



Quality of Work Life of Bpo Sector Employees: A Study in Coimbatore City

KEYWORDS

TAL-VADYA, ODISSI, MARDAL, MUSIC

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ABSTRACT *Quality of Work Life is the level of happiness or dissatisfaction with one's career. Employers have started concentrating on providing best work environments to their employees to get the best results. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, and morale of employees and economic development of the country. The modern world is entitled to be a global village backed by call centers. It revolutionizes the way, in which we live and work. The world witnesses a lot of drastic change in the course of mankind's reach to the present era. Quality of Work Life is a real phenomenon and it is associated with the satisfaction level of the employees universally. In this case, the employees in the BPO sector in Coimbatore District, is considered for the study. There are many factors that lead the respondents into life intimidating situations. Some important factors associated with their quality of work life is working condition, work culture, physical and psychological well being, welfare measures, pay and benefits and grievance handling procedures in the organization. Hence, the study is an attempt to find out the quality of work life among employees in the BPO sector in Coimbatore. This study is considered to analyze the areas of problems that hinder the quality of work and quality of life of the BPO employees in Coimbatore. The major objectives of the present study are to evaluate the demographic factors and perception towards quality of work life among employees working in the BPO sector, to identify the level of influence of the attributes significantly contributing towards quality of work life of the employees in the BPO sector and to contribute suggestions to improve the quality of work & life of the employees. The study concludes that the research objectives were analysed taking different dimensions deciding quality of work life from which there is a significant correlation found with few attributes and there is no correlation with some of the attributes perceived by the BPO sector employees working in Coimbatore. The study identifies some of the factors that decide quality of work life and the employees' perception towards satisfaction in their work. In India, the researches reveal that employees of the BPO sector are put to strain due to their work culture and work nature. It is recommended that immediate attention by the decision makers in the BPO sector needs to bring in more innovation in the workplace to refresh their employees and also help them lead a balanced work and life*

INTRODUCTION

Quality of Work Life is the level of happiness or dissatisfaction with one's career. Employers have started concentrating on providing best work environments to their employees to get the best results. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of employees and economic development of the country. QWL has been defined as "The quality of relationship between the employees and the total working environment". Quality of work life is the essential concept of favorable situations in a working environment. A better quality of work life improves the growth of the employees along with the organization's growth (Pugalendhi, Subburethina, Umaselvi, Nakkeeran, and Senthil 2011)¹. GunaSeelan & Maimunah 2008, defines QWL as "The effectiveness of work environment that transmit to the meaningful organizational and personal needs in shaping the values of the employees that support and promote better health and well-being, job security, job satisfaction, competency development and balance between work and non-work life". This definition quantifies the QWL among the IT professionals with the aim to gain leverage in recruiting, motivating and retaining the valuable IT workforce as the nature of work continues to diversify. Quality of work life has been defined as a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to their organization. It also involves treating people with respect (Farideh, 2012)²

1. Human resources as a driving and synergetic force in an organization, is multifaceted and complex. One of the enabling and critical capabilities of an organization is to provide a cohesive environment for talents to improve what in many sources is known as quality of work life.
2. Quality of work life in any given organization amplifies the mental peace and development motives among the employees.
3. Normala³ quoting Cascio defines quality of work life as employees' comprehension of physical and mental wellbeing in their workplace

PROFILE OF THE STUDY

The modern world is entitled to be a global village backed by call centers. It revolutionizes the way, in which we live and work. The world witnesses a lot of drastic change in the course of mankind's reach to the present era. Information Technology has made global trading possible. It was regarded as a high Techluxury, reserved for developed nations. The digital revolution has given mankind the ability to treat information with mathematical precision, to transmit it at very high accuracy and to manipulate it at will. The field of Information Technology possesses too many challenges in the tight globalize scenarios. As the field expects high tech development, it introduces new technological vistas to its employees. Here one becomes successful and accomplished if he is efficient in the field. The call centers have to make themselves efficient in such a challenging situation. They have to concentrate more and think

intensively about every aspect of their work. Call centers look forward for qualitative professionals for the development of advanced programmes.

STATEMENT OF THE Problem

Quality of Work Life is a real phenomenon and it is associated with the satisfaction level of the employees universally. In this case, the employees in the BPO sector in Coimbatore District, is considered for the study. There are many factors that lead the respondents into life intimidating situations. Some important factors associated with their quality of work life is working condition, work culture, physical and psychological well being, welfare measures, pay and benefits and grievance handling procedures in the organization. Hence, the study is an attempt to find out the quality of work life among employees in the BPO sector in Coimbatore. This study is considered to analyze the areas of problems that hinder the quality of work and quality of life of the BPO employees in Coimbatore.

