CHAPTER 1
INTRODUCTION, DEFINING THE PROBLEM AND RESEARCH METHODOLOGY

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1.1 INTRODUCTION:
In the past decade or two, it has often been said that we live in a global village. This has increasingly become a reality with the advent of satellite televisions and the revolution in telecommunications. The convergence of all this technologies has meant that we can be the back office for the developed
world. Wages that are 80% cheaper than anywhere in the world and a vast pool of English speaking graduates has made this possible.¹

The last decade ended with a mammoth downsizing of human power used in various industries worldwide. With the Globalization and liberalization era dawned today, we face challenges of survival in the commercial world. The effects of Global downsizing in various industries combined with high cost of infrastructure and resources has given impetus to a new commercial viable phenomena for the Indian economy better termed as “Call Centers” or “Voice Processes based BPO’s”.

India has witnessed a tremendous growth in these Global Outsourced Shops. In the last 5 years over 300+ Call Centers have mushroomed in and around Mumbai region. The industry revenues are touching over 10 Billion Dollars per annum and employing over 5 Lac youngsters.²

The BPO industry in India is gaining momentum and promises to add 3.3 Million jobs in India a country where productive employment is scare. BPO promises to transform India economically much in the way as oil transformed the economies of West Asian countries. To understand whether that is actually so the following projections merit a consideration:

a. Forrester research predicts 3.3 Million US jobs to move Offshore by 2015.

¹ http://www.bpiai.org/why-india.html
² www.bpoindia.org
b. As per Nasscom-McKinsey report the total opportunity is at USD 148 Billion and if India captures 1/6th of that then it will translate to about 540,000 jobs by 2010 with revenue of USD 24.67 Billion.

Assuming these projections were correct then in year 2010 BPO industry will directly support the livelihood of about 0.5% of India's population. In sheer GDP terms assuming India's GDP to be about USD 600 Billion by 2010, 4% of the GDP will be contributed by BPO. Though significant these numbers do not bear comparison with the oil prosperity of West Asia. However these numbers are sufficient to spark the 'prosperity chain' wherein the capital generated through this industry is invested back in other industries not only domestically but globally to generate a virtuous cycle of investments and income.

1.1.1 Attrition in Indian BPO Industry

The BPO industry in the country which is expected to employ around one million people by 2008 is facing the challenge of finding quality human resources given the current attrition rate of around 50 percent. Analysts say attrition rates vary by 20%-40% in some firms, while the top ones averages at least 15%. Nasscom in a report said the industry was expected to face a shortage of 262,000 professionals by 2012.³

Mercer India said the industry should look beyond the traditional areas of recruitment and some thought should be given to employ physically challenged people and housewives. The reasons for the high rate of attrition was due to various factors like salary, work timings, other career options, adding that there is always the danger of costs increasing while billing rates

³ www.nasscom.in
decline. With 245,100 people employed at the end of March 31, 2004, the industry witnessed a hiring growth rate of about 40-42 percent. On the hiring front, the industry absorbed about 74,000 people in 2003 despite the attrition rate of 45-50 percent being a matter of concern.⁴

The National HRD Network mentions that the attrition rates in IT-enabled business process outsourcing sector have come down from the 30-33 per cent to about 25 per cent.

A report on the Global Call Center statistics was given by The Global Call Center Research Network by Holman, Batt, and Holtgrewe in the year 2007. According to the report the above three researchers interviewed at least 4,74,942 employees from over 2,477 call centers worldwide. ⁵The data comparing the call centers is given in the following table:

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⁴www.bpoindia.org
⁵www.globalcallcenter.org
<table>
<thead>
<tr>
<th>Call centers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Coordinated Economies</strong></td>
<td></td>
</tr>
<tr>
<td>Austria</td>
<td>96</td>
</tr>
<tr>
<td>Denmark</td>
<td>118</td>
</tr>
<tr>
<td>France</td>
<td>210</td>
</tr>
<tr>
<td>Germany</td>
<td>153</td>
</tr>
<tr>
<td>Israel</td>
<td>80</td>
</tr>
<tr>
<td>Netherlands</td>
<td>118</td>
</tr>
<tr>
<td>Spain</td>
<td>68</td>
</tr>
<tr>
<td>Sweden</td>
<td>139</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>982</td>
</tr>
<tr>
<td><strong>Liberal Market Economies</strong></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>387</td>
</tr>
<tr>
<td>Ireland</td>
<td>43</td>
</tr>
<tr>
<td>UK</td>
<td>167</td>
</tr>
<tr>
<td>US</td>
<td>464</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,061</td>
</tr>
<tr>
<td><strong>Recently Industrialised Economies</strong></td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>114</td>
</tr>
<tr>
<td>India</td>
<td>60</td>
</tr>
<tr>
<td>Poland</td>
<td>75</td>
</tr>
<tr>
<td>S. Africa</td>
<td>64</td>
</tr>
<tr>
<td>S. Korea</td>
<td>121</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>434</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,477</td>
</tr>
</tbody>
</table>
This Global Call Center report throws light on the attrition rates of the Indian Call Center Operations vis-à-vis the global call center operations. This is illustrated in the chart as follows:

![Chart 1.1](chart.png)

The above statistics shows a huge manpower turnover rate for India as compared to any other country where call centers are prevalent. The figure is alarming as both the quit rates i.e.: the total average percentage of employed manpower that resigns during the year for all BPO sector organizations (20 %) and the Total Turnover is manpower turn over percentage for the entire BPO industry(39 %) is very high. This is definitely a cause for concern.
Some of the other significant findings from the report are as follows:

**Total turnover:** The typical call centre reports a total turnover rate of 20% per year. This includes promotions, voluntary quits, retirements and dismissals. However, there is great variation in turnover, ranging from a low of 4% in Austria to 40% in India. Median turnover is 15% in coordinated countries, 25% in liberal countries, and 23% in industrialized countries.

**Workforce tenure:** Across all the countries in the study, approximately one third of the call centre workforce has less than one year of tenure at work. This varies markedly from less than 10% in countries like Austria or Sweden to almost 60% in India; and also between the different types of country – from 16% in coordinated countries, to 21% in liberal, and 38% in industrialized countries.

