

Motivation of Women Employees Working in BPO Sector - An Empirical Study

Ms. Kiran Borkar

Trainer,

Rachnoutsav Academy

Ameerpet, Hyderabad.

ABSTRACT:

Women have become equal participants in many respects at all levels of society. The future would see more women venturing into areas traditionally dominated by men. This will lead to income generation and greater sense of fulfillment among women. In almost all the countries, governments are providing special provisions for women's development and efforts are being made to extract maximum of their talent.. Women are participating in almost all spheres of the economic activity. From village to city, it can be seen that number of women workers and entrepreneurs contributing towards the national income of the country. This Study focuses on Impact of Job Motivation on performance of women employees working in BPO companies located in Hyderabad, for this purpose a sample of group of 30 women employees working in different positions in BPO companies is taken for Analysis. The findings suggest that Job Motivation increases motivation and reduces turnover but does help much to reduce absenteeism. All these effects combined together will help in increasing job satisfaction of an employee. Companies that implement programs that enhance employee's knowledge, abilities, experience and allow them to apply these new skills in their work will be profitable in future.

1. INTRODUCTION:

The success of an organization can be evaluated from the labor turnover rates. Most of the companies are unaware or not concerned about the benefits that can be obtained from proper reward systems and motivational techniques.

The employees from the BPO sectors are often overburdened with work. Long working hours and night shifts develop mental stress and emotional barriers. A strong approach that encourages intangible motivation from HR departments is necessary for the retention of the workforce. The implementation of creative motivational factors can bring about visible changes in output. Challenges in jobs are significant but punishment for all failures hinders efforts from the part of the employees. Recognizing the work done by employees is effective for job motivation. Implementation of no-cost methods can be more efficacious in the BPO workplace. Learning opportunities within the organizational environment can be an intangible motivation which fuels the growth of personal goals. Motivational culture along with the development of moral values will strengthen employees to push their skills beyond the limits, thereby encouraging them towards achieving company goals.

OBJECTIVES OF THE STUDY:

- To understand the Job Motivation of women employees
- To know up to what extent the women employees are satisfied with organization.
- To evaluate the impact of Job satisfaction on Motivation, absenteeism and turnover of Women Employees.

SCOPE OF THE STUDY:

1. The scope of the study is limited to the 30 women employees working in BPO sector.
2. The study was conducted in Hyderabad only.



2. LITERATURE REVIEW:

Business Process Outsourcing in India is organized in many segments. Back-office processing and customer interaction services are among the fastest and largest growing segments that contribute significantly to the Indian BPO market. The main activities or areas covered by the BPOs include customer care, such as remote maintenance, help desk, and sales support; finance and administration, examples of which are data analysis, medical transcription, insurance claims, and inventory management; and HR and payment services including payroll, credit-card services, check processing, and employee leasing. In addition, the BPO industry has expanded into engineering and design, animation, market research, network consultancy and management, remote education, and content development (i.e., digital content, LAN networks, and application maintenance). BPO activities wherever knowledge processing is required are all on the increase.

Examples of KPO include intellectual property research, legal and medical research, R&D, analytical services like equity research, information security services such as risk assessment and management, bioinformatics (for example, genome sequencing, protein modelling, and toxicology studies), and procurement and global trade. Broadly speaking the Indian BPO industry can be divided into six categories. 1. Captive Units set up by global companies that outsource their back-office operations from India. 2. Indian Third-Party Vendors that execute transactions and processes for international clients. 3. Joint Ventures between international BPO companies and Indian partners. 4. Indian IT Software Companies that have added BPO to their service portfolio. 5. Global BPO Players who set up call centers in India (for example, Convergys). 6. Global Consultancies (such as Accenture) who have been advising their clients on outsourcing and are now leveraging this experience into providing actual BPO service (Economist Intelligence Unit, 2002).

The most prevalent form of BPOs operating in India is that of either Captive Units or the ThirdParty Vendors. The BPO industry is heterogeneous, differentiated by horizontal process domains such as HR, logistics, or finance, and vertical specializations such as medical transcription in the health sector and check processing and imaging in banking. Other categorizations also exist. A distinction can be made between onshore and offshore BPO: Onshore BPO refers to outsourcing to a domestic or nearby vendor whereas offshore refers to the vendor from a different country.