OBJECTIVES OF THE STUDY

The following are the major objectives of the present study:

- To evaluate the demographic factors and perception towards quality of work life among employees working in the BPO sector.
- To identify the level of influence of the attributes significantly contributing towards quality of work life of the employees in the BPO sector.
- To contribute suggestions to improve the quality of work & life of the employees.

METHODOLOGY

The main objective of this research is to find out the quality of work life among employees working in BPO sectors. Here the opinion survey method has been taken with the employees working in the BPO sector in Coimbatore. The questionnaire was circulated among the employees to obtain their response.

Sampling Design

The selection of samples from the given population is called sampling. Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. Simple Random Sampling technique is adopted to conduct the study. All the items under the field of enquiry constitute a universe. It was decided to conduct the study among the employees working in the BPO sector in Coimbatore City. The sample size was randomly selected to 230 employees.

Data Collection

The study is conducted based on Primary Data and information from Secondary Sources.

Tools for Analysis

The simple arithmetic analysis and hypothesis tools are used for the study viz. Simple Percentage Method, Mean Score Analysis, Multiple Correlation and Chi-Square Test.

SCOPE OF THE STUDY

Quality of Work Life is the essential concept of favorable situations in a working environment. Quality is no more a specialized word but has become a necessary and must for the best survival. In this era, quality of human inputs

is the greatest asset to any organization. QWL was conceived which, according to Walton, is broader than these earlier developments and is something that must include 'the values that were at the heart of these earlier reform movements and 'human needs and aspirations'. The findings and suggestions of the study will contribute towards measuring the attributes that reveal the perception of the employees working in the BPO sectors.

LIMITATIONS OF THE STUDY

- chances of bias expected, because the respondents were not serious when giving their opinion. One cannot expect an individual to be consistent always. The individual may change over a passage of time.

Distribution of Respondents by their Age

Sl. No.	Demographics	No. of Respondents (Sample Size : 230)	Percentage (100%)
1.	Age		
	Below 30 years	113	49.13
	30 to 50 years	34	14.78
	51 and above	83	36.09
2.	Gender		
	Male	162	70.43
	Female	68	29.57
3.	Marital Status		
	Married	180	78.26
	Unmarried	50	21.74
4.	Educational Qualification		
	Under Graduate	42	18.26
	Post Graduate	100	43.48
	M.Phil.	25	10.87
	Others	63	27.39
5.	Income		
	Below Rs.15000	45	19.57
	Rs.15000 to 20000	58	25.22
	Rs.20000 to 25000	70	30.43
	Rs.25000 to 30000	28	12.17
	Above Rs.30000	29	12.61
6.	Experience		
	Below 3 years	99	43.04
	3 to 6 years	54	23.48
	Above 6 years	77	33.48
7.	Designation		
	Operator	107	46.52
	Team Leader	50	21.74
	Analyst	31	13.48
	Senior Analyst	42	18.26

- Nearly half (49.13%) of the respondents belong to the age below 30 years, 36.09% of the respondents are above 51 years and the remaining 14.78% of the respondents belong to the age between 30 and 50 years.

- It is observed that majority (70.43%) of the respondents working in IT sector are male and 29.57% of the respondents are female.

- It is clear that majority (78.26%) of the respondents are married and only 21.74% of the respondents are unmarried.

- It is understood that maximum (43.48%) of the respondents are post graduates, 27.39% of the respondents have other qualifications (vocational training, specialized courses, ITI, Diploma, etc.), 18.26% of the respondents are under graduates and the remaining 10.87% of the respondents are M.Phils.

• As high as 30.43% of the respondents earn an income from Rs.20,000 to 25,000, 25.22% of the respondents earn an income from Rs.15,000 to 20,000, 19.57% of the respondents below Rs.15,000 earn , 12.61% of the respondents are having income above Rs.30000 and the remaining 12.17% of the respondents earn an income from Rs.25,000 to 30,000.

• It is understood that less than half (43.04%) of the respondents are having experience below 3 years, 33.48% of the respondents are having experience above 6 years and the remaining 23.48% of the respondents are having experience between 3 and 6 years.

• It is evident from the above data that maximum (46.52%) of the respondents are working as operators.

Multiple Correlation measuring Quality of Worklife of BPO Employees

Variables	X1	X2	X3	X4	X5	X6	X7
X ₁	1						
X ₂	.026	1					
X ₃	.030	.909(**)	1				
X ₄	-.030	.217(**)	.252(**)	1			
X ₅	-.117	-.084	-.136(*)	.324(**)	1		
X ₆	.121	-.064	-.098	.050	.174(**)	1	
X ₇	.050	.021	-.001	-.060	.091	.019	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

X₁: Working Environment

X₂: Work Culture

X₃: Physical Wellbeing

X₄: Psychological Wellbeing

X₅: Welfare Measures

X₆: Pay and Benefits

X₇: Grievance Handling

The correlation is based on the impact on quality of work life of employees working in BPO sector in Coimbatore, within the dimensions namely, working environment, work culture, physical wellbeing, psychological wellbeing, welfare measures, pay and benefits and grievance handling.