**Costs of turnover:** The costs of turnover are high. On average, replacing one agent equals 16% of the gross annual earnings of a call centre worker – that is, the simple replacement costs of one worker equals about two months of a typical worker’s pay. If lost productivity is taken into account, replacing one worker equals between three and four months of a typical worker’s pay.

**Labor costs:** The costs of turnover are high, particularly given that labor represents a high portion of total costs in call centers – typically 70% of costs in liberal market and coordinated economies and 57% in industrialized countries.
Job quality: If the extent to which a job promotes employee well being is used as the primary indicator of job quality, then a high quality job will combine high job discretion with low performance monitoring. Using this definition: 32% of call centers have high to very high quality jobs but only 12% of agents work in such jobs. 38% of call centers have low to very low quality jobs and 67% of agents work in such jobs.

Job quality and turnover: The typical level of turnover in call centers with very high quality jobs (high discretion / low monitoring) is 9%, whereas it is 36% for low quality jobs (low discretion / high monitoring).

Source: A Report of the Global Call Center Research Network (www.globalcallcenter.org)

As compared to a non-voice process BPO a voice process BPO has significantly higher rates of attrition. According to the NASSCOM report of 2006-07 the rate of attrition in the voice based BPOs is as high as 50-60% and non voice based BPOs is around 20%. The attrition rate in some of the leading Indian BPOS for the year 2007-08 is as follows:

- Infosys BPO 28%
- Wipro BPO 18%
- TCS BPO 21-22%

The Voice Process based BPO industry is expected to move up the value chain and the attrition rates are expected to decrease.

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6 www.nasscom.in
The Voice Process based BPO’s need to move up the value chain due to its high manpower turnover rates. The attrition rates are quite low in higher value added BPO services like IT and Engineering. BPO organizations are signing up bilateral anti-poaching agreements to combat their basic issue of manpower attrition. Industry associations like BPIAI and NASSCOM are putting across a code of ethics for BPO organizations. BPO organizations are being encouraged to act responsibly by adopting a bilateral non-poaching agreement among them, so that they do not end up becoming victims of this severe attrition. The BPO industry is maturing to this fact of high manpower turnover rates and its consequences.

The current mandate of the BPO industry is to ensure a consistent flow of trained manpower for their current and future needs. This needs to be done by introducing courses at school and at the college levels by collaborating with the government and the universities. The challenge the industry faces is not regarding English speaking graduate workforce, but their being employable by the industry. The BPO industry has started tapping talent from other sectors like manufacturing to meet its talent crunch. Industry experts feel, as the industry was still in its nascent strategy there was lot of strategies available to reverse this trend and make it an attractive employer.

NASSCOM ITES-BPO forum has identified HR as one of the key challenges of the ITES-BPO industry and has formed a special task force to address short-term challenges such as Attrition and also long-term challenges such as ensuring availability of a skilled talent pool. To make the
BPO job profile more attractive, organizations can introduce variable pay structures, flexi-working, employee socializing and a well defined career path for its employees. With attrition rates ranging between 30-60 percent in the BPO industry, HR specialists feel that a well defined systems and behavioral approach should be implemented.

The BPO industry globally faces talent crunch as one of its inherent problems. The NASSCOM Summit 2004 had the HR practitioners think out of the box on this major issue facing the sunrise Indian BPO sector. This brainstorming resulted in understanding that only an attractive pay package was not enough to retain employees. Retention measures are to be adopted by appealing to the psychological dimensions of the employees by making work a fun place, ongoing learning and educational opportunities at work, treating the employees as internal customers. Another strategy that can be adopted by BPO’s are to source manpower from the dormant pool of workforce like housewives, retired workforce, employees who have taken early retirement and the part time workforce as well.

According to experts, the cost of attrition is 1.5 times the annual salary. Age should not be a barrier for training employees and could in fact bring in more stability to the company.

1.2 CALL CENTRE.

The definition of call centre is changing in our e-business world, but the core fundamentals of a customer making a call (via a telephone, e-Mail, Website.
IVR or Fax) to a centre will remain constant because the customer views the call as an important or pivotal activity to themselves. Call Centre, Contact Centre, and BPO - by whatever names your call it - operate on a common need of providing services to customers for their needs at their convenient time and location. Like a Bank customer can operate his bank account at 12 midnight using his telephone at his bedside. His call is attended by a call centre executive located at a distance having no knowledge of banking. The call centre executive helps the customer by feeding his instructions on the computer and giving the customer the required information.

1.3 CALL CENTERS IN INDIA.

Call Centers are required for large companies to sell their products to the customers, proposing a product or service as well as for the after-sale enquiries made by the customers. Call centers in India are at its peak today. Customized solution through customer interactive programs in the success mantra of numerous corporate firms nowadays. For the strategic business development - that requires acquired skills for customer queries, solutions etc., Indian call-centers are at par with the current marketing demands. Call centers not only handle the task of interacting with customers but also provide a wider base for official tasks of inventories, bill handling, web-solutions and various other business requirement proceedings.

Call centers in India are prospering upon the upscale rise amongst the entrepreneurs who are trying to allure their customers through inbound and outbound calling facility. This concept raving in US have enabled many offshore call centers establishments, major are in India. The quality of
English is at par with the international standards. Indians are technically literate and comfortable with new technologies arising in the industry.

Indian call centers work round the clock and provide 24-hour support for the customers of these US based clients. From the concept of being just a voice based medium of customer support, today call centers are referred to as 'Contact Centers' which are capable of handling customer queries over phone or the online medium. Qualified professional talent with fluency in English and a neutral accent with the ability to shift to different accents have made India, a preferred destination for offshore clients.

Call center industry in India is projected at $143 billion by the year 2010 as per NASSCOM. With its built-in potency, India is advertised as the hot destination for 'offshore outsourcing hub'. The booming Indian call center industry is the benchmark of the changing global trend.

Reducing cost for business proceeding is the prime focus of the corporate houses. They realized that shifting their call-center operations to India would heavily cut down their costs. Business settlement laws were reviewed and it was easier for alien firms to settle in the Indian soils. The country produces technically sound work force with high standards of English.

