SUMMARY OF FINDINGS AND SUGGESTIONS

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SUMMARY OF FINDINGS AND SUGGESTION

6.1 INTRODUCTION

Women employees are power resources for any organization. They provide the necessary fuel for economic and industrial growth. They play a vital role in the success of enterprises. The business processing outsourcing call centre is looking for hardworking talented and bright young graduates who are fresh from college life. When right and high pay is paid, the work and its pressure also increase. They have to cope with the shift timings and also with the pressures existing in the job. When employees face problems they will not drive full satisfaction from their jobs.

Stress is inevitable for most people in most jobs today. Stress can be understood as a condition of strain on one’s emotions, thoughts processes and physical conditions. It affects the personality, perception, feelings, attitude and behavior of human beings. When they are continually exposed to stress, psychological and physical damage result. As the stress increases the performance of workers tends to decline.

People have different tolerance level when they face a stressful situation. Some people are easily upset by the slightest change or emergency. Others are cool, calm and well composed because they have confidence in their ability to cope with the stressful situation. All these are dependent on one’s personality type.

India has the largest number of women working in BPO Call Centres than any
other single country in the world. This can be partly attributed to the growth of BPO Call Centres in India. However, the Women employees working at Call Centres are confirmed with many problems such as health hazards, restless, gender bias, lack of time to attend social and religion functions and managing the family. Consequently the women employees working at Call Centres are prone to more Stress.

Tamil Nadu is one of the leading States in the matter of hosting Call Centres. It is industrially one of the most progressive states in India. The Call Centres industry is one of the Burgeoning industry-related activities in the State. For obvious reason, Chennai city tops the list, followed by Coimbatore, Madurai and Trichy. The four cities of Chennai, Trichy, Madurai and Coimbatore are chosen for this study because they have to largest number of call centres and IT-related workers, Hence, this study is undertaken with reference to stress among women employees in BPO Call Centres in Tamil Nadu.

This study is based on primary and secondary data. The nature of study is descriptive. The secondary data for review of literature and theoretical background were collected from journals, magazines, reports and records, articles and web sites.

With a view to analyzing the level of stress among the women employees in BPO centres 350 women employees were selected as sample respondents. The simple random method of sampling was applied to select the sample respondents.
The data have been analysed by using the various statistical tools like Percentage Analysis, Standard Deviation, Likert’s Scaling Technique, Chi-square test, Factor Analysis, ANOVA, 'F' test and Garret’s Ranking Technique.

6.2 SUMMARY OF FINDINGS

Stress is viewed as a stimulus, as a response and as an interaction of both. Definition from all the three perspectives is discussed. Further, basic terms like stressor, strain and outcome are explained. The study of stress has evolved through two traditions namely the biological tradition and the psychological tradition. The evolution from both the complementary traditions is traced.

Job stress arises from different sources which include workload, interpersonal relations, role in the organization, and workplace, career development, intrinsic characteristics of the job, and reorganization and change.

The consequences of stress are presented in two section namely individual outcomes and organizational outcomes. Individual outcomes take the form of physiological consequences, behavioral consequences and psychological consequences. Stress negatively affects the mental and physical health of the workers. To the extent stress negatively affects the workers; it also affects the organization in which the workers are employed. Here the organizational outcomes of stress are considered. The organizational consequences discussed are job performance, organizational commitment, absenteeism and the like.

There is a significant difference among individuals in the way they perceive stress, and in the way stress affects them. Everybody does not experience stress
the same way and not everybody responds to stress in the same way. Various individual differences and an interpersonal measure namely social support are discussed in relation to their role as moderators in the stress process.

Apart from the factors which determine the choice of coping behavior, two ways in which an individual copes with stress are discussed. In the last part, coping-the way in which an individual responds to stress is studied in detail.

It is found that out of the 350 sample respondents, 242 (69.1%) were age in the below 25 years, whereas 103 (29.4%) were in the age category of 25 to 30 years and five (1.4%) were in the age group of 31 to 35.

The study shows that out of the 350 sample respondents, 121 (34.6%) were married whereas the remaining 229 (65.4%) were unmarried.

Out of the 350 sample respondents, 155 (44.3%) belonged to nuclear family type whereas 195 (55.7%) hailed from joint families.

Out of the 350 sample respondents, 206 (58.9%) living in rental houses and 144 (41.1%) were having owned house their residence.

The study shows that out of the 350 sample respondents, 215 (61.4%) had families of up to 4 members whereas 135 (38.6%) had families with above 4 members.

Out of the 350 sample respondents, 291 (83.1%) had up to 3 dependents and 59 (16.9%) had above 3 dependents.
Out of the 350 sample respondents, 41 (11.7%) were HSCs, 175 (50%) were Graduates, 105 (30%) were Post graduates and 29 (8.3%) had studied professional Degree.