There is a significant positive correlation found among the employees towards quality of work life at 1% level between the factors namely physical wellbeing and work culture (r=0.909, sig. 0.000), Psychological Wellbeing and Work Culture, (r=0.217, Sig.0.001), Physical and Psychological Wellbeing (r=0.252, Sig.0.001), Welfare Measures and Psychological Wellbeing (r=0.324, Sig. 0.001), Pay and benefits and Welfare measures (r=0.174, Sig.0.001). While there is a significant negative correlation among the employees working in BPO sector at 5% level between the factors Welfare Measure and Physical Wellbeing (r=0.136, Sig.0.05).

CROSS TABULATION with Chi-Square Test

H₀ : There is no significant relationship between demographics of the respondents and factors leading to quality of work life of the employees working in BPO sectors.

H₁ : There is significant relationship between demographics of the respondents and factors leading to quality of work life of the employees working in BPO sectors.

Relationship between Demographics of the Respondents and Factors leading to Quality of Work life among the respondents

Sl. No.	Demographics	Quality of Work Life				Result
		High	Medium	Low	Total	
1.	Age Group					
	Below 30 years	22 (52.38)	74 (47.74)	17 (51.52)	113 (49.13)	χ ² =9.911* df=4 Sig.0.042 TV=9.488
	30 to 50 years	0 (0.00)	29 (18.71)	5 (15.15)	34 (14.78)	
	51 and above	20 (47.62)	52 (33.55)	11 (33.33)	83 (36.09)	
Sex						
	Male	33 (78.57)	112 (72.26)	17 (51.52)	162 (70.43)	χ ² =7.255* df=2 Sig.0.027 TV=5.991
	Female	9 (21.43)	27 (27.74)	16 (48.48)	68 (29.57)	
3.	Marital Status					
	Married	29 (69.05)	130 (83.87)	21 (63.64)	180 (78.26)	χ ² =9.111* df=2 Sig.0.011 TV=5.991
	Unmarried	13 (30.95)	25 (16.13)	12 (36.36)	50 (21.74)	
Educational Qualification						
	Under Graduate	5 (11.90)	33 (21.29)	4 (12.12)	42 (18.26)	χ ² =4.446 ^{NS} df=6 Sig.0.617 TV=12.592
	Post Graduate	17 (40.48)	67 (43.23)	16 (48.48)	100 (43.48)	
	M.Phil.	5 (11.90)	17 (10.97)	3 (9.09)	25 (10.87)	
	Others	15 (35.71)	38 (24.52)	10 (30.30)	63 (27.39)	
	Income					
5.	Below Rs.15000	9	31	5	45	χ ² =16.030* df=8 Sig.0.042 TV=15.507
	Rs.15000to 20000	(21.43)	(20.30)	(15.15)	(19.57)	
	Rs.20000to 25000	6 (14.29)	46 (29.88)	6 (18.18)	58 (25.22)	
	Rs.25000to 30000	14 (33.33)	38 (24.52)	18 (54.55)	70 (30.43)	
	Above Rs.30000	6 (14.29)	21 (13.55)	1 (3.03)	28 (12.17)	
6.	Experience					
	Below 3 years	16 (38.10)	64 (41.29)	19 (57.58)	99 (43.04)	χ ² =9.953* df=4 Sig.0.041 TV=9.488
	3 to 6 years	6 (14.29)	44 (28.19)	4 (12.12)	54 (23.48)	
	Above 6 years	20 (47.62)	47 (30.32)	10 (30.30)	77 (33.48)	
Designation						
	Operator	21 (50.00)	71 (45.81)	15 (45.45)	107 (46.52)	χ ² =1.606 ^{NS} df=6 Sig.0.952 TV=12.592
	Team Leader	10 (23.81)	34 (21.94)	6 (18.18)	50 (21.74)	
	Analyst	5 (11.90)	22 (14.19)	4 (12.12)	31 (13.48)	
	Senior Analyst	6 (14.29)	28 (18.96)	8 (24.24)	42 (18.26)	

*: Significant @ 5% level NS: Not significant (Figures in Parenthesis indicates %)

Interpretation

It is evident that the calculated chi-square value (9.912) is more than the table value (9.488) with 4 degree of freedom at 5% level of significance. Hence, it is concluded that the relationship "age of the respondents and factors perceived by BPO employees towards quality of work life" is associated and therefore the null hypothesis is rejected.

