CHAPTER-3

RESEARCH METHODOLOGY
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3.1 Statement of Problem

This research study was undertaken to provide an insight into the significant role of effective human resource management in the ITeS-BPO organizations. Business dynamics based on globalization has placed increased pressure on firms to become more competitive and profitable. Organizations use various strategies to remain competitive. Outsourcing activities have gained importance and have increasingly emerged as a key strategic tool in achieving “cost reduction, quality and delivery improvement, cycle time reduction, and improved responsiveness to customer, competitive and financial market demands. Outsourcing efforts have been predominantly driven by cost savings, but there are other strategic drivers as well (Jennings, 2002; Quinn and Hilmer, 1994; Currie and Willcocks, 1997). These include access to superior quality of goods, services and labour; improved flexibility with respect to ‘lean’ production cycles; quickness in response times; and the ability to focus on a core set of activities and increased responsiveness to market changes.

Human Resource Management (HRM) plays a key role in today’s ever changing business environment and competitive marketplace. Human Resources function has to play a more strategic and business partnership role as proposed and advocated by Ulrich (1997). HR practitioners engage in a set of proactive roles defined along two axis: strategy versus operations, and process versus people. The four key roles that emerge are strategic partner, administrative expert, employee champion and change agent. In the strategic partner role, the HR executive partners with line managers to help them reach their goals through effective strategy formulation and strategy execution (Ulrich and Brockbank, 2005). Change agents are responsible for the delivery of organizational transformation and culture change. Administrative experts constantly improve organizational efficiency by re-engineering the HR function and other work processes such as introducing ‘shared services’. The employee champion is a particularly interesting role. It combines a focus on people along with a focus on day-to-day operational issues.
The ITeS-BPO industry is a relatively new phenomenon and is expected to grow in the coming years. An efficient and effective workforce is a critical success factor. The Human Resource function is expected to play a very important role in these organizations. The multi-dimensional role of HRM posed various challenges in the people, process and technology intensive industry of ITeS-BPO. Various studies have shown that outsourcing companies/call centers have high work pressure and stressful work environments, characterized by routine work, lack of control, intense electronic performance monitoring, high performance targets, high turnover, and absenteeism. Despite all this the employees are expected to be knowledgeable in the range of products, services and systems offered by company. Moreover they are required to remain calm under the pressure of continuous stream of calls and deal with irate customers with a friendly, positive attitude, and are expected to be tactful. Further, they need to be well organized and able to locate and process relevant information quickly.

The research aims to analyze the role of human resource management in the ITeS-BPO industry. It tried to look into the people preferences and priorities in these companies. These are not challenges by itself, but symptoms of the multiple issues ITeS-BPO organizations are facing regarding the workforce. Specifically the study attempts to explore the various human resources policies and practices prevalent in the ITeS-BPO industry and it implications from the employee and employer perspective.

3.2 Research Gap

Reviewing and synthesizing the literature related to the research objectives has generated adequate insights into the various facets of the research area. It was found that the broader subject of outsourcing was widely studied, although little research has been undertaken on the human resource dimension of ITeS-BPO. The available research on this industry present, two contrasting images in the literature covered. The first calls attention to the constraining nature of these work-settings and an appropriate metaphor being the electronic sweatshop (Garson 1988) or panoptical wired cage (Menzies, 1996). According to this view, employees guided through information technology (IT) that automatically allocates work, facilitates its execution and monitors employee performance. Work is conducted in relative isolation from colleagues but under the constant gaze of management, who are responsible for structuring and
interpreting the electronic information. Work is desskilled and monotonous, relieved only by the increasing employment of part-time workers. This permits management to flexibly respond to changes in demand but at the same time divides the workforce into core and peripheral employees. The other, but contrasting positive image of call centers is framed by the concept of the semi-professional, empowered worker (Winslow and Bramer, 1994). In this setting, work is increasingly customized to the needs of the customer. The worker uses IT to seamlessly identify and service the customer. In addition, appropriate software assists on-the-job learning thereby improving workers' knowledge and skills. The front-line worker, being in close contact with customers, becomes a key strategic resource, providing market intelligence and acting as the company's ambassador. The semi-professional status of these employees is said to be acknowledged in providing favorable work relations (congenial physical working conditions, jobs designed for interest and challenge, teamwork and participation in task-related decision-making) and relatively generous employment relations (longer term employment prospects, and on-going training for development).