Call centers in India has also effectively developed a niche in the areas of data verification, data capture, tele research, service follow-ups and renewing subscriptions, which becomes the core outbound activities of a call center. Unless there is talented enough manpower to handle such queries, no business organization will make a move. Thus India has taken a leap step in
call center industry, which in recent past have been the home for more
developed nations like Australia, New Zealand, and European nation.

In order to meet the growing international demand for lucrative, customer-
interaction centers, many organizations worldwide are outsourcing these
services from locations like India. India has inherent strengths, which have
made it a major success as an outsourcing destination:

**Scope of Call Centers in India:**

1. A booming IT industry, with IT strengths recognized all over the
   world.

2. The largest English-speaking population after the USA.

3. A vast workforce of educated, English speaking, tech-savvy
   personnel: A boon in a high-growth industry faced with a shortage
   of skilled workers.

4. Cost-effective manpower: In a call interaction center operation,
   manpower typically accounts for 55 to 60 percent of the total cost.
   In India, the manpower cost is approximately one-tenth of what it
   is overseas. Per agent cost in USA is approximately $40,000 while
   in India it is only $5,000.  

5. Technical support: India graduates about 100,000 engineers each
   year. These can be used in call centers for troubleshooting/tech
   support, as the salaries are dramatically lower than in Europe or the
   US.

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6. The Government of India has recognized the potential of IT-enabled services and has taken positive steps by providing numerous incentives.

7. IT is one of the Government of India's top five priorities.

8. The National IT Task Force submitted its 108-point Action Plan to promote IT in the country. The Government of India has approved the plan and is in the process of implementing it.

9. A separate Ministry of Information Technology was set up to expedite swift approval and implementation of IT projects and to streamline the regulatory process.

10. Information Technology Act 2000: The Information Technology Bill that was passed in the Indian Parliament in May 2000 has now been notified as the IT Act 2000. The IT Bill brings E-commerce within the purview of law and accords stringent punishments to "cyber criminals". With this, India joins a select band of 12 nations that have cyber laws.

11. 100% foreign ownership permitted in IT Enabled Services industry unlike other sectors where foreign ownership is restricted.

12. Software Technology Parks (STPs) established.

13. To provide ready to plug IT infrastructure and telecom facilities.


15. Basic, Cellular, Paging and Internet Services privatized.

16. Domestic leased circuit tariff reduced by 80% in last 1 year.

17. International Internet Gateway privatized-likely reduction in tariff.
As India emerges as a global outsourcing hub, the industry is forecast to explode at exponential rates - from 23,000 people and $10 million pa in 1998 to over a million people and revenues in excess of $20 billion by 2008. Pivotal segments are going to be back office operations, medical transcriptions, insurance claims processing, customer interaction centers and content development. Current trends suggest that the country is well on course for achieving the above target.

Despite a volatile global economic climate in 2009 and gradual economical recovery in 2010, the Indian BPO industry held its head up, continued to take centre stage in global sourcing strategies, and maintained its position as a strategic offshoring destination. As per NASSCOM Report on Indian IT-BPO Industry 2012, the BPO sector generated USD 14.1 billion in export revenues in 2010-11, growing at 14 per cent over the previous year. The industry employed close to 835,000 people in 2011.

In order to meet the growing international demand for cost-effective, customer oriented call centers, many organizations worldwide are outsourcing these services from locations like India. There are a host of players in the Indian call center industry. Apart from the pioneers British Airways, GE and Swiss Air, HLL, BPL, Godrej Soaps, Global TeleSystems, Wipro, ICICI Banking Corporation, American Express, Bank of

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8 www.nasscom.in
America, Citibank, ABN AMRO, Global Trust, Deutsche Bank, Airtel, and Bharati BT are the other major players in the call-center business.

**The call center industry in India:**

India's call center industry accounts for a quarter of all software and services exports from the country, according to industry association Nasscom, and Indian call centers employ over 550,000 professionals. Daimler-Chrysler, British Telecom, Barclays Bank, HSBC, Honeywell, Aventis, and several others have come to India while the old timers of GE, British Airways, Citigroup, Amex, and others have been around for a decade.

NASSCOM - McKinsey Report 2005\(^9\) indicates that the Indian industry is targeting USD 60 billion in exports by FY 2009-10. This translates to an estimated demand for 850,000 IT professionals and 1.4 million ITES-BPO professionals by 2010. India today enjoys the confidence of Global Corporations. 82% of the US companies ranked India a first choice for software outsourcing. Bill Clinton applauds India's brainpower says "Indian Americans run more than 750 companies in USA". Bill Gates says "India is an IT superpower"

As per NASSCOM-AT Kearney study (2008)\(^10\) on 'Location roadmap for IT-BPO growth' second grade cities in the country are likely to account for about 40 per cent of the total projected IT-BPO jobs by 2018, if the

\(^9\) [www.nasscom.in](http://www.nasscom.in)

\(^10\) ibid
government in tandem with the industry provides a conducive environment, the study has said. However, big cities Mumbai, Chennai, Bangalore, Hyderabad, Kolkata, National Capital Region (NCR) and Pune are still the preferred destinations for setting up an IT or a BPO company, these centers are closely followed by Ahmedabad, Kochi, Bhubaneswar, Chandigarh, Coimbatore, Indore, Jaipur, Lucknow, Madurai, Mangalore, Nagpur, Thiruvananthapuram, Vadodara, Tiruchirapalli and Visakhapatnam, it said.

1.4 PROGRESS OF CALL CENTERS IN INDIA

In the beginning of 1999, the tele-working industry had been hailed as ‘the opportunity’ for Indian corporate in the new millennium. In late 2000, a NASSCOM study forecast that by 2008, the Indian IT enabled services business was set to reach great heights.

