

## SATISFACTION LEVEL OF WOMEN EMPLOYEES IN BPO SECTOR: A STUDY WITH SPECIAL REFERENCE TO BPOs IN DELHI AND NATIONAL CAPITAL REGION

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### Abstract

*Over the last two decades business process outsourcing has been catering to various industries such as retail, insurance, mortgage, banking and finance, healthcare, telecommunications, technology, travel and hospitality and many more. Firms today are consolidating and standardizing operating processes by outsourcing the business process to third parties that offers economies and focused management expertise. In the present scenario many UK and US based companies are looking at countries like India, China, Russia and Philippines to outsource their business processes. This study examined the overall impact of working in BPOs on women employees in selected BPO units in National Capital Region (NCR). This study concludes with understanding the satisfaction level of women employees from different job attributes, transport facilities, welfare facilities, crèche facilities, medical facilities etc. provided by their respective employer.*

**Keywords:** *information and communication technology (ICT), business process outsourcing (BPO), global positioning system (GPS), information technology enabled services (ITES), Associated Chambers of Commerce and Industry of India (ASSOCHAM).*

### 1. INTRODUCTION

Business process outsourcing (BPO) has become an increasingly broad-based phenomenon throughout the business world. Business process outsourcing generally refers to the operation of letting out the task of performing certain functions of an enterprise to another enterprise, often a third party and, in some cases, a subsidiary of its own. These functions are usually non-strategic and non-core in nature though they can be very critical for a business enterprise.

Outsourcing of some activities to a distant location has become possible due to the development of information technology (IT). Such cross-border IT-based services, usually termed IT enabled services (ITES), are functions that are provided from one location to another over telecommunication or data networks (through wire line or wireless devices) and are either externally contracted (third party outsourcing) or provided by a remote subsidiary of the same company (captive BPO). Many of the well-known multinational foreign companies such as GE Capitals, Hewlett Packard, and Bechtel are benefited by locating their subsidiaries in cost effective countries like India. In the context of BPO literature, three terminologies are used as below, depending upon the distance of outsourced location from the parent company:

- a) On-shore BPO: When an enterprise outsources its activities to another company located in the same country.
- b) Near-shore BPO: When activities are outsourced to a neighboring country.

- c) Off-shore BPO: When business processes are outsourced to a remote or far off country.

While on-shore and near-shore BPOs existed long time since, off-shore activities are gaining momentum only in recent years. India has a number of positives to operate successfully as an off shore location. India being one of the world's most populous countries obviously has a large pool of human resources. Government's continued investment in higher education since independence in terms of establishment of educational institutions as well as subsidization of education have produced a pool of knowledge-workers capable of performing skilled and specialized tasks. Already having a strong IT sector helped further to develop India's IT-enabled services sector. In addition, due to the rupee dollar exchange rate, Indian labour turned out to be considerably less expensive for the US business enterprises. Traditionally, knowledge of English language is also high amongst the Indian population, compared to the other Asian countries. Given India's value proposition, multinational organizations came up to establish captive units in India or outsource processes to third party service providers.

However, as the possibility of off-shoring has increased over time and in particular white collar jobs which have began to shift to the developing world, there have been protests amongst the labour union activists of the West against off-shoring. Though less than 0.3% jobs have been off-shored it has been argued that outsourcing to an offshore location would invariably reduce the employment opportunities in the home country and

hence may be detrimental to the growth of the overall economy. Given such backlashes, the off-shoring industry has to face further challenges (Bhagawati et al, 2008).

## 2. REVIEW OF LITERATURE

Within the last five years, the outsourcing of business processes (BPO) has emerged as an important driver of globalization. The new technologies of information and communications (ICTs) have enabled enterprises to organize their business across borders in new ways and outsource some parts of their value chains across countries. This process results into great economic incentives in terms of higher organizational efficiency by keeping the niche business functions in value-chains with themselves while contracting out non-core business processes which results in substantial cost reduction. Therefore, outsourcing can build a foundation for accelerated economic growth and efficiency on a global scale (Pradhan & Abraham, 2005).