The research is important, as it serves to fill a gap in the knowledge and understanding of human resources issues confronted by the emergent and rapidly growing ITeS-BPO industry in India. There are three areas in which this study can contribute to the existing knowledge

- Adding to the body of research that examines the specific human resources challenges faced by the ITeS-BPO industry in India
- Serve to address the most significant issues faced by the HR professionals in this industry
- Extending the body of research on Indian ITeS-BPO industry

Apart from the contributions to research outlined above, this study also has the potential to be of practical benefit to the ITeS-BPO industry practitioners, especially for the HR professionals faced with the challenge of keeping pace with the demands and expectations from the HR function in this people intensive industry. Therefore this study is relevant and appropriate at this point in time when the ITeS-BPO industry is growing and consolidating.
3.3 Objectives of the Study

The study tried to look into the following aspects of ITeS-BPO industry and these have been kept as the objectives. They are;

- To comprehend the general working dynamics of ITeS-BPO industry
- To profile the human resource issues related to ITeS-BPO
- To segregate issues that significantly impact employee turnover based on primary research; and
- To conduct diagnostic analysis of the significant issues

3.4 Research Design

Research Design refers to the overall structure and orientation of an investigation. This structure provides a framework within which data is collected and analyzed (Yeung, 1995). Research methods, on the other hand, refer to operational techniques of data collection. Researcher can resort to more than one method of data collection within the same research design. For example, quantitative survey design could include both self administered questionnaire and structured interviews. In the present study quantitative survey research design is adopted, where data are collected through self administered questionnaire. Descriptive research is also known as statistical research; it describes the data and characteristics about the population or phenomenon being studied. Descriptive research often has an aim to describe the population or phenomenon and researchers may follow up with examination of why the observation exists and what the implications of the findings are. Both primary and secondary data were collected. The data were collected by administering a questionnaire to multiple organizations in the ITeS-BPO industry through a sample survey. The selection of the individuals to participate in the survey was done through the standardized randomization process.

3.5 Instrumentation

As in all researches on people, the researcher is faced with the challenge of determining what kind of questions best fit the objectives of the research representing the indices or parameters of the phenomena under study. The researchers’ sources were questions employed in other research work in this area and/or questions that are derived from a
specific theoretical framework. Another problem faced by the researcher was to determine the appropriate questions to be posed and how they are to be posed, in what setting and in what form. The researcher needed to determine if the questionnaire needed to be administered in a one-to-one setting, where the interviewer poses the questions to the respondents or by a self administered questionnaire that is delivered to the individual personally or by some impersonal distribution process or by a telephone interview procedure. Another aspect that researcher had to determine was if the questionnaire had to have a set of structured response categories, or shall they be open-ended permitting the respondents latitude in his or her response.

These questions were foremost in my mind that led to the selection of self administered questionnaire as the preferred instrument for data collection. This could easily be completed by the sample subjects/respondents and provide a large body of data that permitted a minimal form of quantification.

3.6 Sources of Information

3.6.1 Secondary Data

The researcher collected information relevant to the subject for various available books, articles, journals, periodicals; industry reports (NASSCOM, National IT Taskforce, Everest Research Institute etc.), magazines, press / media publications, published and unpublished sources, electronic databases and World Wide Web facilities. Some of the sources of books and journals were the libraries at Ahmedabad Management Association (AMA); S.K. Patel Institute of Management and Computer Studies, Gandhinagar, G.H. Patel Post Graduate Institute of Business Management, Sardar Patel University, Vallabh Vidyanagar. The online and physical resources available at Vikram Sarabhai Library, Indian Institute of Management, Ahmedabad were mainly studied and referred.

