the study:**

- 1) To give a brief outline of the select organizations.
- 2) To report the functions of the specific contemporary jobs and various welfare measures offered for these jobs.
- 3) To present specific findings, common findings and to offer pertinent suggestions.

**Aim & Scope of the study:**

The main aim of this study is to know the employee welfare measures in specific jobs like Content review processor, Candidate relationship manager and e- Customer relationship manager of select organizations namely, Cognizant, Deloitte and ICICI respectively. Hence, this research work” A Brief Outline about Employee Welfare Measures of Specific Contemporary Jobs in Select Organizations” has scope for the above mentioned jobs and organizations. Moreover, this certainly helps to throw a light on the contemporary employee welfare measures.

**Limitations of the study:**

The study suffers from an inherent limitation that only 3 jobs of contemporary origin have been taken though there may be many more. Additionally, 3 organizations (though Global leaders in their areas of operations) only have been taken though there are many.

**Research Methodology:**

Data for this study is collected from both Primary and Secondary sources. Care has been taken to give more importance to Primary data. Respondents have been interviewed both telephonically and through video calls as far as primary data collection is concerned. Company websites and information from respondents are the main sources of secondary data..

**Findings of the study:**

The findings of the study (details of select organizations, jobs are mentioned above) have been presented in the following pattern -

A Brief description about the organizations, job functions of specific contemporary jobs and the employee welfare measures offered by those organizations for these specific jobs.

➤ **Cognizant- Content review process - Employee welfare measures.**

Cognizant is an American MNC that provides Information Technology, Information Security, Information Technology Outsourcing and Business Process Outsourcing services. These include business & technology consultancy, systems integration, application development & maintenance, I.T infrastructure services, analytics, business intelligence, data ware housing, Customer relationship management, Enterprise resource processing etc., under three key practice areas. They are Digital business, Digital operations and Digital Systems & Technology. Like many other I.T service firms, Cognizant follows a Global delivery model based on “Off-shore R & D” and “Off-shore outsourcing”.

✓ Content Review Process in Cognizant is done for their client Google. For smooth and effective functioning, two months training is given to employees on Machine learning, Artificial intelligence and the various aspects of managing the client. They are expected to work for 8 hours per day before their computers.

These employees are expected to give brief and correct analysis of the content of website of Google, which is followed by very many people across the Globe for various day to day and highly important things. Technological updating and ability to be quick in analysis are the important parameters of these jobs. Hence, the chance of these employees getting stressed up is quite high. On the other hand, highly successful employees may be dissatisfied, if their career is not managed well by their floor managers.

Looking at these job functions and the likelihood of the related stress points, dissatisfactions etc., Cognizant is providing the following welfare measure for these employees-

❖ Employee welfare measures

- 1) Wellness sessions are under taken on a daily basis after 4 hours of work on computers.
- 2) Areas like work pressure, stress, frustration etc., are discussed. Counseling done to each and every employee.( Working hours within the office premises are 10 in which 8 hours are to be spent before the system).
- 3) Experienced coach interacts twice daily to make sure that all employees start their work fully charged and also go home stress free.
- 4) Nutritious breakfast, seasonal fruits, working lunch, coffee, tea are offered as a courtesy from management.
- 5) Transportation is taken care of with special attention to the safety and security of women employees. Wherever needed, security guard accompanies the women employee in the vehicle.
- 6) Other welfare measures like Medical insurance, ESI, PF and First aid facility also are offered.

➤ ***Deloitte –Candidate relationship Manager- Employee welfare measures.***

Deloitte is a British multinational professional services networking company. Deloitte is the brand under which tens of thousands of dedicated professional in different independent firms throughout the world collaborate to provide audit & assurance, consulting, risk and financial advisory, risk management, tax and related services to select cities.

