

**CHALLENGES POSED BY HEALTH AND SAFETY FOR EMPLOYEES OF
CALL CENTERS IN MUMBAI**

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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 any-where in the world and a vast pool of English speaking graduates has made this possible.

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.

Job Related Employee Health & 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 wellbeing.

ILO through its Global Programme on Safety and Health at Work (SAFework)(www.ilo.org/safework/lang--en/index.htm) defines employee safety and security:

SAFework promotes an integrated multi-disciplinary approach which takes into account the physical, mental and social well-being of men and women workers. Conceiving the working conditions and the working environment as a whole, the prevention and control of work-related

factors and their multiple and cumulative effects are taken into account including psycho-social and organizational aspects.

The main objective of the Programme is to increase the capacity of Member States to protect workers' health, to prevent and reduce occupational accidents, injuries, occupational and work-related diseases, through the improvement of their working conditions and working environment. Occupational Safety and Health Administration (OSHA) mentions that employers are responsible for providing a safe and healthful workplace for their employees. OSHA's role is to assure the safety and health of working men and women by setting and enforcing standards; providing training, outreach and education; establishing partnerships; and encouraging continual improvement in workplace safety and health.

Issues Regarding Personal Safety of Call Center Employees

Women around the world have moved into industry and the service sector in increasing numbers. In the past 15 years, they have become almost 50% of the workforce in many countries. While women are entering occupations previously closed to them, the labour force is still highly segregated on the basis of gender. A significant proportion of women are found in certain types of occupations in the services sector, in the informal sector and particularly in agriculture. In industry, they predominate in micro-electronics, food production, textile and footwear, chemical and pharmaceutical industries and handicraft workshops. In the service sector they are mainly engaged in teaching, office work, hospitals, banks, commerce, hotels, and domestic work.

In India, labour laws come in the concurrent list of Indian Constitution. Both Indian Parliament and State Legislatures have the right to make laws. Therefore, we have in relation to labour laws, The Factories Act, 1948 and various State Shops and Establishments Acts. The Factories Act 1948, under Section 66, banned working of women in night shifts by stating that no women shall be required or allowed to work

in any factory except between the hours of 6 AM and 7 PM.

The Central Government keeping in view the suggestions of Supreme Court of India, judgments of various High Courts, proposals of Women's Organizations, Trade Unions and National Commission on Labour, recommendations of Standing Committee on Labour and Welfare and the present economic scenario, satisfied the ILO Protocol of 1990 and amended the Factories Act 1948 including Section 66 there so that women could work in night shifts in factories between 7 PM and 6 AM in India.

For the purpose of amending the Factories Act, 1948 so as to allow women to work in the nightshifts, the Factories (Amendment) Bill, 2005 was introduced by Union Government in Lok Sabha on 10th August 2005, which envisages that the employer ensures occupational safety and adequate protections to the women employed. The owner of the factory has to ensure occupational health, equal opportunity for women workers, adequate protection to their dignity, honour and safety and their transportation from factory to the nearest point of their residence.

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. 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 of 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 where 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.

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. 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.

6. 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.

7. 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.

8. The Dataquest-IDC BPO E-Sat survey 2007 (<http://www.cybermedia.co.in/press/press-release65.html>) 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 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.

9. 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".

10. 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 wellbeing.

11. 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."

12. 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.

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 HEALTH AND SAFETY FOR

EMPLOYEES OF CALL CENTERS IN MUMBAI”.

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.

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.

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.

DATA ANALYSIS

The data collected through the questionnaire was analyzed with the help of computer software i.e. SPSS (Statistical Package for Social Sciences). There were 344 respondents and each respondent has given responses to 42 questions. Most of the questions were close ended. The detailed analysis is given below.