ASSOCHAM survey revealed that women engaged in private sector firms like BPO may be getting high salaries but their job satisfaction level compared with females employed in public sector undertakings are low. While working women in India find highest levels of job satisfaction in public sector undertakings measured at scale of seven points, females engaged in BPO/KPO sector are least satisfied from their current jobs (PTI-Economic Times, 2010).

According to the 'Ethics and Workplace' survey conducted for Deloitte & Touche USA that workers are more likely to steal petty cash and commit other unethical acts when they are dissatisfied and see their own superiors behaving badly. A good work-life balance and high levels of job satisfaction, on the other hand, were thought to promote ethical behavior among employees (PTI-Economic Times, 2007).

This was the key finding of the IDC-DQ Best Employer Survey '06 that the overall employee satisfaction in the country is decreasing, despite huge increases in salaries and perks across the IT sector. According to the survey, the overall industry employee satisfaction index has dropped by about 11% compared to last year (from 77.8 in '05 to 69.2 this year). As a result, the attrition rate of the industry has also increased by one percentage point (from 14% last year to 15% this year) (PTI-Economic Times, 2006).

According to the IDC-DQ Best Employer Survey 2006 stated that country's largest software exporter Tata Consultancy Services is the best employer while NASDAQ listed Infosys remains a "dream company" to work for, as well as the top company on brand equity, according to a survey. TCS wins the race by outperforming the other thirty one contenders; Infosys remains unchallenged on brand equity and remains the company of dreams for the fifth year in continuation (PTI Economic Times, 2006)

Choudhury & Mishra (2011) in their study, 'Compensation-satisfaction correlation at workplace: A study on BPOs at Orissa' found out that BPOs are no more considered as stepping stones to other jobs rather are thought of as long term career prospects. And the compensation satisfaction was highly correlated to job satisfaction among the respondents.

In a recent study (Carraher, 2011) it has been found out that attitudes towards benefits were significant predictors of turnover for employees and entrepreneurs over a four-year time period while satisfaction with pay was typically significant for employees but not for entrepreneurs. It was also found that for the employees both equity and expectancy considerations were able to explain differences in turnover rates while for entrepreneurs expectancy theory considerations were more powerful than equity theory explanations.

Previous research has identified several background factors that influence employees' satisfaction with compensation such as age (Dreher, Ash & Bretz, 1988), educational level (Klein & Maher, 1966), gender (Nash & Carroll, 1975) & tenure (Dreher, 1981). Similarly, an Indian study reveals that people from private and public sector differ in their pay satisfaction which acts as a catalyst for job satisfaction (Sharma & Bajpai, 2011). Although it is not denied that pay satisfaction has multiple correlates (Hemmasi, Graf & Lust, 1992), some studies find no relationship between compensation and job satisfaction (Igalens & Roussel, 2000).

## 3. OBJECTIVES OF THE STUDY

The objectives of the present study are as following-

- 1) To study the satisfaction level of women employees in context to job attributes in the present jobs
- 2) To know the satisfaction level from welfare facilities and transport means provided to women employees

## 4. RESEARCH DESIGN AND DATA

The design used in the present research was exploratory in nature. The study was based on stratified random sampling. This study examined the overall impact of women employees working in selected BPOs in National Capital Region (NCR) and their satisfaction level from present job attributes, welfare facilities and other amenities provided to them. About twenty BPOs in Delhi NCR were targeted for 200 respondents. The respondents selected were of senior executive, executive and team leader levels. This stratum was intentionally selected as most of them work in shifts and particularly in night shifts. Data had been collected from the self structured questionnaire from target respondents using the various methods of interview as per the requirement and suitability.