✓ Candidate relationship manager is expected to coordinate with various clients like Broadcom, Kroger. Different HR aspects are to be followed up by coordinating with local HR consultants like Hucon consultants. Additionally, the technical teams take up lot of BPO projects as well. 45 days training is given to the employees and they are expected to work for 10 hours per day before the computers. All these clients, consultants, BPO project heads are to be managed profitably by this candidate relationship manager. These employees are supposed to work before the computers for 9 effective hours. Night shifts are usually allotted for these Candidate relationship managers to suit the work hours of USA clients. Hence, these employees are exposed to different work related and stress induced problems.

To overcome these unique problems of the employees and also to retain the talent, Deloitte is practicing the following welfare measures-

❖ Candidate relationship manager and employee welfare measures.

- 1) Top most priority is given to the Safety of women employees.
- 2) Healing rooms with 10- 15 beds are provided with qualified Doctors separately for male and female employees.
- 3) Talent relations teams work constantly to make sure that all the employees are motivated well and also to maintain the required employee turnover.
- 4) Strong redressal mechanism is established as far as employees grievances are concerned. Misuse of authority, calling them in odd hours, harassment is considered as serious lapses of floor leaders.
- 5) Transportation is provided for night shift employees only.
- 6) P.F is optional and Medical insurance given to all. Home loans at attractive interest rates, financial support for education of children etc., are offered for employees who have completed 5 years of service.

➤ ***I CICI bank ltd –Electronic relationship manager- Employee welfare measures.***

ICICI bank ltd is an Indian MNC banking and financial services company that offers a wide range of banking products and financial services for corporate and retail customers through a variety of delivery channels and specialized subsidiaries in the area of investment banking, life, non-life insurance, venture capital and asset management.

✓ Electronic relationship managers are given 2 months initial training followed by 15 days of ongoing training programs once in two years for updating, opinion sharing etc., On a daily basis employees are supposed to enter the office premises between 9 and 9.10 a.m and complete their individual system log-in before 9.30 a.m. They are expected to work for 9 hours per day before the computers. These managers are expected to take care of wealthy customers. These are very special customers for the bank as they are expected to maintain a minimum balance of twenty five lakhs in their accounts. Electronic managers are expected to advise these wealthy customers about the various investment plans and it becomes a tough task for them to convince and

satisfy these wealthy customers about the future investments. Job profile poses lot of tensions, stress etc., The organization is providing the following welfare measure to keep up the motivation levels of these managers -

❖ Electronic Relationship Manager and Employee welfare measures

- 1) Huddle meets are held every day between 9.30 and 10 a.m. which help the employees to start the day in a much motivated manner.
- 2) Specific motivational videos will be shown to the employees and they will be encouraged to interact and relate themselves.
- 3) For stress relief different entertainment programs are held for the benefit of all the employees every Wednesday during office closing hours.
- 4) Depending on the rating of the employee, attractive cash incentives are given to the employees. (4 months' salary is the minimum incentive).
- 5) Lavish food courts with lunch, dinner, snacks, fruits etc., are made available 24 hours a day. Minimum quantities of groceries are being sold at MRP rates. As far as transportation is concerned, shuttle services are available from nearby metro railway stations for day shift employees and home pick-up & drop transportation is provided for night shifters.
- 6) Welfare measures like P.F, Gratuity, Medical insurance, ESI are provided.

#### **Common findings of the study:**

The following are the common findings of the study-

- 1) Traditional, statutory employee welfare measures like PF, Gratuity, ESI are being provided by all these select organizations for these specific contemporary jobs.
- 2) Latest employee welfare measures like Psychological counseling, Huddle meetings, Video shows, entertainment activities, provision of food courts, medical facilities etc., are practiced by these organizations. Transportation facilities either commonly or selectively are provided.

#### **Suggestions:**

The following suggestions are put forward to the organizations for their perusal-

- 1) Organizations are suggested to implement 8 hours of work before the computer screens and 10 hours of presence in the office premises which may include huddle meetings, psychological counseling etc., This is suggested instead of 9-10 hours of work before the computers currently practiced by these organizations.
- 2) Other welfare measures like support for further education, chance to showcase their soft skills like singing, dancing etc., may be followed by the organizations which will go a long way to increase employees' talent, improves team work and productivity.

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