Noted Massachusetts Institute of Technology (MIT) scholar, Michael Dertouzos remarked that India could boost its GDP by a trillion dollars through the IT-enabled services sector. Call center (an integral part of IT-enabled services) revenues were projected to grow from Rs 24 bn in 2000 to Rs 200 bn by 2010.11

There were many reasons why India was considered an attractive destination to set up call centers. The boom in the Indian information technology sector in the mid 1990s led to the country’s IT strengths being recognized all over

11 ICMR Case Study – “The Indian Call Center Journey”, 2002
the world. Moreover, India had the largest English-speaking population after the US and had a vast workforce of educated, reasonably tech-savvy personnel. In a call center, manpower typically accounted for 55-60% of the total costs in the US and European markets - in India, the manpower cost was approximately one-tenth of this.\textsuperscript{12}

While per agent cost in US worked out to approximately $40,000, in India it was only $5,000. This was cited to be the biggest advantage India could offer to the MNCs. Apart from these, the Government’s pro call center industry approach and a virtual 12-hour time zone difference with the US added to India’s advantages.\textsuperscript{13}

\textit{One the paradoxes of the call-center industry in India is that it requires English-speaking university graduates to answer questions from US customers but offers little in the way of advancement and intellectual stimulation. High turn-over rates are inevitable if the economy keeps expanding and thus offers more compelling employment options for well-educated Indians. Moreover, the rapid expansion of the call sector may soon create a shortage of these qualified English-speaking college graduates in India, pushing wages up and reducing India's competitiveness as one of the premier destinations for company call-centers. This may not bode well for India's economy, because outsourcing has become a significant engine of Indian rapid economic growth. In the immediate future, however, it appears

\textsuperscript{12} www.nasscom.in
\textsuperscript{13} ibid
unlikely that the India will lose its dominance over the call-center industry. - YaleGlobal

Having a call center in India is the norm for several global companies today. In order to meet the growing international demand for cost-effective, customer-oriented call centers, many organizations worldwide are outsourcing these services by setting up call centers in India.

Corporate India proposes to harness the high-quality technical support available here by hiring quality researchers to provide very high-end consulting through videoconferencing/telephone. Given these advantages, India could build a $17 billion industry by 2008 according to the NASSCOM McKinsey Report.

INDIAN ITES-BPO INDUSTRY : NASSCOM ANALYSIS

Key Highlights of Indian ITES-BPO sector performance (as per NASSCOM – 2008)

1. Indian ITES-BPO exports grew from USD 6.3 billion in FY 2005-06 to USD 8.4 billion in FY 2006-07 expected to grow to USD 10.5-11bn in FY08.

2. ITES-BPO employee base has grown to 553,000 in FY 07 from 415,000 in FY 06

14 http://yaleglobal.yale.edu/
15 www.nasscom.in
3. The Indian BPO industry has witnessed an era of metamorphosis, where over the last decade the BPO organizations have emerged as Knowledge Process Outsourcing (KPO) and Research Process Outsourcing (RPO) units from where it started as data entry and voice based service units. Thus the momentum has just begun for its ascent up the value chain.

4. The rapid expansion in the scope of BPO has been accompanied by an equally rapid adoption across a range of vertical industries. This wide range of services may be summarized into four broad categories comprising Finance and Accounting (F&A), Customer Interaction Services (CIS), Human Resource Administration and niche business services.

**Key Growth Drivers of Indian ITES-BPO Exports**

1) **Young Talent** – India’s growing population had been in the past predicted as a potential threat to its development policy. Today we find that the same threat has been regarded as one of the key growth drivers of the outsourcing industry. India today has the largest pool of young population in the world. To add on to this fact is that India generates the largest pool of English speaking graduates in the world.

2) **Global Cost Advantage** – Outsourcing of business processes to Indian BPO organizations provide 25 – 50 % of cost savings to MNC
organizations located in the developed nations. This is possible due to low wage costs for highly skilled English speaking manpower in India. Low wages coupled with higher competence leads to higher productivity. This advantage is unique to India based BPO organizations, which compete with Global BPO players on their cost competitiveness. This cost advantage is further complemented by low infrastructure costs of real estate and telecom services. All this had lead to India being touted at the low cost destination for outsourcing industry globally.

3) **Leadership in Quality Processes** – The Indian outsourcing industry has had the expertise if the Indian IT sector in attaining quality leadership position in the global BPO marketplace. Certifications like ISO 9001 and Six Sigma have been attained by Indian BPO organizations within the shortest timeframes due to the short learning curve, thanks to the prior experience of IT organizations. This has given a leading edge to Indian BPO organizations in the global competition.

4) **Impetus on e-Security** – Trade associations like NASSCOM and BPIAI have time and again stressed on the need for Indian BPO’s to provide a fool proof security environment to its clients. These associations proactively interact with the Government bodies like the Ministry of Information Technology to devise the required regulatory framework like amending the IT Act 2000 to make it more robust. NASSCOM has taken initiatives to set up a National Skills Registry (NCR), a nationwide database of BPO employees. BPO organizations
are encouraged to go for e-Security certifications.

5) **The STPI advantage** – Government of India has envisaged the rapid growth of IT sector during the early 1990’s. Software Technology Parks of India (STPI) were then established to ensure unhindered growth in the Indian IT sector. The Indian BPO sector has been a key beneficiary of the already established STPI’s across the country. STPI’s provide not only the critical business infrastructure like physical office buildings, but also other assets like broadband connectivity, uninterrupted power supply, robust telecom infrastructure and connectivity services like Virtual Private Network (VPN) and Very Small Aperture Terminal (VSAT).

6) **A De-Regulated Business Environment** – A deregulated business environment for IT & ITES sector has proved to be a facilitator for Indian BPO organizations. An early policy initiative like encouraging Foreign Direct Investments (FDI) in this sector has enabled the transfer not only of financial capital but also of knowledge and technology. Another area benefiting the BPO firms are tax incentives and procedural incentives for this sector.

7) **Tax Benefits** - The government had introduced the Software Technology Parks of India (STPI) scheme in 1991 to encourage software exports, which helped make India one of the world's leading hubs for software and business process outsourcing. Units set up in these parks are eligible for a 10-year tax holiday, besides other perks. Moreover, many large outsourcing firms have set up shop in special
economic zones (SEZs). Exports from SEZs are eligible for tax exemption for a period of 15 years in all – 100% of profits are tax exempt in the first five years, 50% in the next five and 50% in the last five years provided the profits are invested in specified areas.