## 5. ANALYSIS &amp; INTERPRETATION

Table 1.1 Profiles of Respondents

a	Age	Frequency	Percent	b	Designation	Frequency	Percent
	21-25 Yrs.	73	36.5		Executive	109	54.5
	Above 25Yrs. and up to 35 Yrs.	102	51		Sr. Executive	58	29
	35 Yrs. and above	25	12.5		Team Lead	33	16.5
	Total	200	100		Total	200	100
c	Marital Status	Frequency	Percent	d	Education	Frequency	Percent
	Married	66	33		UG	20	10
	Single	123	61.5		Graduate	114	57
	Divorced	10	5		PG	66	33
	Widow	1	0.5		Total	200	100
	Total	200	100				
e	No. of Children	Frequency	Percent	f	Annual CTC in INR	Frequency	Percent
	1 Child	36	18		Up to 1lac	15	7.5
	2 Children	20	10		1-2 lacs	64	32
	More than 2 children	1	0.5		2-3 lacs	68	34
	NA or 0 children	143	71.5		3-5 lacs	53	26.5
	Total	200	100		Total	200	100
g	Total Family Income in INR (Annually)	Frequency	Percent	h	Working Shifts	Frequency	Percent
	Up to 5 lacs	32	16		UK shift	57	28.5
	5-10 lacs	92	46		US shift	58	29
	10 lacs and above	76	38		Australian shift	12	6
	Total	200	100		Rotational shift	72	36
					General shift	1	0.5
					Total	200	100
I	Length of service in BPO	Frequency	Percent				
	Less than 6 months	2	1				
	6 months-12 months	40	20				
	12 months - 24 months	95	47.5				
	24 months - 36 months	54	27				
	36 months and above	9	4.5				
	Total	200	100				

(Source: Primary Probe)

Table 1.1 depicts the profile of the respondents i.e. the age group, designation, marital status, level of education, no. of children, income of self and of family, shifts in which the respondents are working and the length of service of the respondents. The detailed inferences are as under:

- 1) As per survey 51% of the respondents were in the age group of 25-35 yrs. followed by the 36.5% in 21-25 yrs. and the least were above 35 yrs. i.e. 12.5% only.
- 2) Designation held by the respondents varied from executive (54.5%), senior executive (29%) and the team leads (16.5%).
- 3) Marital status of the respondents reflects that almost 62% were unmarried whereas 33% women employees as respondents were married and very less respondents i.e. up to 5% and 0.5% were divorced and widows respectively.
- 4) Education level shown in the survey is that 57% respondents were graduates, 33% were postgraduates and only 10% were undergraduates.
- 5) Further respondents profile in respect to no. of children reveals that 18% had one child, 10% had two children, and one respondent had more than two children whereas most of the respondents i.e. about 71.5% did

not have any child. These respondents included married as well as single respondents i.e. unmarried, divorced or widowed

- 6) Income level exhibits that 34% respondents are in the bracket of 2-3 lacs rupees per annum, 32% has Rs. 1-2 lacs, 26.5% has Rs. 3-5 lacs while only 7.5% has annual income below Rs. 1 lac.
- 7) Large no. of respondents i.e. 46% having family income between Rs.5-10 lacs per annum, 38% have above Rs.10 lacs whereas only 16% were found to be having annual income less than or up to Rs.5 lacs.
- 8) As per the responses related to the working in shifts show that a large no.(36%) of the respondents were working in rotational shift, 29% work in U.S. shift and about equal percentage was engaged in U.K. shift whereas 6% engaged in Australian shift and only 1% of the respondents were working in general shift.
- 9) Approximately 47.5% of the respondents had service tenure of 12-24 months, 27% were in 2yrs to 3yrs length of service, 20% were in 6-12 months bracket of service whereas 4.5% have been working for more than 3 years and 1% was having service less than 6 months.

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**Table 1.2 Satisfaction Level from Different Job Attributes in the Present Job**