3. RESEARCH METHODOLOGY:

An empirical study was done and the Primary data was collected from among 30 women Employees working in BPO Companies between the age group of 25-35 yrs and having the work experience between 2-5 years.

4. DATA ANALYSIS:

To analyze the data obtained through the questionnaire, ANOVA (Analysis of Variance), specifically Two Way ANOVA without replication is used.

4.1. The impact of training on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	27	6	11
Will Decrease	0	7	10
No Effect	3	17	9

Table 4.1(a) Feedback of employees

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of job training on motivation, absenteeism and turn over

HYPOTHESES:

Ho: There is no impact of training on motivation, absenteeism and turn over

Ha: There is impact of training on motivation, absenteeism and turn over

Summary	Count	Sum	Average	Variance
Row 1	3	44	14.6667	120.3333
Row 2	3	17	5.66667	26.3333
Row 3	3	29	9.66667	49.3333
Column 1	3	30	10	219
Column 2	3	30	10	37
Column 3	3	30	10	1

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	122	2	61	9.622499	0.581629	6.944276
Column SS	0	2	0	0	1	6.944276
Error	392	4	98			
TOTAL	514	8				

Table 4.1(b) ANOVA TABLE

4.2 The impact of interaction with clients on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	18	4	2
Will Decrease	3	7	8
No Effect	9	19	20

Table 4.2(a) Feedback of employees

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of job training on motivation, absenteeism and turn over

HYPOTHESES:

Ho: There is no impact of interaction with clients on motivation, absenteeism and turn over

Ha: There is impact of interaction with clients on motivation, absenteeism and turn over

Summary	Count	Sum	Average	Variance
Row 1	3	24	8	76
Row 2	3	18	6	7
Row 3	3	48	16	37
Column 1	3	30	10	57
Column 2	3	30	10	63
Column 3	3	30	10	84

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	168	2	84	1.4	0.346021	6.944276
Column SS	0	2	0	0	1	6.944276
Error	240	4	60			
TOTAL	408	8				

Table 4.2(b) ANOVA TABLE

4.3. The impact of flexible working hours on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	15	3	2
Will Decrease	7	11	18
No Effect	8	16	10

Table 4.3(a) Feedback of employee

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of flexible working hours flexible working hours on motivation, absenteeism and turn over

HYPOTHESES:

Ho: There is no impact of flexible working hours on motivation, absenteeism and turn over

Ha: There is impact of flexible working hours on motivation, absenteeism and turn over

Summary	Count	Sum	Average	Variance
Row 1	3	20	6.66667	52.3333
Row 2	3	36	12	31
Row 3	3	34	11.3333	17.3333
Column 1	3	30	10	19
Column 2	3	30	10	43
Column 3	3	30	10	64

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	50.66667	2	25.3333	7.503311	0.638308	6.944276
Column SS	0	2	0	0	1	6.944276
Error	201.3333	4	50.3333			
TOTAL	252	8				

Table 4.3(b) ANOVA TABLE

4.4. The impact of using other skills on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	24	2	8
Will Decrease	2	10	10
No Effect	4	18	11

Table 4.4(a) Feedback of employees

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of using other skills on motivation, absenteeism and turn over

HYPOTHESES:

Ho: There is no impact of using other skills on motivation, absenteeism and turn over

Ha: There is impact of using of other skills on motivation, absenteeism and turn over

Summary	Count	Sum	Average	Variance
Row 1	3	35	11.66667	126.3333
Row 2	3	22	7.3333	21.3333
Row 3	3	33	11	49
Column 1	3	30	10	148
Column 2	3	30	10	64
Column 3	3	30	10	1

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	32.66667	2	16.3333	9.166102	0.852516	6.944276
Column SS	0	2	0	0	1	6.944276
Error	393.3333	4	98.3333			
TOTAL	426	8				

Table 4.4(b) ANOVA TABLE

4.5. The impact of job redesigning on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	25	2	6
Will Decrease	2	8	14
No Effect	3	20	10

Table 4.5(a) Feedback of employees

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of job redesigning on motivation, absenteeism and turn over.

HYPOTHESES:

Ho: There is no impact of job redesigning on motivation, absenteeism and turn over

Ha: There is impact of job redesigning on motivation, absenteeism and turn over.