1. JOB SATISFACTION

The researcher asked the respondents whether they are satisfied with their jobs or not. The responses were as follows:

Table 1.1 Job Satisfaction of Call Center Employees

Job Satisfaction	Frequency	Percent
Not at all	42	13
Somewhat Satisfied	110	32
Neither Satisfied not Dissatisfied	146	42
Quite Satisfied	46	13
Total	344	100

The above data can be presented in a diagram as follows:

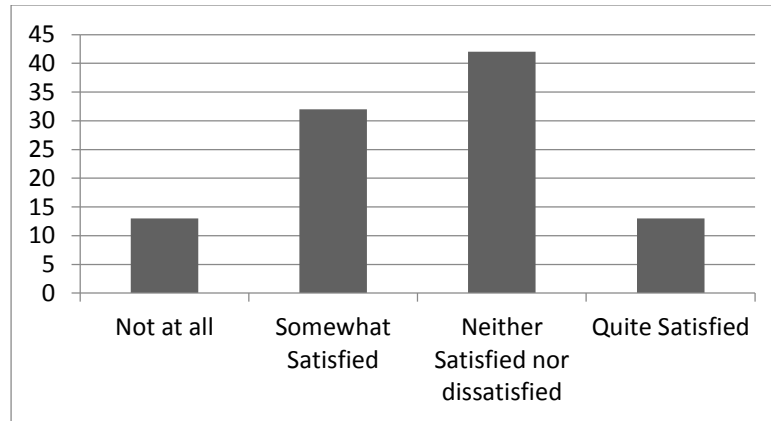


Chart 1.1 Job Satisfaction of Call Center Employees

Table 1.1 reveals that 146 out of 344 respondents i.e. 43 % were neither satisfied nor dissatisfied with their jobs. 32 % of the employees were somewhat satisfied and 13 % of the employees were quite satisfied with their job. Thus only 13 % of the call center employees were satisfied with their jobs and the remaining 87 % are either not satisfied or are partly satisfied with their jobs.

2. CREATIVITY IN JOB PROFILE

The researcher asked the respondents whether their job profile provide for being creative at workplace. The responses were as follows:

Table 1.2 Creativity in Call Center Job Profile

Creativity in Call Center Job Profile	Frequency	Percent
Not at all	Nil	Nil
Sometimes	152	44
Generally	192	56
Always	Nil	Nil
Total	344	100

The above data can be presented in a diagram as follows:

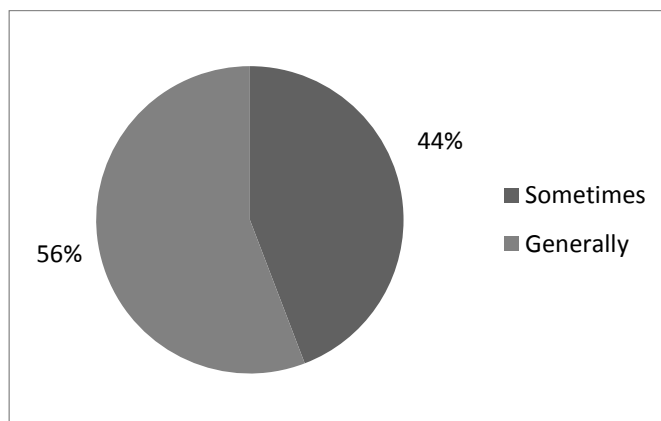


Chart 1.2 Creativity in Call Center Job Profile

Table 1.2 reveals that 192 out of 344 respondents (56 %) have responded that their job profile at the call centre allows them to be creative generally but not always. 44 % of the respondents mention that their job

profile allows them to be creative sometimes. Thus the call center jobs do not allow the employees to be totally creative at their workplace. This can lead to monotonous work and boredom for the employees in the

long run. Fatigue and stress results from monotonous job profile which can be seen in most call centers.

CENTRES

The researcher asked the respondents whether their job profile required them to put up long hours at their workplace. The responses were as follows:

3. LONG WORK HOURS AT CALL

Table 1.3 Long working hours at Call Center

Long work hours	Frequency	Percent
Not at all	Nil	Nil
Sometimes	78	23
Generally	258	75
Always	8	2
Total	344	100

The above data can be presented in a diagram as follows:

