

WORK FULFILLMENT AND EMPLOYER STABILITY OF REPRESENTATIVES IN INDIAN BPO AREA

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ABSTRACT

India is the fastest developing economy with availability of a very large human resource consisting mostly youth which are hard working and fluent in English, the most important requirement to get placement in a BPO (business process outsourcing). Working in BPO sector is basically a desk room or an office job considering mostly administrative, writing, typing, bookkeeping and filing etc. type of work. BPO'S are usually hired and they outsource work for other organizations. Indian workforce majorly consisting of youth is capable enough to cope up with the evolving technological trends taking place on the global scale which further induces growth and reduces cost. Indian workforce is available for huge multinational corporations at a very low cost in comparison to other countries as India has huge availability of human resources who are ready to work at a low cost just to get employment. Health issues are one of the major reasons for the rising job dissatisfaction among the employees in the country. India's BPO have been bolstering since their inception. It has enlarged for about 40-50% since the beginning. Any change in economy on global level has some or the other effect on the economy of all countries varying from nation to nation. BPO do not offer much job security to their employees as well. Any global economic crisis has an adverse effect on all industries but it has major effects on multinationals especially BPO'S. BPO are dependent on global economy as a whole which give rise to issues towards employees. Job dissatisfaction and Job insecurity being one of them.

KEYWORDS: Job security, job satisfaction, BPO.

INTRODUCTION

BUSINESS PROCESS OUTSOURCING is a bifurcated part of outsourcing that employee's 3rd party contractors for various business-related services, operations and obligations. "The call centre association (1999) defines call centres as a physical or virtual operation within an organization in which managed group of people spend most of their time doing business through telephone usually working in a computer automated environment". BPO industry employee go through a lot a stress by working in an over pressurized environment, low job satisfaction, high stress, and high job insecurity, and lack of motivation etc.

BPO is the clerical job considered white collar. Huge enterprises or companies usually outsource their communication work i.e. they hire other companies to do their work efficiently so that they could properly concentrate on their organisational goals and strategies. They hire organisations especially formed for such work which are called BPO or call centres. They work in exchange for a fee and communicate with clients on behalf of the company. They provide relevant information and problem solving on behalf of the company to the clients and vice versa. By doing so the company earns comparative company as they hire these outsourcing companies for a much lesser cost that they would have incurred if they had formed an entire such department. Outsourcing companies not only provide client services but data base management, payment processing, helpline, aftersales services, troubleshooting etc. As with so much emergence of BPO's in India companies can select the outsourcing company called the vendor from many such companies available in the market.

Since the economic reforms of 1991 there has been a huge entry of BPO's in India due to globalisation, liberalisation, since then the service sector has seen a huge number of growth remarkably in IT sector and BPO sector. Due to accessibility of proficient, English speaking and economical workforce, organisations find India a very efficient place for BPO setup.

BPO have evolved overtime;

year	1960	1970	1980	1990	2000s	2000s	2000s
process	Time sharing	Data processing	Entire IT operations	Shared business services	Business to business via internet	Process outsourcing via internet	IT enabled offshore services

Source: www.tutorial-reports.com

In 1980s WNS global services and American express combined with JAPAC (Japan and Asia pacific) in New Delhi which were the foremost and rising names in BPO sector of India.

In 1990s GECIS (GE capital international services) was the 1st voice based operational company held in India. later known as GENPACT.

In 2000s major IT industry BPO became more conventional. Software giant WIPRO acquired Spectra mind in 2002 and gained operational excellence. Team of spectra mind started new company called quattro in 2006 specializing in BPO /KPO services. since then BPO trend paced in India many Indian software organizations like Patni, Satyam,

HCL, Infosys, etc. hold their grip and service organizations like dell, IBM, Accenture, Hewlett Packard set their foot in India.