Attributes		Level of Satisfaction					Total	Mean	S.D	C.V.In %
		5*	4*	3*	2*	1*				
Security of Job	Count	52	106	32	10	0	200			
	% within attributes	26.00%	53.00%	16.00%	5.00%	0.00%	100.00%	4.00	0.789	19.72
Nature of work	Count	47	98	48	7	0	200			
	% within attributes	23.50%	49.00%	24.00%	3.50%	0.00%	100.00%	4.00	0.786	19.65
Learning opportunities	Count	73	83	42	2	0	200			
	% within attributes	36.50%	41.50%	21.00%	1.00%	0.00%	100.00%	4.14	0.774	18.69
Growth prospects	Count	72	84	39	5	0	200			
	% within attributes	36.00%	42.00%	19.50%	2.50%	0.00%	100.00%	4.12	0.803	19.49
Overall Primary work environment (relationship with superiors, peers and juniors, Air conditioning, comfortable sitting arrangement, cleanliness etc)	Count	49	95	47	9	0	200			
	% within attributes	24.50%	47.50%	23.50%	4.50%	0.00%	100.00%	3.92	0.81	20.66
Overall Secondary work environment (transport facilities, canteen, crèche etc)	Count	41	93	61	5	0	200			
	% within attributes	20.50%	46.50%	30.50%	2.50%	0.00%	100.00%	3.85	0.768	19.94
Compensa- tion package	Count	31	109	45	15	0	200			
	% within attributes	15.50%	54.50%	22.50%	7.50%	0.00%	100.00%	3.78	0.797	21.08
Rules, policies and procedures for promotions, leaves, request for job rotation, request for shift changes, etc	Count	34	94	62	10	0	200			
	% within attributes	17.00%	47.00%	31.00%	5.00%	0.00%	100.00%	3.76	0.791	21.03

1\* = Very Dissatisfied, 2\* = Dissatisfied, 3\* = Neither Satisfied nor Dissatisfied, 4\* = Satisfied, 5\* = Very Satisfied (Source: Primary Probe)

Table 1.2 depicts the satisfaction level of women employees from different job attributes in their present BPOs. It reveals that their satisfaction level is highest from learning opportunities whereas 36.50% respondents were very satisfied and 41.50% just satisfied. Next three maximum satisfaction level attributes were employees' growth prospectus where 36 % employees were very satisfied and 42% were satisfied, security of job where about 79% employees were either very satisfied or satisfied and nature of work with satisfaction percentage of 72.50% (Very Satisfied plus Satisfied)

Satisfaction level is lowest in the case of Rules, policies and procedures for promotions, leaves, request for job rotation, request for shift changes etc., where the

satisfaction percentage is 64% (Very Satisfied plus Satisfied) which is followed by Overall Secondary work environment (transport facilities, canteen, crèche with percentage score of 66.50%).

According to mean and coefficient of variance, learning opportunity has maximum mean score of 4.14 and lowest C.V of 18.69% which describes the highest satisfaction from this attribute. Growth prospects, security of job and nature of work are the subsequent attributes where respondents have maximum satisfaction level with mean scores of 4.12, 4.00 and 4.00 respectively. Coefficients of variance in these attributes are also lower as compared to other attributes i.e., 19.49%, 19.65% and 19.72% respectively.

**Table 1.3: Availability of Welfare Facilities and Basis for Availing (Free / On Payment)**

Responses	Transport		Crèche		Emergency Medical Facility		Canteen Facility		Entertainment Facility	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Yes	199	99.5	2	1	189	94.5	199	99.5	183	91.5
No	1	0.5	198	99	11	5.5	1	0.5	17	8.5
Responses	Transport		Crèche		Emergency Medical Facility		Canteen Facility		Entertainment Facility	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Free	123	61.5	1	0.5	169	84.5	54	27	165	82.5
Payment Basis	76	38	1	0.5	20	10	145	72.5	18	9
N.A	1	0.5	198	99	11	5.5	1	0.5	17	8.5

(Source: Primary Probe)

Table 1.3 reveals the responses related to availability of transport, crèche, canteen, medical and entertainment facilities and the basis for availing these facilities. The details are as under:

- 1) Almost everyone was having transport facility except the one and about 61.5% availed it free of cost whereas 38% of the total respondents were asked to pay for the facility.
- 2) Crèche was not provided by any organization except for two respondents, which was free for one and on payment for another.