Summary	Count	Sum	Average	Variance
Row 1	3	33	11	151
Row 2	3	24	8	36
Row 3	3	33	11	73
Column 1	3	30	10	169
Column 2	3	30	10	84
Column 3	3	30	10	16

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	18	2	9	7.69231	0.934205	6.944276
Column SS	0	2	0	0	1	6.944276
Error	520	4	130			
TOTAL	538	8				

Table 4.5(b) ANOVA TABLE

4.6. The impact of job autonomy on motivation, absenteeism and turn over

	MOTIVATION	ABSENTEEISM	TURN OVER
Will Increase	24	2	8
Will Decrease	4	14	12
No Effect	2	4	10

Table 4.6(a) Feedback of employees

ANOVA- TWO FACTOR WITHOUT REPLICATION

By applying ANOVA we can analyze if there is an impact of job autonomy on motivation, absenteeism and turn over

HYPOTHESES:

Ho: There is no impact of job autonomy on motivation, absenteeism and turn over

Ha: There is impact of job autonomy on motivation, absenteeism and turn over.

Summary	Count	Sum	Average	Variance
Row 1	3	34	11.3333	129.3333
Row 2	3	30	10	28
Row 3	3	26	8.666667	37.3333
Column 1	3	30	10	148
Column 2	3	30	10	48
Column 3	3	30	10	4

ANOVA TABLE

Source of Variance	SS	df	MS	F	P value	F value @ 5% LOS
Row SS	10.66667	2	5.3333	8.54795	0.947378	6.944276
Column SS	0	2	0	0	1	6.944276
Error	389.3333	4	97.3333			
TOTAL	400	8				

Table 4.6(b) ANOVA TABLE

DATA FINDINGS:

1. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 9.622499, The calculated value greater than tabulated value ,Therefore the Null Hypothesis (Ho) is rejected and the Alternate Hypothesis is accepted so we can say that There is an impact of training on motivation, absenteeism and turn over.

2. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 1.4 The calculated value less than tabulated value Therefore the Null Hypothesis (Ho) is accepted and the Alternate Hypothesis(Ha) is rejected so we can say that there is no impact of client interaction on motivation, absenteeism and turn over.

3. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 7.503311. The calculated value greater than tabulated value, therefore the Null Hypothesis (Ho) is rejected and the Alternate Hypothesis is accepted There is impact of flexible working hours on motivation, absenteeism and turn over.

4. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 9.166102, The calculated value greater than tabulated value ,Therefore the Null Hypothesis (Ho) is rejected and the Alternate Hypothesis is accepted so we can conclude that there is an impact of using other skills on motivation, absenteeism and turn over.

5. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 7.69231. The calculated value greater than tabulated value ,Therefore the Null Hypothesis (Ho) is rejected and the Alternate Hypothesis is accepted, so we can say that there is an impact of job redesigning on motivation, absenteeism and turn over.

6. At 5% Level of Significance the tabulated value is 6.944276 and the calculated value is 8.54795, The calculated value greater than tabulated value ,Therefore the Null Hypothesis (Ho) is rejected and the Alternate Hypothesis is accepted so we can say that there is an impact of job autonomy on motivation, absenteeism and turn over.

CONCLUSION:

The BPO employment does not only provide young women with a profitable and challenging work environment, but also has other positive outcomes: many young BPO women employees associated their increased independence and self-efficacy to their employment in this sector many reported close peer networks and savings orientation. Companies that implement programs that enhance employee’s knowledge, abilities, experience and allow them to apply these new skills in their work will be profitable in future and also helps in long term retention of employees and affects productivity. The future would see more women venturing into areas traditionally dominated by men. This will lead to income generation and greater sense of fulfillment among women.



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In almost all the countries, governments are providing special provisions for women's development and efforts are being made to extract maximum of their talent.

SUGGESTIONS:

1. It is suggested to increase awareness regarding Job Motivation among women employees.
2. It is suggested to make the employees to participate actively in decision making process.
3. It is suggested to make the job assigned to the employees more challenging so that they pay more interest.
4. It is suggested to continue the job redesigning process and empowering women.
5. It is suggested to make the employees to use their other skills along with their technical skills.

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