In the backdrop of the excellent work infrastructure and number of innovative facilities provided to the employees like flextime, cafeteria, drop facility, easy loans, fun filled college campus work culture, etc. the work environment poses several challenges to the call centre workers by their basic work profile.

1.5 JOB SATISFACTION.
Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job.

Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest,
employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction.

Job satisfaction has been defined in several different ways: 

*Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.*

Frederick Herzberg proposed the Motivation-Hygiene Theory, also known as the Two Factor Theory (1959) of job satisfaction. According to his theory, people are influenced by two factors:

1. **Satisfaction**, which is primarily the result of the motivator factors. These factors help increase satisfaction but have little effect on dissatisfaction.

2. **Dissatisfaction** is primarily the result of hygiene factors. These factors, if absent or inadequate, cause dissatisfaction, but their presence has little effect on long-term satisfaction.

**Motivator Factors**

1. Achievement
2. Recognition
3. Work Itself

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16 Job Satisfaction Survey(JSS), (Spector, 1997)
To better understand employee attitudes and motivation, Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book The Motivation to Work.

The studies included interviews in which employees were asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dissatisfiers hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.
The following are the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

Factors Affecting Job Attitudes

Leading to Dissatisfaction
1. Company policy
2. Supervision
3. Relationship w/Boss
4. Work conditions
5. Salary
6. Relationship with Peers

Leading to Satisfaction
1. Achievement
2. Recognition
3. Work itself
4. Responsibility
5. Advancement
6. Growth

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee
dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg:
1. The job should have sufficient challenge to utilize the full ability of the employee.
2. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
3. If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Hackman & Oldham\(^\text{17}\) identified five ‘core job characteristics’ that relate to the motivation and satisfaction of employees. These characteristics are:
1. *Skill variety*: the degree to which the job requires different skills
2. *Task identity*: the degree to which the job involves completing a whole, identifiable piece of work rather than simply a part.
3. *Task significance*: the extent to which the job has an impact on other people, inside or outside the organization
4. *Autonomy*: the extent to which the job allows jobholders to exercise choice and discretion over work
5. *Feedback from the job*: the extent to which the job itself (as opposed to other people) provides jobholders with information on their performance.

\(^{17}\) Fred Luthans, *Organizational Behavior*, 2007
These core job characteristics were suggested to produce ‘critical psychological states’, for example, skill variety, task identity and task significance affecting the experienced meaningfulness of work. Autonomy influences the experienced responsibility for work, and feedback relates to knowledge of results of work activities. These states were then responsible for four main outcomes, that is, work satisfaction, internal work motivation, work performance, and absenteeism and turnover.

1.6 JOB RELATED PERSONAL SAFETY

Personal Safety needs include:

1. Personal security from crime
2. Financial security
3. Health and well-being
4. Safety net against accidents/illness and the adverse impacts

As regards the “Safety” aspects of the call center jobs specifically for women employees poses a challenge for the call center employers as well. The Amendment to the Factories Act which allows women to work between 10 pm and 6 am, in Information Technology among other sectors, clearly puts the onus of ensuring safety of women employees on the employer. It further states that these timings shall be allowed only if the employer ensures safety of women at the workplace and while commuting. Most women employed by call centres work in eight hour shifts at odd hours at monthly salaries ranging from Rs 8000 to Rs 30,000. Most call centres handle business inquiries from English speaking countries. It is true that call centres have generated a good number of job opportunities but the fact
remains that most employees accept whatever benefits come their way and don't question their work conditions. They are happy with a pick and drop facility. While the employer cannot prevent untoward incidents while arranging a pick up or drop of women call center employee during the night shifts, it deters the employee from seeking employment with the call centers for night shifts. This essentially means that call center employees, specifically women employees would not be motivated by job responsibilities, status symbols and such other incentives which are motivators targeting the employee’s growth needs, due to the inherent nature of their job timings and its associated risk factors viz. their personal safety and well being.

1.7 PROBLEMS FACED BY CALL CENTRE EXECUTIVES:

1. Abuse from British and American customers is driving increasing numbers of Indian call centre workers from their jobs, defeated by the strain of handling persistent rudeness.

2. Call Centre workers face a spectrum of rudeness - from sexual harassment to fury at unsolicited sales calls, to open racism.

3. Call Centre workers face stress of having to work through the night and are under extreme pressure to meet productivity targets. The number of calls attended in one shift of 8.5 hours is over 200 calls. A drop in the call rate warrants for serious action like salary slashing or at times even loss of job.

4. During the working hours agents are entitled for a 30 minutes lunch/breakfast break and two small breaks of 10-15 minutes duration for tea and refreshment, for which records are maintained.
5. Due to 24 X 7 work culture the call centre employees can hardly avail of any leave facilities.

6. Most of the workforce comprise of people in the age group of 18 – 24 years of which nearly 60 – 70 % are females. Most of them are undergraduates. Most of the workforce is unskilled in any particular profession as being a computer literate, a good communicator, having good typing skills and a command over English is all that it requires joining a call centre. Most of the workforces do not have a long term career goal as they consider the job as a stop gap arrangement for a few years at the most. This leaves them unqualified for any skilled job at a later stage in their work career.

7. Most young workers quit jobs early due to reporting pattern of the organization. In most organizations the average age for a supervisory position is about 25 – 28 years. This is the same age profile of the reports and this many a times is the root cause for friction among the employees. At times 45 year old reports to a 24 years old team leader.

8. High volatility in the workforce due to high attrition rates is cited as the most common cause for HR departments of Call Centers for not considering “Career Advancement Programmes” for call center agents seriously.

9. Most call center employees work from dusk to dawn and hence their social life is at the minimal. This leads to emotional imbalance as they feel alienated from their social circuit.

10. Many of the call center employers are disgruntled with their employees on productivity norms. This leads to unwarranted separations which in turn lead to many highly paid “Cyber Coolies” to be unemployed for relatively longer periods. This is the root cause for
many “Cyber Crimes” and frauds typically seen in call centers and BPO’s.