3.6.2 Primary Data

The primary data was collected by using a structured questionnaire that was developed for the purpose of this study and administered to the respondents. Qualitative data was
collected through interviews with senior managers and HR Managers to gain better understanding on the subject of research and its impact on the industry.

The respondents were classified as below for the purpose of administering the questionnaire:

- Team Leader and below were categorized as employees
- Managers and above including HR Managers were categorized as management

### 3.6.3 Questionnaire Design

Two sets of questionnaire consisting of close-ended questions were prepared (*Refer Appendix A and B*). One was for the employees and the other for the managers. The questionnaire was prepared in English as it was assumed that all the respondents were well versed in it and will not face any communication challenges. The items listed in the questionnaire were grouped as per the HR functional life-cycle. The questionnaire was reviewed by several people in academia and industry for their expert input and comment before being finalized and administered.

### 3.7 Focus Group Discussion

A selected group of 12 employees with 1-2 years of experience in the ITeS-BPO companies based in Ahmedabad were invited to a neutral location. The moderator led the discussion on the semi-structured questionnaire item by item. The objective of the focus group discussion was to

- To delete items found redundant with respect to other items on a scale measuring a variable
- Modification of items to make it specific to the industry
- Addition of items found to be relevant and
- Deletion/modification of items which seemed ambiguous to respondents

### 3.8 Pilot Study

A pilot survey was done prior to carrying out the actual survey. The pilot survey was conducted in Ahmedabad using a semi structured questionnaire. During this survey
informal discussions were conducted with professionals, human resource managers, and academicians. Fifteen employees from three organizations in Gandhinagar were randomly selected and asked to fill the questionnaire. They were asked to give their comments regarding the questions. The time taken to fill the questionnaire was noted. An informal feedback was also obtained from them after they filled the questionnaire. Following discussions and pilot survey, the semi structured questionnaire was refined and made into a structured questionnaire.

3.9 Sample Selection

The essential requirement of any empirical study is that the sample selection should be done in such a fashion that the sample selected is representative of the population and the results obtained can be generalized. The sample for this study consisted of current employees and few former employees from the ITeS-BPO industry spread across geographic areas where there is a concentrated prevalence of this industry. The data was collected from employees of 10 different organizations spread across Bengaluru, Hyderabad, Pune, Ahmedabad and Gandhinagar.

![Figure 3.1: Location of the ITeS-BPO organizations studies](image)

3.10 Sample Size

A total of 225 questionnaires were sent out by mail and distributed in person out of which 160 were returned which represented a return rate of 71%. For a mail survey, this kind of response is considered to be high (Czaja and Blair, 1996). Removing thirteen incomplete questionnaires, who only answered half of the questions, left 147
useable ones. Together with the four questionnaires collected during the focus group discussion, a total of 151 usable questionnaires were collected.

3.11 Limitation in Data Collection

The present research study had various limitations like

- Unwillingness of ITeS-BPO companies to part with various information required for study due to fear of competition and sensitive information going out to competitors
- Structured and programmed responses by employees due to the apprehension that the researcher has been sent by the management.
- Limited geographic coverage and sample size due to the time and resource constraints of the researcher
- Personal bias of the respondent may affect the objectivity of the research findings
- ITeS-BPO being an emerging industry, appropriate guidelines and frameworks are still to evolve