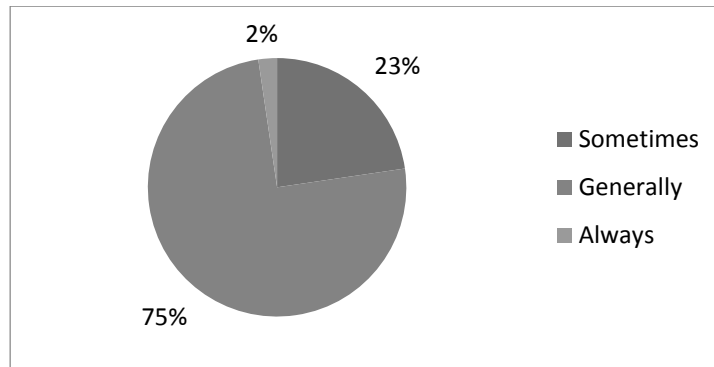


Chart 1.3 Long working hours at Call Center

Table 1.3 reveals that 258 out of 344 respondents i.e. 75 % mention that they have to put in long hours at work most of the time, 23 % of the respondents mentioned that sometimes they are required to put in more or longer hours at workplace and 2 % of the respondents were asked to work late always. The above data highlights the long working hours in most cases of call centre employees. This can lead to high work pressure and fatigue. Employee

productivity levels can also be affected due to long work hours. Personal lives of employees are curtailed having to spend maximum of their time at workplace. This leads to negative work life balance.

4. NIGHT SHIFTS AT CALL CENTRES

The researcher asked the respondents whether their job profile required them to put up with night shifts at their workplace. The responses were as follows:

Table 1.4 Night Shifts at Call Center

Number of days of Night Shifts in a month	Frequency	Percent
1 - 5 days	Nil	Nil
6 - 10 Days	150	44
11 - 15 Days	194	56
Full month	Nil	Nil
Total	344	100

The above data can be presented in a diagram as follows:

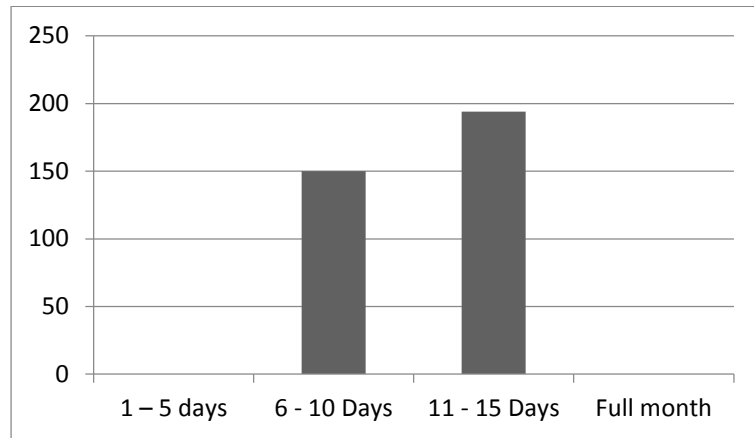


Chart 1.4 Night Shifts at Call Center

Table 1.4 reveals that 194 out of 344 respondents i.e. 56 % mention that they have to work 15 days of night shifts in a month, 44 % of the respondents mentioned that they work 10 days of nightshifts in a month. None of the employees were asked to work full month in night shift. The above data highlights rotating shifts i.e. almost half of the month the employees have to work in night shifts whereas the other half in day or evening times. This disturbs the natural sleep cycle of the employees. This leads to changes in the body clock of the employees by having varied sleep and wake up hours.

Similarly rest hours reduce due insomnia symptoms or getting drowsy during waking hours. This can result in many ailments due to lack of sleep like headache, back pain, insomnia, irritation of eyes and even irregular bowels.

5. WORK PRESSURE AT CALL CENTERS

The researcher asked the respondents whether they feel that the work pressure is too much to handle at their work place. The responses were as follows:

Table 1.5 Work Pressure at Call Center

Work Pressure at Call Center	Frequency	Percent
Not at all	26	8
Sometimes	84	24
Generally	216	63
Always	18	5
Total	344	100

The above data can be presented in a diagram as follows:

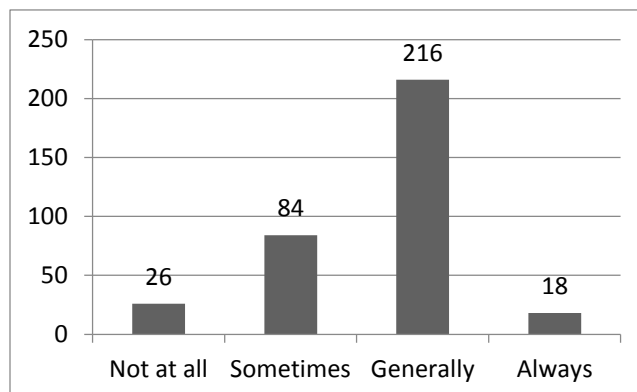


Chart 1.5 Work Pressure at Call Center

Table 1.5 reveals that 216 respondents out of 344 (63 %) mentioned that they feel work pressure generally, 24 % feel that there is work pressure sometimes and 5 % feel that there is work pressure every day. Only 8 % of the respondents felt that there was no work pressure at their work place. Thus 92 % of the call center employees feel that there is work pressure at their work place either regularly or generally.