- 3) 94.5% respondents were having emergency medical facility out of which 84.5% availed it free and 10% availed by paying. There was no such facility as reported by 5.5% respondents.
- 4) Canteen facility was available for everyone (barring one) and 72.5% had to pay for it whereas 27% were provided free of cost.
- 5) Entertainment facility was available to 91.5% out of which 82.5% availed it free and 9% by paying for the same. 8.5% did not have it at all in their organization

**Table 1.4 Satisfaction Level for Welfare Facilities**

Parameter		Level of Satisfaction						Total	Mean	S.D	C.V
		5*	4*	3*	2*	1*	6*				
Transport facility	Count	67	101	30	2	0	0	200			
	% within attributes	33.50%	50.50%	15.00%	1.00%	0.00%	0.00%	100.00%	4.16	0.707	16.99
Canteen facility in terms of quality of food	Count	17	158	21	0.6	0	0	200			
	% within attributes	8.50%	79.00%	10.50%	2.00%	0.00%	0.00%	100.00%	3.94	0.517	13.12
Canteen facility in terms of variety of food	Count	49	113	35	4	0	0	201			
	% within attributes	24.40%	56.20%	17.40%	2.00%	0.00%	0.00%	100.00%	4.04	0.704	17.42
Cleanliness of the canteen environment	Count	51	93	44	12	0	0	200			
	% within attributes	25.50%	46.50%	22.00%	6.00%	0.00%	0.00%	100.00%	3.92	0.843	21.50
Crèche facility	Count	3	6	30	7	16	138	200			
	% within attributes	1.50%	3.00%	15.00%	3.50%	8.00%	69.00%	100.00%	4.94	1.71	34.61
Cleanliness of the wash- rooms	Count	65	81	48	6	0	0	200			
	% within attributes	32.50%	40.50%	24.00%	3.00%	0.00%	0.00%	100.00%	4.02	0.829	20.62
Medical facility	Count	46	81	70	3	0	0	200			
	% within attributes	23.00%	40.50%	35.00%	1.50%	0.00%	0.00%	100.00%	3.85	0.788	20.46
Fire safety	Count	67	73	57	3	0	0	200			
	% within attributes	33.50%	36.50%	28.50%	1.50%	0.00%	0.00%	100.00%	4.02	0.826	20.54

1\* = Very dissatisfied, 2\* = Dissatisfied, 3\* = Neither Satisfied nor Dissatisfied, 4\* = Satisfied, 5\* = Very Satisfied, 6\* = Not Applicable  
 (Source: Primary Probe)

Table 1.4 reveals the satisfaction level of women employees with respect to Transport, Canteen, Creche, Washrooms, Medical facility and Fire Safety in their present BPOs employment.

- 1) It depicts that their satisfaction level is highest from transport facility where 33.50% respondents were very satisfied and 50.50% satisfied.
- 2) Next five maximum satisfaction level attributes are canteen facility in terms of variety of food where 24.40% employees were very satisfied and 56.20% are satisfied.
- 3) About cleanliness of washrooms, where 32.50% employees were very satisfied and 40.50% were satisfied.
- 4) In fire safety, 33.50% employees were very satisfied and 36.50% were satisfied.
- 5) Satisfaction level was 8.50% for very satisfied and 79%

for satisfied employees in terms of quality of food offered in the canteen.

- 6) Satisfaction level is lowest in the case of cleanliness of canteen and its surrounding environment. It was 25.50% for very satisfied and 46.50% for satisfied employees.
- 7) According to the mean and coefficient of variance, transport facilities has maximum mean score of 4.16 and lower C.V of 16.99%, which describes the highest satisfaction from this attribute. Canteen facility in terms of variety of food, cleanliness of washrooms, fire safety, canteen facility in terms of quality of food, medical facility and crèche are the subsequent attributes where respondents have also maximum satisfaction level with mean scores of 4.04, 4.02, 3.94, 3.92 and 3.85. Coefficients of variance in these attributes are also lower as compared to other attributes i.e., 17.42%, 20.54%, 20.62, 20.46 and 34.61%.

