

Factors Motivating Women Employees to Join Indian BPO's: A Study of Some Selected BPO's in Delhi & NCR

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Abstract

Today women are playing a vital role in Indian BPO sector. According to a survey out of 400 million of workforce in India, around 30-40 percent is females. They are one of the driving forces behind the success of call centre industry in India. The Indian BPO industry accounts for a revenue US\$ 39.6 billion and has emerged as one of the largest private industry providing direct employment to 1.6 million professionals. This study had been carried out by preparing a structured questionnaire related to various motivational factors which encourage women employees to join BPO sector. Further, the information obtained from target respondents have been analysed with some specific statistical tools and ANOVA test to identify the most important factors or reasons for joining BPO sector for their career growth.

Keywords: BPO-Business Process Outsourcing , TES-Information Technology Enabled Services , ASSOIAM-Associated Chambers of Commerce and Industry of India, KPO- Knowledge Process Outsourcing,, EDS-Electronic Data Systems

Introduction

"Outsourcing," in a corporate context, represents an organizational practice that involves the transfer of an organizational function to a third party. The third party may be located in another country. Definitions of outsourcing vary and some examples are: "an arrangement where one company provides services to another company that would otherwise have been implemented in-house. Skyes (2004).

Business Process Outsourcing (BPO) is a broad term referring to outsourcing in all fields of economic activity. It can be defined as 'an organisation entering into a contract with another organisation to operate and manage one or more of its business processes or sub-processes. Sharma (2004).

BPO involves looking closely at the processes that constitute the business and its functional units, and then working with service providers to outsource these functions. Therefore IT functions are not the only processes that can be outsourced; other functions, such as human resources, accounting and finance, and customer service can also be outsourced. An executive at Electronic Data Systems (EDS) reports a growing trend for BPO strategies to involve outsourcing the entire department rather than a single function (Greenemeier, 2002).

There is no doubt that technology itself is gendered and is strongly shaped by the patriarchal yardstick of class and gender. Despite all these the most important issue is to restore and carry forward the empowered participation of women in the development of technology and enhance the participation of women through skills, education and creative knowledge. The Indian BPO industry has set high standards in gender inclusivity. Today, women play a vital role as the part of the BPO workforce. It has been suggested that the professional skills of women need to be upgraded therefore a number of mentorship programs are being organized. (Ivana, Lewis-2010)

Women employees have a lot of opportunities to grow in the BPO sector and are doing incredible work. BPOs have given them economic freedom, liberty to rise in career prospects, work in neck to neck competition with menfolk.

Review of Existing Literature

Innovations in communication technology have prompted an increasing number of women to join the work at home brigade today. Urban women in India now work as transcribers, translators, writers, editors, software developers, data entry operators, sales representatives, and customer care executives – all from the comforts of their homes. The practice of working from home has evolved from preparing pickles, tailoring, knitting winter clothes, or running a beauty parlor to managing full fledged businesses or giving back office support to multi-national companies using sophisticated equipment. The scenario can only get better and bigger.

(Holman et al. 2007). In their study found out that Within the BPO sector, particularly call centers, there appears to be a preference for female workers. A study of 2,500 call centers in 17 countries found that on average 69% of frontline call center workers are women Though the rate was closer to 45% in India, this is still high in comparison to the sex ratio of employment in most other industries. The study reported several reasons

that employers preferred women, including a more pleasant voice and demeanor when interacting with customers and the belief that women were more trustworthy than men.

Singh and Pandey (2005) in their study "Women in Call Centres" reflected one of the basic facts that most of the women employed in call centres are basically in the process job. There is no discrimination against women in the entry level but a very few are in the top management level. This study also highlighted that most of women employed are unmarried who take up this jobs and drop out of their jobs to get married and bear children. Although this study is completely dedicated to the women employed in the call-centers but the limitation is that it is exploratory in nature and covers only 100 respondents at a random.

Ramesh (2004), Singh and Pandey (2005) is that for many women workers, the job is not an economic necessity but is a supplement to the family income or is something they have taken up as a 'pastime'. This is true especially for women from middle and upper-middle class families, and explains both the absence of a desire for upward mobility and the fact that many women continue to work only as long as the job does not interfere with their domestic responsibilities. However, for many of those from lower income groups, their earnings are the major source of family's income.

