The data collected through the questionnaire was analyzed for 344 respondents. The following points were concluded from the same.

1. Only 13% of the call center employees were fully satisfied with their jobs and the remaining 87% are either not satisfied or are partly satisfied with their jobs.

2. The call center jobs do not allow the employees to be totally creative at their workplace. This can lead to monotonous work and boredom for the employees in the long run. Fatigue and stress results from monotonous job profile which can be seen in most call centers.

3. The call centre employees have to put in long working hours. This can lead to high work pressure and fatigue. Employee productivity levels can also be affected due to long work hours. Personal lives of employees are curtailed having to spend maximum of their time at workplace. This leads to negative work life balance.

4. The data analyzed highlights rotating shifts i.e. almost half of the month the employees have to work in night shifts whereas the other half in day or evening times. This disturbs the natural sleep cycle of the employees. This leads to changes in the body clock of the employees by having varied sleep and wake up hours. Similarly rest hours reduce due insomnia
symptoms or getting drowsy during waking hours. This can result in many ailments due to lack of sleep like headache, back pain, insomnia, irritation of eyes and even irregular bowels.

5. Only 30% of the employees were not satisfied with their organization’s leave policy and 70% of the employees were fully satisfied with their organization’s leave policy. This shows that call centers have a good leave policy which can be a motivating factor for its employees.

6. Job satisfaction is the main expectation of an employee working in a call center. This is followed by salary, work stress and flexible work hours.

7. Only 20% of the call center employees were satisfied with their salary and 80% were not very much satisfied with their salary. We do not find employees either totally satisfied or totally dissatisfied regarding their salary.

8. Only 27% of the call center employees felt that they have some growth prospects in call centre jobs and the remaining 73% felt that there are very less or no growth prospects in call center jobs.

9. Approximately 98% of the employees working in the call centers felt that they are not always appreciated for their work by their supervisors / managers.

10. Approximately 92% of the call center employees felt that there was work pressure at their work place either regularly or generally.
11. Approximately 71% of the call centers get their employees covered for medical and life insurance. This shows that majority of the call centers invest money in the welfare and exigencies of its employees. This can be a motivating factor for the employees of call centers.

12. Approximately 77% of the call center employees felt that there was no social life for them. This can lead to employees of call centers having an isolated life style.

13. More than half of the call center employees suffered from hearing problems due to constantly being on the telephone. The employees also suffered from other ailments like backache, irregular menstrual cycle (in female employees), headache and burning of the eyes. All these ailments lead to stress and burnout. This results in absenteeism and low work productivity.

14. Approximately 47% of the call centre employees take up to 10 sick leave in a period of 6 months, which is very high considering the average age of the employees to be around 27 years of age. This shows that the ailments suffered by the employees take up their valuable productivity and that results in a loss to the call center due to employee absenteeism.

15. Approximately 55% of the call centers provided their employees the facility for medical check-up every year and 35% provide medical check-ups every 6 months. This shows that the call center management is very concerned regarding the employee ailments and has recognized this
16. Approximately 65% of the call centers had recognized the need to provide their employees with information on mental and physical ailments. The management of these call centers are aware of the health problems of their employees and are ready to help their employees in overcoming these health issues by making them aware of the same and by providing them with necessary information as to how to deal with these health related problems.

17. Approximately 95% of the call centers had some or the other type of health or recreational facilities given to their employees. This shows that the management of call centers is concerned regarding the physical and mental health of its employees and is therefore providing them with health and recreation facilities to overcome their health problems.

18. Approximately 90% of the call center employees found their job profile to be monotonous, boring and meaningless generally or sometimes and only 10% of the call center employees were happy with their job profile.

19. Approximately 92% of the call center employees got some time to interact and socialize with their office colleagues during working hours.

20. Generally the jobs in call centers pose challenges that utilize the skills of their employees.

21. Approximately 97% of the call center employees found that they are
physically and mentally exhausted after a day’s work.

22. Approximately 61% of the call centers provided regular training and development to its employees. This proves that they value their employees and would like to develop their employees for future roles.

23. Approximately 58% of call center employees feel that the work breaks given to them is sufficient to refresh them at their workplace. Insufficient work breaks lead to fatigue and lower productivity. This leads to work related stress in the long run.

24. Approximately 70% of the call center employees felt that they have the required authority and responsibility to accomplish their tasks at workplace.