BPO setup was done in many tier's

Tier 1 cities: Bangalore, NCR, Chennai and Mumbai But due to increasing cost and infrastructure it extended its arm to different cities

Tier2 cities: Pune, Hyderabad, Kolkata, Ahmedabad

Tier 3 cities: Ghaziabad, cochin, Jaipur,

Reaching to tier 3 cities overheads for outsourcing were really low in comparison to tier 1 cities.

JOB SECURITY

“Job security is a certainty (or lack of it) that an employee has about the continuity of gainful employment for his or her work life. It is a probability that an individual will keep his/her job”. Placements in education, health and government sector tend to have higher job security in comparison to that of private sector, although it varies from industry to industry.

JOB SATISFACTION

Job satisfaction is a sense of accomplishment an individual deduces from their job. It is a measure up to which an employee feels motivated, stress free and uplifted from their job. Job satisfaction of an individual varies from person to person, one factor which is satisfactory to one may or may not be satisfactory to another. Therefore, it is based on the attitude of a person. Nowadays job satisfaction is affected by the working environment of an employee. Job satisfaction can be affected by pay, promotions, working conditions, benefits, supervision, co-workers, workplace environment etc. lack of job security, low wages, unfavourable working conditions, no development and training, high job stress leads to job dissatisfaction.

REVIEW OF LITERATURE

Various studies/ researches have been conducted on this concept by various researcher's: -

DR SANGITA GORDE (2018) in her paper **A STUDY OF JOB SATISFACTION IN CALL CENTRE WITH SPECIAL REFERENCE TO PUNE IN INDIA**, concludes that majorly the respondents are satisfied with their job primarily with remuneration, appreciation, colleagues, liberty of work within the organisation and participative management and open communication with top executives etc.

Further it can be expound that there was major portion of respondents were dissatisfied with office hours, working place conditions, and job security. Respondents were also dissatisfied with their social and family life. It has been found that there is negative correlation between satisfaction level of employees on security of the job. The flickering change in the BPO sector has been tickling the mind of the employees for which they assume t their job span can be inconsistent.

To conclude as a whole the salary of the employees was an evident reason for youngsters to join call centres. but satisfaction of employees was majorly dependent of time factors. The satisfaction was dependent on development of employees, working environment, employer employee relationship, no job stress, balanced life etc. employees working in BPO answer to the customers on behalf of the vendee company, they satisfy the customer on their behalf but how much the employee is satisfied, that is the question of debate.

ANKITA SHRIVASTAVA, YOGESH TIWARI, HRADESH KUMAR (2011) in their paper **ATTRITION AND RETENTION OF EMPLOYEES IN BPO SECTOR** concludes that both motivation and involvement factors both play an important role in retention of employees in BPO. The results are similar to various accepted theories of motivation i.e. Maslow's theory, Alderfer's theory 'McClelland's theory, Herzberg's theory etc. According to Maslow's theory the highest level of need is self-esteem and self-actualisation, a need once satisfied does not act as motivator for the other one, only the next level of need is the motivator in which the individual acts to satisfy it. Herzberg has a correspondence to Maslow's theory but with a slight difference. According to him the motivating factors to an individual are inherent to an individual which lead to personal growth and self-actualisation which then would increase an individual's productivity and his level of satisfaction. Alderfer ERG theory identifies growth needs as an intrinsic desire for personal development. these includes the intrinsic component from Maslow's esteem category and the characteristic included in self actualisation. And lastly McClelland's theory, individuals with a succeeding need a thriving factor to achieve its desire. They work for personal development than rewards. They thrive to work in a more efficient manner than ever done before. They look out for situations where they can act as responsible factors. They want to continuously improve their performance an act in the best way possible.

To conclude organisations should opt to proactive retention strategies which helps to lower down employees' turnover. retention strategies should be flexible and should vary from department to department. level to levels etc. retention strategies should be according to their roles, needs, motivators, etc. it has also been found out that

satisfaction and motivating factors are different for different individuals based on their age, gender, education, status etc.