11. Work environment is generally a highly surveillance zone and constant pressures from Quality supervisors by intruding in calls and monitoring of call timings and language usage leads to a very high level of frustration. This can many times lead to substance addiction in the employees or many employees can experience BOSS (Burn Out Stress Syndrome). This can mar the mental as well as the physical health of a young generation.

12. Most of the nascent workforce of call centers are financially independent but at the same time materialistic in their outlook. The need to spend has generated an artificial need for capital goods for which they have to keep on working at call centers for payment of the several mortgage and personal loans taken for several such purchases.

13. Most Voice based call centre processes force employees to don a different identity altogether, this causes dual identity problems with them. It goes to such an extent that he / she is given a pseudo identity in an alien nation, where they have never been or may never travel in their lifetimes. Even the local lingo and slang are taught to them. In some cases the local landmarks and current happenings in that part of the world along with today’s weather conditions are displayed on the employee’s workstation terminal. The call centre employees work with this hegemony, accepting this cultural subordination as a part of their jobs.

14. Balancing work life and family for a working women in call centre poses a challenge as odd work hours coupled with the innate job stress leads to upheavals in family life.
15. The attraction of higher salary/perks in BPO’s also gets murky, when it is juxtaposed with the education and opportunity costs of the employees. As majority of them are educated in expensive institutions, the average cost of their education far exceeds that of an ordinary Indian graduate. Thus, these agents represent a group of expensively educated cheap labor. The long-term opportunity costs of BPO work could be still higher. Most of these youngsters are in fact burning out their formative years as ‘cyber coolies’, the toll of which is very high. Entering into a well-paid employment soon after the completion of graduation, act as a deterrent to continue studies. Further to this, BPO work does not provide any scope for skill up gradation. Most workers in the sector are doing low-end work, which were handled by erstwhile computer operators and receptionists, other than picking up accents and certain communication skills; the skill up gradation is minimal. Gaining specific accents would sometime adversely affect the job prospect of the employee also.

Call centers are trying to cope up with these employee problems by giving short term remedy like providing psychological help lines, providing a counselor, nutritionist and diet expertise at the workplace. The HR on the other hand strives to ensure that the creativity and productivity of the workers are effectively tapped to strike the ‘right’ balance between work and fun, thereby creating a ‘productively docile’ workforce. However all this does not work in the long run. HR professionals manning call centers should go deeper in the Psycho - social impact that is created by their unique work culture to find out answers to their employee problems.
The call centre industry has attracted much negative comment in the media. Newspaper, radio and television features have all referred to call centers as ‘electronic sweatshops’. Call centre jobs are considered to be ‘low-quality’ and heavily routine forms of work. All this is somewhat removed from the ‘knowledge workers’ predicted for this, the new millennium.

It is evident from the above facts that work design theory would provide an important guiding framework for examining the psychosocial challenges facing employees in the call centre context.

1.8 REVIEW OF LITERATURE
The area of research is quite nascent and hence not much research papers are published. But of late there have been many articles related to problems faced by call center executives in the print media. Some of the recent research papers highlight the problems faced by call centre executives. These range from occupational diseases, role stress, facing verbal abuses from irate customers to job related monotony.

1. Sudhashree V. P, Rohit K. and Shrinivas K. in their article titled “Issues and concerns of health among the call center employees” (The Indian Journal of Occupational and Environmental Medicine, December 2005, Volume 9, Issue 3 Pgs. 129 – 132) mention that BOSS (Burn Out Stress Syndrome) is seen very common among the young call centre executives. The symptoms of this sickness include chronic fatigue, insomnia, and complete alterations of the 24 hour
biological rhythm of the body are routine cause for sickness absenteeism. Chronic levels of stress affect the heart, endocrine system and can also lead to sleep disorders.

2. Ernesto Noronha and Premilla D’Cruz in their research paper titled “Organizing Call Centre Agents: Emerging Issues” (Economic and Political Weekly, May 27, 2006 Pgs.2115 – 2121) indicate that during their primary data collection from call center employees located at Mumbai and Bangalore, it was found that their job content required them to enthusiastically deal with irate customers keeping aside their emotions. Interacting with irate or abusive customer was seen as an integral part of their job content. Emotions were to be kept aside and it was mandatory to attend the next call with equal attention even when the previous caller had verbally abused the employee.

3. Lewig K. A. and Dollard M. F. in their article titled “Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers” (European Journal Of Work And Organizational Psychology, 2003, 12 (4), Pgs. 366–392) have researched on Emotional Labor (emotional demands) of call centre work and their relationship to the job satisfaction and emotional exhaustion in a sample of South Australian call centre workers. Qualitatively the research confirmed the central role of emotional labor variables in the experience of emotional exhaustion and satisfaction at work. Emotional dissonance was found to exacerbate the level of emotional exhaustion at high levels of psychosocial demands, indicating jobs combining high levels of both kinds of demands are much more risky.
The research points out that the potential ways to alleviate emotional exhaustion due to emotional dissonance is to reduce other psychosocial demands, increase rewards, support and control as conceptualized in the Job Characteristics Model.

4. Kode Ruyter, Martin Wetzels and Richard Feinberg in their research paper titled “Role Stress in Call Centers: Its Effects on Employee Performance and Satisfaction” published in the Journal Of Interactive Marketing, pp. 23 – 35, Volume 15, Number 2, Spring 2001 mention that particularly the autonomy dimension of empowerment has a role-stress-reducing effect. Interesting substantive direct positive effects of empowerment competence and leadership consideration on job satisfaction were found. Job satisfaction was found to be conducive to job performance. Furthermore, it was found that job satisfaction reduces turnover intentions, directly and indirectly via organizational commitment.

5. Christer Strandberg and Olof Wahlberg (The Journal of E-working, Pgs 116-136, Vol 1, December 2007) published a research paper titled “All Call Centers are not electronic sweatshops”, conducted a study focused on the psychosocial work conditions in Swedish in-house call centers compared with the same conditions in Nordic (Swedish, Norwegian, Danish and Finnish) organizations in general. It was found that Swedish in-house call centre employees perceive work to be more controlled than employees in Nordic organizations in general do. In addition, work is not perceived to be as central in life by call
centre employees as it is perceived by employees in Nordic organizations in general.