3.12 Procedure

All respondents were met after their work hours and outside their office premises. They were explained about the purpose of the study and convinced that their names and the names of their respective organization will be kept confidential and only the aggregate data would be used for the purpose of academic research. They were requested to give correct and complete information while filling the questionnaire. The structured questionnaire was distributed in person and through email and data was collected on their views on various Human Resources Practices and Policies (HRPP) of their respective organization. Another set of structured questionnaire was handed to the HR managers and senior management to get perspective on the effectiveness of the various Human Resources Practices and Policies (HRPP) based on their experience and understanding. This was followed by a semi-structured interview to probe further and get deeper insight on the subject. The meetings with the managers were held in the office premises during official work hours.
Supplementary semi-structured interviews with members (employees and consultants) were conducted to allow extension to the questionnaire findings. The interview schedule followed the questionnaire structure, while allowing room for exploring further details and industry specific concerns.

3.13 Research Ethics and Confidentiality of Data

Answers for each question obtained from the questionnaire were analyzed statistically. The results of the analysis presented in this thesis do not refer to any particular company or person. The interview findings are also consolidated by carrying out content analysis and generic findings are reported in the thesis, with no reference to any particular company or person.

Similarly, the observation and learning gained by the researcher through the review of pre-existing data and literature on Human Resource Management and Outsourcing/ITeS-BPO industry has been duly acknowledged in the thesis to the original perpetrator of the theory or the author of the article. No credit has been taken for work which is not originally done by the researcher.

3.14 Tools used for Data Analysis

A brief explanation of the various tools and techniques used for analyzing the primary data gathered through the survey.

3.14.1 Focus Group Discussion

A group of people (typically 8-12 participants) led by a trained moderator, who meet for 90-120 minutes. The facilitator or moderator uses group dynamics principles to focus or guide the group in an exchange of ideas, feelings and experiences on specific topic. Focus groups are an important tool for acquiring feedback or suggestions for improvement on various topics of the study.

3.14.2 Mean

It is a central tendency measure representing the arithmetic average of a set of observations. The study uses mean to describe the sample. More specifically, it is
possible to get a broad picture of the sample by considering the mean score of each of the variable.

3.14.3 Weighted Mean

The weighted mean enables us to calculate an average that takes into account the importance of each value to the overall total. The weighted mean takes into account not only the value of each data point, but also how frequently it occurs in the population (Levin and Rubin, 1996)

3.14.4 Factor Analysis

Factor Analysis is used to explain the variability among observed variables in terms of fewer unobserved variables called factors. The observed variables are modeled as linear combinations of the factors, plus “error” terms.

3.14.5 One Sample T-test

One sample t-test is a statistical procedure that is used to know the mean difference between the sample and the known value of the population mean. In one sample t-test, we know the population mean. We draw a random sample from the population and then compare the sample mean with the population mean and make a statistical decision as to whether or not the sample mean is different from the population. In one sample size, sample size should be small.

3.14.6 One Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Goodness-of-Fit Test is also called the Kolmogorov-Smirnov D test or Kolmogorov-Smirnov Z test. One-Sample Kolmogorov-Smirnov Goodness-of-Fit Test which tests whether or not a given distribution is not significantly different from one hypothesized (on the basis of the assumption of a normal distribution). One-Sample Kolmogorov-Smirnov Goodness-of-Fit Test is a more powerful alternative to chi-square goodness-of-fit tests when its assumptions are being met. Chi-square test for goodness-of-fit tests whether or not in general, the observed distribution is not significantly different from the hypothesized one. On the other hand, One-Sample Kolmogorov-Smirnov Goodness-of-Fit Test, which tests whether or not it
is even for the most deviant values of the criterion variable. Thus, One-Sample Kolmogorov-Smirnov Goodness-of-Fit Test is a more stringent test.