F. WADIDHA BEGUM, DR M. SHIEK MOHAMED (2016) in their paper **A STUDY ON HRM PRACTICES AND ITS IMPACT ON JOB SATISFACTION AND ORGANISATION PERFORMANCE IN BPO SECTOR, TIRUCHIRAPPALLI:** found out that there is positive relationship between HRM practices, job satisfaction and organisation performance. The data was collected through purposive sampling with a sample of 244 respondents. The study undertook the strategies and practices that were under the influence of executives. The source of data collection was a questionnaire with two parts, part 1 consisting personal information and part 2 consisting dimension of the study i.e. job satisfaction, HRM practices, organisation culture, organisation performance etc. Likert five scaling technique was used for the measurement. the sample was collected from the three leading BPO of Tiruchirappalli with employees working experience of more than 12 months.

The findings show that 39% of sample fell below 25 years of age with a total of 52% males and 48% females. The results show that 40% of respondent's income fell below Rs 20000. 55% of respondents were under graduate. Managers must take initiative to bring out employers' productivity and creativity. appraisal and motivation should be done regularly and managers must help employees lacking skills and build training programmes etc to use the full potential of employees. There should open communication among employees and managers must help employees to achieve their personal as well as organisational objectives and growth.

MRS. P.S.M.L. VASANTHA, DR M. PRABHAKAR REDDY (2017) in their paper **A STUDY ON STRESS AMONG WOMEN EMPLOYEES IN BPO SECTOR** reveals that employee's psychological health should be an important and interior part organisational responsibility towards its employees. The researcher interviewed 200 women in four different BPO organisations. They found that women were more prone to the stress than men as they had dual working nature i.e. at home and at office. They have fulfil both their responsibilities. women face issues due to inconvenient night shifts, societal pressures, safety issues, gender discrimination etc. The study reveals that there is a lot of distress, so that 24 hour helpline should be available for counselling of both office and non-office related stress. such HR practices should be adopted that involves development and training and participation of employees so that they feel more at ease and reduce workload. The age group primarily consist of women from 21-30 years of age mostly being under graduate. with low level of education, they get junior level jobs and no appreciation. Therefore, BPO should not only provide beneficial and demanding environment but also help women in participative management thus expanding their roles and helping them to become independent and self-sufficient. The report suggests that to reduce stress the employers should provide short breaks, reduce monotony in work, keep employees entertained, help in training and development, should provide frequent check-ups, participative management and decision making with women employees, no gender base discrimination should take place etc.

SANTOSHI SEN GUPTA, AYUSHI GUPTA AND VIDUSHI SANDHIR in their paper **RELATIONSHIP AMONG SLECETED DEMOGRAPHIC FACTORS AND EMPLOYEES SATISFACTION LEVELS IN INDIAN BPOS:** found that significant relationship exists between job satisfaction and demographic factors like age and gender. A questionnaire was formulated and sent to 200 employees on the job floor out of which 143 were completely filled and could be used for the survey. Target group interviews was also done to get the real picture and get fair analysis done. The aim of the study was to determine that factors like age, gender, tenure, martial status, income, educational qualification has an impact on job satisfaction of employees in a BPO. The age of the respondents was 19-34 years with a mean salary of 2.17 lakh per annum and an average tenure of 13.69 months on the job. There was low significant relationship between age and satisfaction with job security and appreciable relationship between age and growth.

RESEARCH METHODOLOGY

The source of data collection is secondary resources. This review paper is conducted to study the various issues, challenges and problems faced by employees in BPO sector. The information gathered is from secondary sources i.e. various journals, articles and research papers conducted in this context.

CURRENT SCENARIO OF BPO SECTOR

According to the economic times "BPO industry added lowest number of jobs in the last 7 years, it added 36000 employees in the fiscal year 2018 according to data from trade body NASCCOM, whereas it employees 1.2 million people globally. This is a reflective of the nonlinear growth which arose because of investment in technological platforms, consolidation, and automation of processes.