Out of the 350 sample respondents 261 (74.6%) are Hindus, 56 (16%) are from Christians, 29 (8.3%) are Muslims and four (1.1 %) belong to other religion.

Out of the 350 sample respondents, 183 (52.3%) get salary below Rs 15,000, 122 (934.9%) had salary ranging between Rs 15,001 and 20,000, 35 (10%) get salary ranging from Rs 20,001 to 25,000 and the remaining 10 (2.9%) get above Rs 25,000.

Of the 350 sample respondents, 284 (81.1%) had 5 years of experience, 58 (16.6%) had 5 to 10 years of experience and eight (2.3%) had above 10 years experience.

Out of the 350 sample respondents, 79 (22.6 %) came to office from distance from below 10 kilometer and 271 (77.4%) from above 10 kilometers.

The study reveals that out of the 350 respondent, 107 (30.6%) use their own vehicles, 192 (54.9%) came to office employers vehicles and the remaining 51 (14.6%) used public transport.

It is found that out of the 350 sample respondents, 79 (22.6%) have high level of stress, 212 (60.5%) suffer medium level of stress and the remaining 59(16.9%) have low level of stress.
It is found that out of the 59 (16.9%) sample respondents with low level of stress, 30 (8.6%) fall in the age group of 25 years and above 29 (8.3%) are below 25 years.

Among the 212 (40.9%) respondents with medium level of stress, 143 (40.9%) are in the age group of below 25 years and 69 (19.7%) are in the age group of 25 years and above.

Out of the 79 (22.6%) respondents with high level of stress, 69 (19.7%) are in the age group of below 25 years and 10 (2.9%) are in the age group of 25 years and above.

Of the 350 respondents with medium level of stress, 242 (69.1%) are in the age group of below 25 years whereas 108 (30.9%) are in the age group of 25 years and above.

The study shows that out of the 79 (22.6%) sample respondents with high level of stress 53 (15.1%) are unmarried and 26 (7.4%) are married.

Among the 212 (60.6%) respondents with medium level of stress, 149 (42.6%) are unmarried and 63 (18%) are married.

It is found that, out of the 59 (16.9%) respondents with low level of stress, 32 (9.1%) are married and 27 (7.7%) are unmarried.

On the total, it is found that among the 350 respondents, 121 (34.6%) are married whereas 229 (65.4%) are unmarried.
The study shows that out of the 79 (22.6%) sample respondents with high level of stress, whereas 45 (12.9%) have nuclear families type and 34 (9.7%) have joint families.

Among the 212 (60.6%) respondents with medium level of stress, 126 (36%) have joint families and 86 (24.6%) have nuclear families.

Out of the 59 (16.9%) respondents with low level of stress, 35 (10%) have joint family and 24 (6.9%) have nuclear family.

It is found that out of the 350 respondents with medium level of stress, 195 (55.7%) have joint family and 155 (44.3%) have nuclear family.

The study shows that out of 350 respondents, 216 (61.7%) are graduates and 134 (38.3%) are post graduates.

Out of 79 (22.6) respondents with high level of stress, 40 (11.4%) are graduates and 39 (11.1%) are Post graduates.

Among the 212 (60.6%) respondents with medium level of stress, 136 (38.9%) are graduates and 76 (21.7%) are post graduates.

The study shows that out of 59(16.9%) respondents with low level of stress, 41 (11.7%) are graduates and 18 (5.1%) are post graduates.

Out of 350 sample respondents, 183 (52.3%) have salary below Rs 15,000, 122 (34.9%) fall in the group with salary ranging from Rs 15,001 to 20,000 and 45 (12.9%) have salary categories between Rs 20,001 and Rs. 25,000.
Out of the 79 (22.6%) respondents with high level of stress, 34 (9.7%) have salary below Rs 15,000, 31 (8.9%) come under the categories of Rs 15,001-20,000 and 14 (4%) have salary ranging from Rs 20,001 to 25,000. Out of 212 (60.6%) respondents with medium level of stress, 114 (32.6%) have salary from Rs 15,001 to 20,000, 26 (7.4%) and 72 (20.6%) have salary group from salary ranging from Rs 20,001 to 25,000.

Among the 59 (16.95) respondents with low level of stress 35 (10.0%) have salary below Rs 15,000, 19 (5.4%) come under the category of salary ranging from Rs 15,001 to Rs 20,000 and 5 (1.4%) have salary above Rs 20,000.

The study shows that out of 79 (22.6%) sample respondents with high level of stress, 40 (11.4%) have families size up to 4 members, whereas 39 (11.1%) have families with up to 4 members.

Out of the 212 (60.6%) respondents with medium level of stress, 141 (40.3%) have families size up to 4 members and 71 (20.3%) have families size above 4 members.