25. All call center employees do not feel good about their pseudo name. They felt as if they lead a dual life as they are not being identified as per their original identity. They need to fake their identity at workplace. This can lead to lower morale of the employees.

26. Approximately 72% of call center employees felt bad or miserable about having to change their accent while attending customer calls. Call center employees need to lie about their ethnic identity from the western customers. This can hurt their self esteem.

27. Approximately 98% of the employees of call centers were being adversely psychologically affected due to the changing of identity at their
workplace. This leads to lots of Psycho-Social disorders in the call center employees.

28. Approximately 69% of the call centers followed the culture of their customer’s country at the workplace either regularly or sometimes. This means that the Indian employees of call centers have to adjust to alien culture in terms of language usage, customs, traditions and even human feelings. This can become difficult for the call center employees to adjust to in the first few years.

29. Approximately 76% of the call center employees found themselves attracted to the customer’s culture either generally or sometimes. They try and emulate the alien culture and due to this they may not appreciate their own culture and customs.

30. All call centers celebrated Western traditions over the Indian ones. This can impact our social fabric in an adverse way in the near future.

31. Approximately 92% of call center employees faced customer abuse generally or sometimes. This can be very de-motivating factor for the employees of call centers. This can lead to frustration about one’s job and can result in a high rate of employee turnover for the call centers.

32. All call center employees felt stressed out after attending abusive customer calls. The long term impact of such abusive customers can become fatal on the health of the call center employee. Psychological symptoms like BOSS (Burn Out Stress Syndrome) are common among
high stress working professionals.

33. Approximately 82% of the call centers allowed their employees to disconnect abusive calls as per the discretion of the management. This is a positive sign from the management of the call centers as they should protect their employees from regular abusive, offensive and racial comments from Western customers.

34. Approximately 74% of the call centers management have provided the facility of a psychologist / counselor at their workplace. This shows the genuine concern of the call center management towards their employee’s mental health issues.

35. Approximately 65% of the call center employees have changed jobs more than 3 times. With an average experience of 4 year of the respondents this turns out that every year the call center employee changes his job. This shows that call centers face an acute problem of employee turnover.

36. Approximately 92% of call centers provided for employee safety. This shows that the management of the call centers is concerned about employee safety and appropriate measures have been adopted for the same.

37. Approximately 88% of call centers adopted the basic security measures like taking the drivers registration details, using vehicle tracking and providing male escort to female employees during their pick-up and
drops at nights.

38. Approximately 76% of the call centers have reported at least one incident of employee accident during the pick-up or drop at night shifts. Therefore we can say that working at call centers during night shifts can be risky for its employees.

39. Approximately 74% of the call centers provided enough security for its female employees. This shows that though it is risky for female employees to work during night shifts at call centers, the management of the call centers provided adequate security measures for their safety. Thus we can say that the management of the call centers is aware of the employee safety problems and are taking steps in the right direction to solve these safety problems.

40. Approximately 92% of the call center employees felt that female employees were provided adequate security at night shifts due to the pressure by employees and associations like NASSCOM and FICCI and also due to the existing labour laws.

41. Approximately 78% of call centers provided their employees with accident insurance cover. This shows that the management is taking the necessary precautions and providing for the risks involved with their employees during the night working.

42. Approximately 57% of the call center employees were satisfied working in call centers. This shows that though the employees of call centers have
less job satisfaction their overall experience with call centers has been satisfying.

43. Approximately 64% of call center employees felt that they get a good salary and cite that as a main reason to recommend call center jobs to others.

44. All 100% of the call center employees would not be recommending the call center job to their friends and relatives because they felt that it is not safe for females, 30% would not recommend call center jobs because of the negative impact on health, 22% would not recommend because of night shifts, 17% due to not having social life and 15% because of monotonous nature of call center work. Thus all call center employees feel that the job is not safe for female employees.

45. The call center employees do not want to stay in call center jobs beyond 2 years.

To conclude, a majority of the call center employees are not totally satisfied with their job. Long and odd working hours leave them physically and mentally exhausted after a day’s work. Most of the Call Center employees feel that they would recommend the call center jobs to others only because of good salary and a vast majority of them would not recommend call center jobs to females due to their safety related issues. A majority of the call center employees do not consider their jobs as a good career option and would like to continue working for not more than 2 years.