6. TESTING OF HYPOTHESES

The hypothesis stated at the beginning was as follows:

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.

In order to test the above Null hypothesis a question was asked to the respondents as to how much are they satisfied with their call center job. The responses were framed in the Table 1.6 as follows:

Table 1.6 Job Satisfaction of Call Center Employees

Job Satisfaction	Frequency	Percent
Not at all	42	13
Somewhat Satisfied	110	32
Neither Satisfied not Dissatisfied	146	42
Quite Satisfied	46	13
Total	344	100

The Chi-Square test is applied in order to test the null hypothesis as follows:

Job Satisfaction of Call Center Employees	
Chi-Square	89.674
df	3

The degree of freedom is 3 hence at 5% level of significance the table value is 7.81. As the calculated value is 89.67 and it is higher than the table value hence the Null hypothesis is rejected and the research hypothesis is accepted. Therefore it is concluded that the employees in the call centers are not having their job satisfaction.

In order to test the hypothesis - The job profile and security arrangements in call centers are not satisfactory; the following questions were asked to the respondents:

- a. Whether their Job Profile at the call center requires them to be creative. The responses were framed in the Table 1.7 as follows:

Table 1.7 Creativity in Call Center Job Profile

Creativity in Call Center Job Profile	Frequency	Percent
Not at all	Nil	Nil
Sometimes	152	44
Generally	192	56
Always	Nil	Nil
Total	344	100

The Chi-Square test is applied in order to test the hypothesis as follows:

	Creativity in Call Center Job Profile
Chi-Square	4.651
df	3

The degree of freedom is 3 hence at 5% level of significance the table value is 7.81. As the calculated value is 4.651 and it is lower than the table value hence the research hypothesis that the job profile of call center employees is not satisfactory is accepted.

- b. Whether there were any safety incidents involving the safety of female employees. The responses were framed in the Table 1.8 as follows:

Table 1.8 Employee Safety Incidents at Call Centers

Employee Safety Incidents at Call Centers	Frequency	Percent
None so far	85	24
Only one	153	45
Two	98	29
More than two	8	2
Total	344	100

The Chi-Square test is applied in order to test the hypothesis as follows:

	Employee Safety Incidents at Call Centers
Chi-Square	1.246
df	3

The degree of freedom is 3 hence at 5% level of significance the table value is 7.81. As the calculated value is 1.246 and it is lower than the table value hence the research hypothesis that the employee safety arrangements at call centers are not satisfactory is accepted. Therefore it is concluded that the job profile and security arrangements in call centers are not satisfactory.

CONCLUSIONS

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

1. Only 13 % of the call center employees were fully satisfied with their jobs and the remaining 87 % are either not satisfied or are partly satisfied with their jobs.
2. The call center jobs do not allow the employees to be totally creative at their workplace. This can lead to monotonous work and boredom for the employees in the long run. Fatigue and stress results from

monotonous job profile which can be seen in most call centers.

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

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

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

SUGGESTIONS

The researcher after analyzing the data available from the filled questionnaire of 344 respondents and reaching the conclusions would like to suggest the following points to the Management of Call Centers:

1. It was found that call center employee's job profile to be monotonous in nature; it leads to boredom, fatigue and stress. The management and the human resources department can allow the call center employees to have job rotation at regular intervals. This would not only give them a change in their routine job but also groom them to take additional responsibility in other work areas.
2. The call centers can have resident doctors to deal with employee

health problems. They can also take help of nutritionists to devise diet and health plans for its employees.

3. The management of the call center can strive to bring about a proper work life balance for its employees by encouraging of annual vacations, putting the employees through time management and self-development workshops, encourage employees in developing hobby and also to introspect his / her spiritual self through meditation and yoga sessions at workplace.
4. Special training sessions can be provided to female employees on personal safety and self-defense.
5. The management of call centers may use safety mock drills often to provide the employees confidence in their safety systems.

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