**Table 1.5 Satisfaction Level of Transport Facility**

Parameters	Satisfaction level						Total	Mean	S.D	C.V.
	5*	4*	3*	2*	1*	6*				
Behaviour of the driver	35	134	13	11	7	0	200			
% within attributes	17.50%	67.00%	6.50%	5.50%	3.50%	0.00%	100.00%	3.90	0.876	22.46
Safety of his driving	11	83	85	1	9	11	200			
% within attributes	5.50%	41.50%	42.50%	0.50%	4.50%	5.50%	100.00%	3.60	0.983	27.30
Behaviour of male colleagues in the cab	62	89	39	4	6	0	200			
% within attributes	31.00%	44.50%	19.50%	2.00%	3.00%	0.00%	100.00%	3.98	0.927	23.29
Safety aspects during day time	71	82	46	1	0	0	200			
% within attributes	35.50%	41.00%	23.00%	0.50%	0.00%	0.00%	100.00%	4.12	0.771	18.71
Safety aspects during night and early mornings	38	77	73	5	7	0	200			
% within attributes	19.00%	38.50%	36.50%	2.50%	3.50%	0.00%	100.00%	3.67	0.930	25.34
% of Total	2.70%	5.50%	5.20%	0.40%	0.50%	0.00%	14.30%			
Condition of vehicle	24	103	64	6	3	0	200			
% within attributes	12.00%	51.50%	32.00%	3.00%	1.50%	0.00%	100.00%	3.70	0.778	21.02
% of Total	1.70%	7.40%	4.60%	0.40%	0.20%	0.00%	14.30%			
Availability of First Aid kit	23	80	49	39	9	0	200			
% within attributes	11.50%	40.00%	24.50%	19.50%	4.50%	0.00%	100.00%	3.34	1.059	31.70
% of Total	1.60%	5.70%	3.50%	2.80%	0.60%	0.00%	14.30%			

1\*=Very dissatisfied, 2\*= Dissatisfied, 3\* = Neither Satisfied nor Dissatisfied, 4\* = Satisfied, 5\* = Very Satisfied, 6\* = Not Applicable  
(Source: Primary Probe)

Table 1.5 tabulates the responses of women employees in BPO for their satisfaction towards the transport facility provided by the company. The satisfaction has been judged on various parameters like the behaviour of the driver, safety in the cab, condition of vehicle and the availability of first aid kit in the cab.

- 1) On an average, the women respondents are satisfied with transport facility being provided by the employer.
- 2) The coefficient of variance has been the lowest in the case of safety aspects during the daytime, where it is only 18.71% and for the condition of the vehicle it is 21.02% which is also low and the means are 4.12 and 3.70 respectively. 35.50% and 12% are very satisfied where as 41% and 51.50 % is satisfied for the safety aspects during the daytime and condition of the vehicle respectively.
- 3) Behaviour of male colleagues also sounds better as

31.% are very satisfied and 44.50% are satisfied and mean and CV are 3.98 and 23.29% respectively.

- 4) Safety of driving has a mean of 3.60 and the CV is 27.30% which indicates a good level of satisfaction among the women employees in BPOs. 5.50% are very satisfied whereas 41.50% are satisfied with the driving of the cab drivers.
- 5) Most of the women employees are satisfied with the behavior of the drivers as 17.50% are very satisfied and 67% are satisfied which is also confirmed by the higher mean (3.90) and low CV (22.46%).
- 6) The CV is being higher in the case of safety aspects during night time and availability of first aid kit in the cabs, which is 25.34% and 31.70% and the means are 3.67 and 3.34 respectively, which are low and they indicate average satisfaction. Though 19% and 11.50% are very satisfied and 38.50% and 40% are satisfied.

**Table 1.6 Availability of GPS, Security Guard and Provision of Special Training for Women Employees for Self-defense**

Transport Vehicles with Global Positioning System			Security Guard in Vehicles			Special Training offered to Women for Self-Defense		
Response	Frequency	%	Response	Frequency	%	Response	Frequency	%
Yes	39	19.5	Yes	136	68	Yes	35	17.5
No	161	80.5	No	64	32	No	165	82.5
Total	200	100	Total	200	100	Total	200	100

(Source: Primary Probe)

Table 1.6 indicates that 19.5% and 68% respondents responded that vehicles have GPS and security guards respectively.

- 1) Only 17.5% women employees responded that there is provision of special training for self-defense of women employees in BPOs. It sounds very alarming.

2) Non-availability of GPS is quite high i.e. 80.5% respondents revealed that there were no GPS and even security guard were also not available as per 32% responses.

3) 82.5% women employees responded that there were no special training given to them for self-defense.