Among 59 (16.9%) respondents with low level of stress, 35(10%) have families size up to 4 members and 24 (6.9%) have families size above 4 members. On the total, among the 350 respondents, 215(6.9%) have families size up to 4 members whereas, 135(38.6%) have families size above 4 members.

Out of 350 sample respondents, 284 (81.1%) have experience up to 5 years and 66 (18.9 %) have experience ranging from 5 to 10 years.
Out of the 79 (22.6%) respondents with high level of stress, 72 (20.6%) have experience up to 5 years and 7 (2%) have experience ranging between 5 years and 10 years.

Among the 212 (60.6%) respondents with middle level of stress, 169 (48.3%) fall under the experience group up to 5 years, whereas 43 (12.3%) have experience ranging from 5 to 10 years.

Out of the 59 (16.9%) respondents with low level of stress, 43 (12.3%) have experienced up to 5 years and 16 (4.6%) have experience ranging from 5 to 10 years.

Out of the 350 sample respondents, 271 (77.4%) travel above 10 kilometers to reach office and 79 (22.6%) travel distance below 10 kilometers.

Out of the 79 (22.6%) respondents with high level of stress, 70 (20%) travel a distance above 10 kilometers and 9 (2.6%) below 10 kilometers.

Among the 212 (60.6%) respondents with medium level of stress, 43 (12.3%) above 10 kilometers and 54 (15.4%) below 10 kilometers. Of the 59 (16.9%) respondents with low level of stress, 43 (12.3%) commute above 10 kilometers and 16 (4.6%), distance below 10 kilometers.

The study reveals that out of the 350 sample respondents, 192 (54.9%) by employers’ transport, 107 (30.6%) used their own vehicle and 51 (14.6%) the coming from public transport system.
Out of the 79 (22.6%) respondents with high level of stress, 61 (17.4%) use the employers' transport, 13 (37%) used their own vehicle and 5 (14.0%) use public transport.

Among the 212 (60.6%) respondents with medium level of stress, 108 (30.9%) employers’ transport, 65 (18.6%) use their own vehicle and 39 (11.1%) avail the public transport.

Of the 59 (16.9%) respondents with low level of stress, 29 (8.3%) having own Vehicle, 23 (6.6%) of them using employer’s transport 7 (2%) are using the public transport.

The study reveals that out of the 350 sample respondents, 204 (58.3%) working in the night shift and 146 (41.7%) in the day shift.

Out of the 59 (16.9%) respondents with low level of stress, 48 (13.7%) working in night and 11 (2.12%) are working at day shift.

Among the 212 (60.6%) respondents with medium level of stress, 113 (32.3%) work in the night shift and 99 (28.2%) work in the day shift. Of the 79 (22.6%) respondents with high level of stress, 43 (12.3%) in the night shift and 36 (10.3%) work in the day shift.

The study shows that the Matrix of common factor co-efficient or factor loadings. Four factors were extracted. The rations which have the highest loading (>=1.00) in each factor are grouped, that is the ratios which are more closely related to a particular group are boxed. The last column in the Table is communality ($H^2$) that is the variance explained by the factor
The study shows that the level of opinion score of the respondents who belongs to the age group of above 31, (-1.614 0), is lower than that of opinion score of the group of 25 to 30 years (– 0.159) and below 25 years (0.101).

The study shows that the average opinion score of the respondents who fall under the group of respondents married (-0.246) is lower than that of the other category of unmarried respondents (0.130).

The study shows that the opinion score of the respondent who have families of members size up to 4 (-.0.101) is lower than the opinion score with families of members the respondents of their family size above 4 members (0.161).

The study shows that the opinion score of the respondent’s with qualification who are non-graduates (-.0.593) is lower than the opinion score of the respondents of graduates (-0.108) and Post graduate (0.323).

It is found that the opinion score of the respondents who get salary of Rs.15, 000-20,000 (-9.770) is lower than that of the other group with salary below 15,000 (-8.410), above Rs 25,000 (-6.820) and Rs 20,000- 25,000 (0.780).

The study shows that the opinion score of the respondents who come from the distance of below 10 Kms. (-0.105) is lower than that employees from of the distance above 10 kms (3.807).

The study shows that the opinion score of the respondents who travel by employers bus (-0.102) is lower than the opinion score of the respondents who own vehicles (0.136) and who public the transport (-0.299).
It is found that the opinion score of the respondents who have to the experience up to 5 years (6.598) is higher than that of these experience with 5 to 10 years (-0.379) and above 10 years (0.406).

The study shows that the opinion score of the respondents in the day shift (6.399) is lower than that of these the night shift (-4.560).