It is evident that the calculated chi-square value (7.255) is more than the table value (5.991) with 2 degree of freedom at 5% level of significance. Hence, it is concluded that the relationship between "Sex of the respondents and factors perceived by BPO employees towards quality of work life" is associated and therefore the null hypothesis is rejected.

It is evident that the calculated chi-square value (9.111) is more than the table value (5.991) with 2 degree of free-

dom at 5% level of significance. Hence, it is concluded that the relationship between "Marital Status of the respondents and factors perceived by BPO employees towards quality of work life" is associated and therefore the null hypothesis is rejected.

It is evident that the calculated chi-square value (4.440) is less than the table value (12.592) with 6 degree of freedom and at 5% level of significance. Hence, it is concluded that the relationship between "Educational Qualification of the respondents and factors perceived by BPO employees towards quality of work life" is not associated and therefore the null hypothesis is accepted.

It is evident that the calculated chi-square value (16.030) is more than the table value (15.507) with 8 degree of freedom at 5% level of significance. Hence, it is concluded that the relationship between "Monthly Income of the respondents and factors perceived by BPO employees towards quality of work life" is associated and therefore the null hypothesis is rejected.

It is evident that the calculated chi-square value (9.953) is more than the table value (9.488) with 54 degree of freedom at 5% level of significance. Hence, it is concluded that the relationship between "Experience of the respondents and factors perceived by BPO employees towards quality of work life" is associated and therefore the null hypothesis is rejected.

It is evident that the calculated chi-square value (1.606) is less than the table value (12.592) with 6 degree of freedom and at 5% level of significance. Hence, it is concluded that the relationship between "Designation of the respondents and factors perceived by BPO employees towards quality of work life" is not associated and therefore the null hypothesis is accepted.

Findings, Suggestions and Conclusion

a) PERCENTAGE ANALYSIS

Nearly half of the respondents working in BPO sector belong to the age below 30 years. Majority of the respondents are male. Majority of the respondents are married. Maximum respondents are qualified post graduates. Maximum respondents are earning an income from Rs.20000 to 25000. Less than half of the respondents have an experience below 3 years and finally, most of the respondents working in BPO sector are operators.

b) CORRELATION

There is a significant positive correlation found among the employees towards quality of work life at 1% level between the factors namely, physical wellbeing and work culture ($r=0.909$, sig. 0.000), Psychological Wellbeing and

Work Culture, ($r=0.217$, Sig.0.001), Physical and Psychological Wellbeing ($r=0.252$, Sig.0.001), Welfare Measures and Psychological Wellbeing ($r=0.324$, Sig. 0.001), Pay and benefits and Welfare measures ($r=0.174$, Sig.0.001). While there is a significant negative correlation among the employees working in BPO sector at 5% level between the factors Welfare Measure and Physical Wellbeing ($r=0.136$, Sig.0.05).

c) CHI-SQUARE TEST

The hypothesis reveals that there is no significant association between the demographics namely "Educational Qualification, Designation" of the respondents and the dependent variable "factors perceived by BPO employees towards quality of work life" is not associated and the null hypothesis is accepted.

The hypothesis reveals that there is significant association between the demographics namely "Age, Sex, Marital Status, Monthly Income, Experience of the respondents" and the dependent variable "factors perceived by BPO employees towards quality of work life" is associated and the null hypothesis is rejected.

It is a fact that the physical wellbeing of the employees in the BPO sector is certainly affected where some of the respondents suffer severe back pain due to long hours of sitting / standing, some of them face stress in their job that results in loss of appetite, few respondents felt that work load results in regular headaches, etc. It is therefore recommended that the organization shall provide non-statutory benefits, educational assistance, appreciation, recognition, insurance premium, etc. to keep the employees happy. This will help to obtain positive perception towards welfare measures that has impact on quality of work life of employees. Some of the respondents strongly disapprove of the pick and drop convenience provided to the employees. Utmost care should be taken by the organizations especially of the safety of female workers.

CONCLUSION

The study concludes that the research objectives were analysed taking different dimensions deciding quality of work life from which there is a significant correlation found with few attributes and there is no correlation with some of the attributes perceived by the BPO sector employees working in Coimbatore. The study identifies some of the factors that decide quality of work life and the employees' perception towards satisfaction in their work. In India, the researches reveal that employees of the BPO sector are put to strain due to their work culture and work nature. It is recommended that immediate attention by the decision makers in the BPO sector needs to bring in more innovation in the workplace to refresh their employees and also help them lead a balanced work and life.

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