3.14.7 Mann-Whitney Test

The Mann-Whitney test is the alternative test to the t-test. It is called the rank sum test and is a nonparametric test that compares two unpaired groups. Mann-Whitney U test is also used to test whether two population means are equal or not. To perform the Mann-Whitney test, first rank all the values from low to high, paying no attention to which group each value belongs. If two values are the same, then they both get the average of the two ranks for which they tie. The smallest number gets a rank of 1. The largest number gets a rank of N, where N is the total number of values in the two groups. Then sum the ranks in each group, and report the two sums. If the sums of the ranks are very different, the P value will be small. Usually Mann-Whitney U test is used when the data is ordinal. Wilcoxon rank sum, Kendall’s and Mann-Whitney U test are similar tests and in the case of ties, Mann-Whitney U test is equivalent to the chi-square test.

3.14.8 Kruskal Wallis Test

The Kruskal-Wallis test is a nonparametric (distribution free) test, which is used to compare three or more groups of sample data. Kruskal-Wallis Test is used when assumptions of ANOVA are not being met. In Kruskal-Wallis Test, and does not assume any assumption about the distribution. Kruskal-Wallis Test is a distribution free test.

3.14.9 Chi Square Test

The Chi-Square test is known as the test of goodness of fit and Chi-Square test of Independence. In the Chi-Square test of Independence, goodness of fit frequency of one nominal variable is compared with the theoretical expected frequency. In the Chi-Square test of Independence, the frequency of one nominal variable is compared with different values of the second nominal variable. The Chi-square test of Independence is used when we have two nominal variables. The Chi-square test of Independence data may be in the R*C form. In the Chi-Square test of Independence, R is the row and C is
the column. In the Chi-Square test of Independence, the test variable may be more than two.

3.14.10 Content Analysis

Content Analysis is a research tool used to determine the presence of certain words or concepts within a text or set of texts. It is possible for a researcher to qualify and analyze the underlying meaning, relationship and presence of such words and concepts, then make inferences about the message, the writer, the problem etc. Qualitative content analysis can be applied to all types of recorded communications such as transcripts of interviews, discussions, newspaper headlines and articles, historical documents, speeches, conversations, book chapters and essays etc. There are two types of content analysis, relational and conceptual. Conceptual analysis can be thought of as establishing the existence and frequency of concepts – most often represented by words of phrases – in a text. In contrast, relational analysis goes one step further by examining the relationships among concepts in a text. In the current study, relational content analysis is used. It is also called as semantic analysis. Thus relational analysis looks for semantic or meaningful relationship (http://writing.colostate.edu/guides/research/content/pop2f.cfm)

3.14.11 Pattern Finding

An attempt was made to find the impact of the most relevant concerns and preferences given by the respondents on the various HR practices and policies. For that a list of HR processes were probed and respondents’ response to these were tabulated. A pattern of the responses was studied and if a clear pattern was established, it was taken up for analysis.

3.15 Data Coding Scheme

3.15.1 Coding for the Questionnaire

- Question number 1 and 2 were optional and related to the name of the survey respondent and the organization he/she works for.
- Question number 3 to 10 related to the employee demographics and the work biography. It contained dichotomous questions which had only two possible responses such as gender, type of service etc. and questions based on measurement level using nominal questions such as the qualification, marital status etc.

- Question 11 aimed to find the purpose of entering this industry or choosing this industry as a career choice. Five specific reasons were assigned and were coded as follows; good pay package = 1, International Exposure =2, Stop gap arrangement = 3, Work Culture = 4, Lifestyle = 5 and others =6.

- Question 12 tried to understand the aspirations of the participants with regard to further qualifications and identifying their preferences for a set of qualifications. Options were provided for the standard 4 post graduate qualification and were coded as MA =1, M.Com =2, M.Sc = 3, MBA = 4 and any non-standard qualification was captured under others = 6

- Question 13 and 14 were around the prevalent recruitment and selection practices in the industry. Through Qs. 13, the recruitment practice that was most commonly used to hire professionals was to be identified. Five options that were provided and were coded as Campus = 1, Walk-in = 2, Agency/Consultancy = 3, Job Fairs = 4, Newspaper = 5 and others = 6. Another aspect of hiring i.e., the selection test was through question 14a. It assessed the prevalence of selection test and was codes as Yes = 1 and No = 2. Further the question enquired about the most commonly used selection tests including Oral = 1, Written = 2, Psychological = 3, Language Test = 4, Aptitude Test = 5, Communication skills = 6 and Others = 7