6. Divya C. McMillin in her research paper titled “Outsourcing Identities - Call Centres and Cultural Transformation in India.” (Economic and Political Weekly, January 21, 2006 Pgs. 235 – 241) mentions in-depth interviews conducted with 40 employees of six call centers located at Bangalore. Her research findings point out to the fact that most of these employees had to change their names, identities and their voice accent to suit the customer’s home country were the calls were being made or from where they originated. This resulted in fictional personal profiles created by their job content which affected their cultural identity.

7. A study on “Women in Call Centers” conducted by Preeti Singh and Anu Pandey, wherein interviews of 100 women employees of several call centers based in India were undertaken. (Economic and Political Weekly, February 12, 2005 Pgs. 684 – 688). The study finds a direct and adverse effect of nightshift employment on the health of women. This study concluded both the positive as well as the negative aspects of call center environment. The positive aspects related to the number of years of experience, age and qualifications of the respondent with that of her salary. There appears to be no other area of employment in India which gives its employees an attractive pay package at such a young age and with minimum qualifications. There are also some negative aspects about this job, which includes risks such as the difficulty of traveling at night, health hazards and social stigma. But
the major problem is the health hazard from doing night duty. Some respondents felt they were like security guards who stayed awake all night to attend to their duties and slept the whole day through, and in doing so they suffer from problems like sleep disorder and indigestion. In order to keep awake against the body clock, they start smoking and drink innumerable cups of tea and coffee. This gets them addicted to tea, coffee and cigarettes, which subsequently becomes the cause of their bad health.

8. Some studies have also been conducted in other countries for issues and problems faced by call centre employees. One such study was conducted during the year 2003 by The University of Sheffield (UK), Health and Safety Laboratory and UMIST for the Health and Safety Executive, which published the research report titled “Psychosocial risk factors in call centers: An evaluation of work design and well-being”. This report is based on primary research data from 36 call centers and 1,141 call centre employees. This report highlights that majority of the employees in any call centre are in the age group of 20 – 29 years old and almost 80% of them are at the lowest level (Customer Care Executives) in the organization. 75% of the respondents in their sample were women. This also indicates the male female ratio of employees in a call center. This study indicated that the main two parameters viz: Job related anxiety and Job related depression, when measured with similar job profiles of other industries like financial services and retail banking, Shop floor manufacturing, and technical support staff in IT organizations, it was found that call centre executives reported significantly higher levels
of depression than almost all benchmark groups. Similarly there was a remarked higher level of job profile related anxiety in the call center employees as compared to other groups. This study was conducted in small, medium-sized and large call centers located across the UK.

9. The Business Standard Reported on November 16, 2007 that India's Union Health Minister A. Ramadoss recently called for a "health policy for the tech sector", stating: "[BPO employees] have a sedentary lifestyle. They smoke, go for late-night parties, and even take drugs. Some get heart attacks in their mid-20s..." However, strain as a reason for leaving a company ranked seventh while health issues stood at number six, according to the survey. “Health as a stress factor is indeed a concern with a fifth of employees citing health as a stress factor. The good part is that the industry is sensitive to this and many companies are taking real measures, from checking indoor air quality to testing food in labs," said Kapil Dev Singh, Country Manager, IDC India.

10. The Dataquest-IDC BPO E-Sat survey 2007\(^{18}\) was based on the feedback from 1,749 employees belonging to 19 companies located in cities like Mumbai, Pune, Kolkata, Delhi NCR, Chennai, Ahmedabad, Hyderabad and Bangalore. The survey also revealed that while large firms ranked better in parameters like work culture and image, niche companies were better in terms of salary and job content. Of the 1,749 employees surveyed as a part of the survey, 32 per cent complained of

\(^{18}\)http://www.cybermedia.co.in/press/pressrelease65.html
having sleep disorders, followed by 25 per cent as having digestive disorders and 20 per cent of having eye-sight problems. The survey measured employee satisfaction was based on 11 parameters.

11. There have been many incidents of women call centre employee being raped and murdered at Mumbai, Pune and Bangalore regions. Some newspapers have commented on this issue. Newspaper “The Hindu” reported on the rape and murder of Hewlett Packard employee Pratibha Murthy in December 2005 shook the BPO (business process outsourcing) industry, which scrambled to damage control mode and tighten security for its women employees. Series of measures were announced to protect women, especially on the night shift. The Press Trust of India, New Delhi, reported on January 17, 2006 that “In the light of the rape and murder of a call centre employee in Bangalore, the National Commission for Women (NCW) today said it will formulate guidelines to ensure safety of women employees in the BPO sector”.

12. A recent study by Dataquest-IDC employee satisfaction survey of the Indian BPO firms points to slow but steady decrease in the number of women working in the BPO segment. The percentage of female employees has steadily come down to 32% in 2007 from 34% in 2006 and 36% in 2005. While a 2% decline in the number of female employees has not affected companies’ current activities, it sure is a concern for BPO industry which is already facing problems of high attrition. One out of every three employee working in BPOs is a
woman and going by the study, it indicates that this number is likely to further go down in coming years. “This is a serious issue for BPOs as they want more women to join since women tend to stick longer with company, if the environment is comfortable,” says Shailendra Gupta Sr. Manager - User Research IDC (India) Limited. “Unless BPOs get their security in place, have better HR systems, the number of women joining is likely to continue to reduce.” Several surveys conducted at these call centers and BPOs that have mushroomed in Bangalore, Pune and Gurgaon have pointed towards inadequacies in service conditions of employees. The latest survey done by Prof Phil Taylor of HR and Business School, Glasgow (UK) and Prof Ernesto Noronha of IIM Ahmedabad also highlights the security problem of employees among other things. Over 65% BPO and call centre employees expressed concern about working times which included shift length, night-time working and effects on well being.

13. The article “Setback for BPO industry: Nasscom” in the Times of India dated 4th November 2007 mentions, The National Association of Software and Service Companies (Nasscom) has expressed deep shock and dismay at the incident involving murder of a young Pune based BPO employee Jyoti Kumari Choudhary. In a press release issued by them, it stated that the murder reflects the need for greater safety and security and emphasized that every possible measure should be taken to eliminate such crime. "Such incidents setback efforts that are being made to bring about gender equality in the
country’s workforce."