The most important problem of women employees in the BPO Call Centers is health hazard with a score value of 20713 and it gets the first rank, followed by ‘restlessness’ with score value of 20534 and by ‘depression' with a score value of 19026 and ‘no time’ to spend with family/ friends with score value of 18095 and the like.

6.3 SUGGESTIONS

This industry is bound to flourish in the years to come, and it could do all the better by paying more attention to the welfare of the workers. So a few suggestions are offered in this section to reduce the stress of the Call Centres women employees.

The concern of the enterprises with their profits is quite understandable, but they must have the enlightenment to realize that their sustainable progress depends on the contribution they make to the welfare of the workers and the cultivation of mutual good will. This enlightened good will is an education in itself. With that enlightened good will, the entrepreneurs could go a long way to solve or at least mitigate many of the problems that the workers face professionally.
Heightened stress is an unmistakable reality in the call centre calling especially for the women employees. There is therefore a real need for learning to cope with stress. Stress is harmful as it harms the women workers especially in their task performance by undermining their mental and emotional health. There are techniques that could help in coping stress. The practice of yoga is one of these techniques which could be easily learnt and practiced if only the concerned people could set apart a few minutes every day for it.

Yoga and meditation are traditional techniques used in India for calming the mind through the regulation of breathings and the flow of blood. Yoga influences the psychological well being of a person. Meditation is psycho-spiritual process.

Employee counselling is a practical proactive approach used by organizations, helping them to identify the strengths and weaknesses of the workers. Counselling help employees in matter like career planning, vocational guidance, questions concerning the company and their job. Training programmes through health personnel can help workers and entrepreneurs.

The suggested that the night shift for the Call Centres may be avoided. In case of unavoidable circumstance if night shift is allotted to women employees transport facilities with security may be provided to women employees. This is to ensure the safety and security of women employees.
With to reducing the mental strain fatigue of the women in Call Centres it is suggested that the management may arrange for counselling, Yoga, Meditation and the like.

In the Call Centre labour turnover is very high this could be avoided the ensuring job security and incentives.

The organization should organize regular check up for those found suffering from very high stress should be subjected to a stress management process.

Women employees feel that there should be a permanent team leader for their project so that their will be better communication, interpersonal relations among the employees.

Pre-employment scanning of all third party transport service providers, including drivers by sharing digitized records with the police.

The supreme court of India has made the employer responsible to implement both preventive and remedial measures in cased of sexual harassment. Women need to bring such issues to the fore and report crimes of indecent behavior or sexual harassment at work place.
6.4 CONCLUSION

The call centre industry is of course an offshoot of a typical capitalist perception-the bid to reduce the overhead expenses and the increasing investment in infrastructure. Big business enterprises identified locations where their work could be done more cheaply and evolved methods for the outsourcing parts of their clerical, sales and technical responsibilities. It is a system that aims at greater profit than through full and direct involvement. This has to some extent adversely affected the workforce in affluent nations whose enterprises are the main parties in this innovative venture. But in some way or the other, it seems, this invention will spread further and take unassailable roots.

This project goes into the question of the physical and mental well being of a large segment of the workforce of this fledgling industry of call centres and outsourcing. Its aim is to see how the ambitions of the entrepreneurs are restrained by their self-restraint as on now, and how this record could be bettered by even greater attention to the welfare of the workers, especially women. The entrepreneurs provide their workers with many privileges, and yet there are inherent in the jobs connected with this industry many risks for the welfare of the workers in terms of physical health and of mental health. This chapter goes on to list its findings and then to offer its suggestions and conclusions for the betterment of the workers involved and thereby for the betterment of the prospects of the industry itself.
An organization can perform well only when it is able to meet the needs and requirements of its employees and to ensure that all the employees are satisfied with every aspect of work. As employees are the backbone of an organization, the management should put in effort and interest to make the employees satisfied with their work. The researcher undertaken in the BPO Call Centre reveals that gaining and attaining profit and foreign income alone is not essential but also full filling the wants and expectations of the employees.

It is desirable to employ human resource (HR) professionals with knowledge of human psychology in Call Centres. They should look for counselors to refer employee’s problem. Young women in Call Centre between 18 and 21 years should guided on physical and mental co-ordination to cope with a job that requires hyper-alert efficiency because of the sexual stigma associated to the job, it doesn’t bring status to women society. Establishing an equitable and gender safe work culture and high lighting respectability of Call Centres can recreate the pleasure in the job and contributes the motivation for women in Call Centres.
SCOPE FOR FURTHER RESEARCH

The researcher is pleased to offer the following areas for further research by future researchers undertaking research in stress:

1. Occupational stress of IT professionals.

2. Job Stress—A comparative study between BPO Call Centre and IT professionals.

3. Indian BPO Call Centres – challenges and remedies.