- Questions 15 to 19 probed the lodging and transportation facility provided by the companies. Question. 15 aimed to assess if people relocated to join this industry or preferred to join it in their hometown. It was probed through asking about the stay arrangements of the participants. The options were coded as Company accommodation =1, Hostel = 2, Paying Guest = 3, Relatives = 4, Family/own Residence = 5, Others = 6
Questions 20 and 21 related to the amenities and ergonomics of the workplace. The question aimed to understand the user-friendly features of a typical workplace. Question. Number 20 has been coded as 20a = 1, 20b = 2 and so on and then by ranking the most relevant three facilities in the order.

The Question 21 related to the work area/layout/settings and has been rated on a scale of 1 to 5, with 1 being the least/worst and 5 the most/best. This data has been coded separately on each factor in order to ascertain how these factors are perceived and rated on its presence in the workplace.

Question 22 relates to the breaks provided at workplace. It has been coded as Adequate = 1, Reasonable = 2 and Inadequate = 3. A sub-question has been specifically asked around smoking breaks, given the fact that there is a widespread prevalence of smoking in the ITes-BPO organizations.

Question 23 relates to the cafeteria services. It has been coded as 23a Snacks = 1, 23b = Lunch etc. This question was aimed to understand the range of services provided by cafeterias in this industry.

Question 24 was regarding the familiarization to the policies of the organization and availability of this information to all employees. It was coded as 24a = 1, 24b = 2 and 24c = 3.

Question 25-27 relate to the types of training programs offered and the effectiveness in promoting job-related learning and consequently the confidence to perform. The various types of trainings have been coded as 25a = 1, 25b = 2 and so on. The duration of the training is codified as 1 week = 1, one month = 2 and so on. Confidence level to perform the job after training was rated on a scale of 1 to 5.

Questions 28-30 related to the career progression criterion that exists in the organization and the various factors influencing the decision. Question 28 was a dichotomous type of question regarding prevalence of career progression opportunities. Question. 29 related to the typical time period when the progression is expected and Question. 30 related to the factors that influence progression. Each factor was rated on a scale of 1 to 5.
• Question 31 related to bonus, incentives and raises. Firstly it tried to capture the existence of variable pay mechanism. 31a is related to a peer group comparison within the company and outside the company. The satisfaction rate was captured on a scale of 1 to 5. Question 31b probed the action taken in case of dissatisfaction with the reward. The various actions were coded as spoke to supervisor and action taken = 1, spoke to supervisor but no action taken = 2 and did not do anything = 3

• Question 32-35 related to the work timings and associated factors. Question 32 captures the different types of shifts working in this industry and is coded as Fixed shift = 1, Rotating weekly = 2, Rotating monthly = 2 and so on. Questions 33-35 related to preferred work timings and the type of shifts. The aim of the question was to understand the comfort level of the employees with the work hours and shift arrangements. It was coded as No of hours = 7, 8, 9, and Shift Type as Fixed = 1 and Rotating = 2

• Question 36-37 related to the leaves and the associated satisfaction levels. Question 36 was about the number of personal leaves and satisfaction and was gauged using a dichotomous scale Yes = 1 and No = 2. Question 37 probes on the reasons for grant of leave and the ease to obtain approval. It has been coded as Easily = 1, Less than required = 2 and Rejected = 3

• Question 38 related to the various types of benefits granted and desired by the employee in this industry. It aimed to capture the prevalence of certain set of benefits and also to understand the most desired type of benefit within the employees. It has been coded as received = 1 and would like to receive = 2

• Question 39-40 were regarding the friendliness and social interaction among co-workers. Friendliness has been coded as Extremely = 1, adequately = 2 and Indifferent = 3. The type of interactions were listed and against each interaction the frequency of involvement was marked as Frequently = 1, Occasionally = 2 and Rarely = 3

• Question 41 related to the various ailments that are experienced by the employees in the industry and it has been coded as very frequently = 1, frequently = 2, occasionally = 3, seldom = 4 and never = 5
Question 42 related to the various stress inducing factors. The common causes have been listed and categorized as high, medium and low factors.