In 2017, the industries of BPO had serious issues concerning lack of skills, rising trade protectionism and political gridlock. However currently market is showing overall growth and reduced regulations. BPO administration is being pressurized by RPA's (robotic process automation) which will further result in downsizing. Indian BPO workforce is anticipated to abate by 14% by 2021. India and Philippines which are huge BPO rustlers continue to face skill crunches in the recent years. NASCCOM has conveyed their distress on the deficiency of highly qualified personnel in the BPO's of India to gear up extreme technical work. RPA are taking up simplified jobs. Anticipating the rise in RPA's, the BPO's of India have begun to reskill their personnel.

NASSCOM states that there will be growth of up to 40% of Indian BPO skill force in the upcoming few years. New and innovative skill sets like robotics data analytics, AI and machine learning will be in huge demand. BPO shall rise by 6% in the upcoming time though they have to face some cost reduction in business.

ISSUES IN INDIA

BPO sector in India has expanded at a very fast pace but it is very evidently dependent on the US market, any effect on the US dollar will have a direct impact on the entire sector and industry. Also, India is not the sole country in outsourcing, countries like Mexico, Vietnam china and Philippines also outsource and that too at a very low cost in comparison to India. India and Philippines are considered to be BPO powerhouses i.e. it has maximum number of skilled youth potential. Indian BPO sector has initially grew at a very high pace but it is believed that it the growth shall slowdown in future.

Growth of Indian BPO industry;

year	Growth rate
2003	59
2004	45.3
2005	44.4
2006	34.6
2007	49.7
2008	24.3
2009	16
2010	25
2011	19

Source: Primary data

India's market share in BPO market is 34% in FY2010 compared to 45 % in year 2005. as per NASSCOM Indian BPO grew over 19 %in FY 2011 its total revenue of India BPO sector was \$16.9 billion in FY 2011.

India's BPO industry has been expeditious and has been boosting since its inception .An entire hub has been created as Indian has workforce who are willing to deliver their time and effort in this industry .The main issue of the BPO is that it works in nights shifts I.e. it works according to US and UK timings which has many unhealthy and unwanted impacts on Indian youths . working late at nights is not very acceptable and congruent in India. Indian society doesn't really adept to it especially the old age. India's attrition rate is thus very low in comparison to other countries as people don't prefer to work late at nights especially women. There are many security as well as health issues that arises when they start working. India employee attrition rate is 30-35% and USA attrition rate is approx. 70% which is almost double than that of India.

SUGGESTIONS

As Indian BPO sector has grown is further growing as well managers must keep several things in mind to ensure job satisfaction and job security of employees.

- 1: Managers must ensure flexible HRM practices so avoid stress arising situations.
- 2: Flexible timings specially for women should be allowed within the organization.
- 3: Participative management strategies should be followed in the organization.
- 4: A well maintained employer employee should exist so that an employee is comfortable enough to speak about his problems and difficulties.
- 5: A substantial and healthy working environment should be provided that ensures greater efficiency of employees
- 6: No discrimination shall take place in the organization on the basis of gender, caste, color, origin, religion etc.
- 7: Managers must provide small several breaks and relaxation facilities should also be available like yoga classes and gym facilities so that employees not only avoid stress but also can take care of their health.
- 8: Such techniques should which help to enhance productivity and creativity of employees.
- 9: Managers must provide career development as well as growth opportunities to employees.
- 10: Ways by which monotony of job can be reduced should be adopted.
- 11: Timely promotions, appraisal, trainings etc. should be conducted for the employees.

Managers should opt for all ways by which it can help the employee's growth because of that an employee shall work with its best efficiency and help in achieving organizational goals as well. As strategies are the pillar of any organization, a healthy and active employee are its brick which form that pillar so every employees physical, emotional and mental health should be taken care of.

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