14. The Associated Chambers of Commerce & Industry of India (ASSOCHAM) had undertaken a study titled “Night Shift for Women: A Research Study” which was sponsored by National Commission for Women (NCW) recently. Out of the employees surveyed 13% of the respondents face difficulties during commuting whereas 87% are satisfied about the arrangements made by their employers. Problems of 13% are qualitative in nature in the way that employers may sometimes accommodate passengers of two cabs in one, attitude of drivers is rude or that drivers drink and drive during nightshift, etc. that provide an uncomfortable environment for women. BPO employees are satisfied in Delhi, Mumbai, Chennai and Hyderabad, in Bangalore situation is fearful because of recent rape and murder case of Pratibha.

Social Problems – The survey observed that 13.5% nightshift working women face social problems. They are unable to devote time to evening parties and small get-togethers in their neighborhoods and among relations. The company that children also need in the evenings is not met. Women felt that it becomes really hard to spend quality time with children and to attend their school functions and meetings. Unfortunately women working in night shift are blamed for breaking up the institution called family system and for poor childcare accorded even though they may be working harder than men.
During the survey doctors felt that night shift employees face physiological, emotional and biological problems, based on disturbed rhythmic pattern of sleeping and waking.

1.9 DEFINING THE PROBLEM

Job satisfaction is a factor affecting call centre representatives. Call centers are generally associated with low levels of satisfaction due to the fairly low skilled nature of their work. Other factors that are often associated with call centers are; high stress levels, high staff turnover and emotional burnout. These factors impact negatively on job satisfaction therefore the researcher wants to investigate absenteeism, turnover and performance in terms of the relationship these variables have with job satisfaction.

The Times of India reported on 8 May 2007, “Two recent cases of suicide have brought work-related stress back in news. Hyderabad Times probes...Recent incidents have served as a rude shock for young working professionals in the city, who had accepted stress as a way of life. A 25-old software engineer, Pavan Kumar, allegedly committed suicide, not being able to bear 'public humiliation'. On the same day, a 23-year-old BPO employee G Venugopal took recourse in suicide, citing 'personal reasons'. Many factors might snowball into a person committing suicide, but HR professionals believe that stress at the workplace can be a major contributor. And justifiably so, as people spend almost all their time at the workplace. Many are caught in a situation in which they can't quit a stressful job due to lack of options. According to psychologist PT Sundaram, sometimes, it's a clash of values and the lack of job satisfaction which pushes an individual
over the line. "I have many young employees who are not happy with their new jobs, in spite of getting a 100 per cent hike. To make matters difficult, many are clueless about their source of their discontent," says Dr Sundaram”.

Therefore the title of the study is “Challenges posed by Job Satisfaction and Security for Employees of selected Voice Process Call Centers in Mumbai.”

1.10 OBJECTIVES OF THE STUDY

The objectives of this research are as follows:

1. To study the levels of job satisfaction among call center employees.
2. To evaluate the security measures adopted by the call centre employers for its employees.
3. To study the effect of job profile on the health of the call center employees.
4. To study the impact on cultural transformation of the call center employees.
5. To study the high manpower attrition rates in the call center industry and the causes of it.

1.11 HYPOTHESES

1. Null hypothesis – The employees in the call centers are having their job satisfaction.
2. The job profile and security arrangements in call centers are not satisfactory.

1.12 RESEARCH METHODOLOGY.

1. The researcher has followed the survey method for conducting the study. The primary data was collected with the help of a structured questionnaire. The secondary data was collected with the help of research papers in journals, newspapers, magazines and websites.

2. Sampling – The universe of the population are the call centers located within Mumbai. The sample was selected from the call centers on random basis. The size of the sample was 250 employees selected from these call centers.

3. Data Analysis – The data collected was tabulated, analyzed and interpreted for drawing conclusions. Statistical methods such as average, percentage, standard deviation and co-relation were used for the analysis of data.

4. Hypothesis was tested with a suitable statistical technique. The conclusion and few suggestions are given at the end.
1.13 SCOPE AND SIGNIFICANCE OF THE STUDY

This research throws light on two areas of the call center employees’ dissatisfaction which are one of the main factors for high manpower attrition in that industry viz: Job satisfaction and personal security.

The research addresses contemporary work related issues faced by young employees in an industry which is yet in its infancy. Call centers are mushrooming in all metropolitan cities of India and are now percolating into smaller cities and towns.

India has attained a tag of being the “Services” hub among the BRIC (Brazil – Russia – India – China) countries. This is due to the revenues generated by the call center industry.

The call center industry in India faces the highest rate of manpower attrition (as high as 60%), which is generally attributed to employee job satisfaction, health and personal security reasons. \(^\text{19}\)

This research addresses these key areas to find out whether there is any correlation between these factors and the high manpower attrition rate in the industry.

\(^\text{19}\) www.bpoindia.org
This research would be of paramount significance to all CEO’s and HR Heads of call centers, social scientists, clinical psychologists, industrial psychologists and medical professionals. It will also aid NGO’s and industry associations like NASSCOM, Business Process Industry Association of India (BPIAI) and the Confederation of Indian Industry (CII) who need data from recent research to formulate employee policies in areas like personal security and work hazards at the industry level.

1.14 LIMITATIONS OF THE STUDY

This study was conducted using a sample size of 344 employees out of the call centers located in Mumbai. These samples were selected on random basis. This limits the research findings only to one city, whereas there are several call centers located at other metro cities and towns in India. Further the sample size of 344 employees may not fully represent all the employees of all call centers from Mumbai.

Since the primary data was collected through a structured questionnaire, all employees may not have fully disclosed their facts due to the confidentiality clause imposed on them by their employers. Hence, the conclusions drawn on the basis of these samples may have some bias.
1.15 CHAPTER SCHEME

1. Introduction, defining problem and research methodology.
2. Call centre – History, data and definition.
3. Job Satisfaction.
5. Analysis of data.
6. Conclusions
7. Suggestions