Question 43 tried to understand the tenure that an employee intends to spend in this industry, given the fact that most people either use ITeS-BPO as a stop gap arrangement or a temporary career stop to make some quick money, before launching a more secure career in their chosen fields.

Another set of questionnaire was prepared for the HR and operational managers. The aim of this questionnaire was to keep the interviews more structured and to touch on all relevant areas of analysis.

- Question number (a) was optional and asked the name of the organization he/she works for.
- Question number (b) and (c) sought to understand the segment of the ITeS-BPO industry that the respondent worked for i.e., voice or non-voice. Question (c) captured the total number of years of experience and specifically the years of experience in the ITeS-BPO industry
- Question number 1 intended to understand the crucial parameters for HR planning. This helped to recognize the factor that goes along in the hiring plans of the ITeS-BPO companies.
- Question number 2 to 6 related to the recruitment and selection preferences in the ITeS-BPO companies. These questions try to understand the recruitment pattern, methods used and the policies around rehiring and referrals, as well as the selection process.
- Question number 7 to 9 related to the accommodation and transportation facilities provided by the various ITeS-BPO organizations. This was probed to understand how common is the company provided accommodation and transportation as a norm in this industry
- Question number 10 and 11 probed the amenities and work area layout arrangements. This question helped to infer the significance given to the physiological and social needs of an individual to keep him motivated by providing ergonomically comfortable work settings and taking care of basic physical comforts.
• Question number 12 and 13 probed the number and length of breaks provided and the cafeteria arrangements provided by the ITeS-BPO companies. This helped to comprehend the at-will time enjoyed by the employees and also the control exercised by the management.

• Question numbers 14 to 21 were related to the various types of trainings imparted to an employee from the time of joining, like induction training to technical training and skill enhancement trainings during the course of employment. These questions were presented to understand the importance given to training in this industry at various stages of an employee life-cycle and comprehend the enormous money spend on the training process. Question number 20 and 21 addressed the feedback frequency during the training period and post training, while on job.

• Question number 22 to 25 related to the work arrangements and timings provided to employees with an aim to improve productivity and tackle the manpower availability issues. The aim of the question was to understand what the management thinks, is an ideal time and arrangement to enhance the employee productivity.

• Question number 26 and 27 were regarding the leave policy and the criterion for sanctioning an employee’s leave request.

• Question numbers 28 to 32 were related to recognition for performance and associated reward for good performance in the forms of monetary and non monetary advancement. The aim of these set of questions were to understand the various means used to influence employee performance and consequently the employee productivity.

• Question numbers 33 to 42 were aimed at understanding the various employee benefit plan extended by the ITeS-BPO companies such as insurance, ESOP, club, entertainment tickets, loans etc. to attract and retain employees. It also highlights the prevalent practices of benefit provision in the ITeS-BPO industry. Question number 42 was regarding the exit policies. The aim of this question was to understand what was being done by companies to track and arrest the attrition issue faced by the industry.
• Question number 43 to 46 were probing the various occupational ailments and stress related health issues encountered in the ITeS-BPO industry. The aim of the question was to identify the most pressing cause of health concern and the steps taken by companies to tackle this issue and to make this industry more employee-friendly.

This chapter explained the research design and its rationale. It also explained the sampling method and the statistical tests used in analyzing the empirical data. The research ethics protocol that governed the conduct of the researcher in carrying out the research was also discussed. The next chapter shall examine the research findings.