**Table 1.7 Satisfaction Level from Resolving the Transport related Problems**

Parameters	Column						Total	Mean	S.D	C.V
	5*	4*	3*	2*	1*	6				
Behavior of the driver	4	34	12	1	1	149	201			
% within attributes	2.00%	16.90%	6.00%	0.50%	0.50%	74.10%	100.00%	1.76	.462	26.25
Behavior of the Guard in the cab	1	15	1	6	8	169	200			
% within attributes	0.50%	7.50%	0.50%	3.00%	4.00%	84.50%	100.00%	1.86	0.389	20.91
Behavior of the male colleagues	19	23	0	9	0	149	200			
% within attributes	9.50%	11.50%	0.00%	4.50%	0.00%	74.50%	100.00%	1.86	0.512	27.52
Condition of the vehicle	3	13	20	23	2	139	200			
% within attributes	1.50%	6.50%	10.00%	11.50%	1.00%	69.50%	100.00%	1.73	0.573	33.12

1\* = Very Dissatisfied, 2\* = Dissatisfied, 3\* = Neither Satisfied nor Dissatisfied, 4\* = Satisfied, 5\* = Very Satisfied and 6 = Not Applicable (Source: Primary Probe)

Table 1.7 orients around the reporting of problems relating to the behavior of drivers, male colleagues, guard in the cab and the condition of the vehicles. The details are as under:

- 1) It reveals that 74.10%, 84.50%, 74.50% and 69% did not either have any problem or did not have any grievances about getting them resolved for behaviour of the driver, guard in cab, male colleagues and the condition of the vehicle respectively.
- 2) About 19% respondents were either very satisfied or satisfied, who reported for certain problems related to behaviour of the driver which sounds very good.
- 3) Similar is the case for the complaints made in connection with the behaviour of the guard in the cab.
- 4) Complaints made for the behaviour of male colleagues were resolved better as 9.50% and 11.50% were very satisfied and satisfied respectively out of the 25.50% reported cases.
- 5) High CV (33.12%) for resolution of the complaints related to condition of the vehicle reveals high level of dissatisfaction among the women employees in BPOs. It is also confirmed by 1.50% and 6.50% level of very satisfied and satisfied respondents out of 30.50% cases reported for the same

**6. CONCLUSION**

Studying the various factors which attract women employees towards opting for a career in a BPO sector, learning opportunities stand high with respect of all the other factors such as growth prospects, and security of job. Factors such as frequent job rotation, firm rules, policies, and procedures for promotion and request for shift changes and also the overall secondary work environment which includes transport, canteen, crèche facilities. Keeping in mind these loopholes BPOs had started offering the respective facilities, as maximum BPO started offering free of cost transport facilities, canteen facilities and it could be availed by the

employees but it was not free as per the maximum respondents. Entertainment and emergency facilities have also been offered by the organization lately to attract the masses. But one facility which rarely any BPO firm have taken an initiative to render is that of crèche facility. With all the above-mentioned factors, being offered to the women employees working in BPOs, transport facility has been able to achieve a significant satisfaction among the same. Even the quality and variety of the food offered in the canteen has been able to achieve an approximate score along with cleanliness of washroom. Fire safety and the medical facility also contribute to the satisfaction level of the women employees associated with the BPO sector.

Talking in detail about the transport facility and problems related to the same. Women are more concerned about their safety while traveling in daytime subsequently followed by concerns related to behavior of the driver and also the condition of the vehicle. Behavior of the male colleagues also influences the satisfaction of women employees derived from the transport facility being offered to them by the organization. As women avoid traveling in the night hence factors related to safety in the night stand low as compared to above mentioned factors also availability of first aid kit is less significant.

Considering the unavailability of G.P.S i.e. Global Position System and a security guard in the cab as reported by many respondents' sounds very alarming and organization should take an initiative to meet the satisfaction levels in respect of the transport facility. There could also be the provision of special training to women for self-defense but not yet available to many as per the responses of the survey. While majority of the respondents have not come across any reporting problems in terms of behavior of driver or guard in the cab or even the male colleagues and the condition of the vehicle. Amongst the population who reported a

complaint the majority stands satisfied with the resolution of the problems faced and hence increased the satisfaction level among the women employees.

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