Taylor et. al, (2008) in their study "Employees Voice and Collective Formation In Indian ITES-BPO Industry" about the working condition and employee rights highlighted the fact that "the ITES-BPO industry is portrayed as providing unparalleled career opportunities and generous pay-packages for the young graduates who overwhelmingly make up its workforce. On the rare occasions that employees' dissatisfaction or grievances do arise, they can be resolved easily and timely by the management within the existing company structure".

Chitturi (2010) in her article discussed that financial independence is the key to self-reliance and this is what drives women towards it. Modern living has become costly and can be taken as one of the reasons for her accepting a job. It is especially true for lower and middle class where women seek employment to sustain their family incomes. The women of the higher class too, ardently seek jobs as it easily gets them higher position, but they do it chief to improve their social prestige and to uphold lavish lifestyles.

Jensen (2012) in his study "Do Labor Market Opportunities Affect Young Women's Work and Family Decisions? Experimental Evidence from India." found that young women in treatment villages were significantly less likely

to get married or have children during this period, choosing instead to enter the labor market or obtain more schooling or post school training. Women also report wanting to have fewer children and to work more steadily throughout their lifetime, consistent with increased aspirations.

Clattopadhyay (2008) in his study explained that women wear multiple caps of a mother, wife, daughter, daughter-in-law, sister, supervisor, among others. In each of these roles, she is expected to perform to her level best. A woman executive with a decades experience in the IT sector says, "Everyone has high expectations from us. *H* the kid is not getting good grades we are to be blamed. *H* the food is not ready for dinner it is again our responsibility. *H* guests are coming it is expected that we stay back at home to attend to them. Again, at work no excuses will be accepted for not completing the assignments as per the set deadlines. We have to be perfect as a homemaker as well as a career woman."

Zheng and Kleiner (2001), identified that no longer are people expected to work for one company for their whole career and career development is a formal approach taken by an organization to ensure that people with the proper qualification and experience are available when needed. There are a number of activities which they have suggested that organizations can offer to the employees like:-

- Career Information Systems
- Human Resource Planning and Forecasting
- Career Counselling
- Career Pathing
- Skill Assessment and Training
- Career Development Workshops for Supervisors

Objectives of the study

This study mainly aims to identify some important factors which motivate Indian women employees to join BPO sector as their career path. For this purpose, respondents are classified on the basis of their age groups, marital status, their education level, having number of children and finally on the basis of their family income to achieve the following objectives:

- To study the prospectus of women employees in Indian BPO.
- To analyze the various favorable factors prevailing in Indian BPO for the growth of women employees.
- To identify some most important factors which encourage them to choose BPOs for their career growth.

Research Design

Research design is the plan, structure and strategy of investigation conceived, so as to obtain answers to research questions and to control variance. The study was based on stratified random sampling. The design of research used was exploratory, empirical and analytical in nature. This study examined the various factors which provide prospects to women employees in BPO sector. Further, this identifies the most important reasons or factors which encourage women employees to join BPO as their career path. In the present study, data obtained from target respondents had been placed in tabular form than this information had been analyzed with some specific statistical tools. ANOVA technique of hypothesis testing had also been used to know the significant difference in the opinion of respondents.

Data Collection

Data had been collected from the structured questionnaire from target respondents. The following methods had been used to contact the respondents.

- Mail Questionnaire
- Personal Interview
- Telephonic Interview
- Online interview

Analysis & interpretation

The different tables depict the relationships between various factors which attract people to join BPOs and also the classification of various prospects of women employees based on their severity in BPOs.

Hypothesis Testing

Hypothesis testing begins with an assumption called a hypothesis that we make about a population parameter. It is a supposition made as a basis for reasoning. Following were the hypotheses to be tested in this research:

H₀ : Women employees selected on the basis of their educational level, marital status, children, family income have common their opinion about the various factors which motivate them to join Indian BPO.

H₁ : Women employees selected on the basis their educational level, marital status, children, family income have not common opinion about the various factors which motivate them to join Indian BPO.

Tablet
Education Level and Growth Prospects in BPOs for Women Employees

Prospects	Qualification	Number	Descriptive					95% Confidence Interval		Minimum	Maximum
			Mean	Std. Deviation	Std. Error	W/ Mean					
						Lower Bound	Upper Bound				
Driving factors for women to work inBPO&-Betterpay	UG	20	4.80	.523	.117	4.56	5.04	3	5		
	Graduate	114	4.46	.597	0.86	4.35	4.57	3	5		
	PG	66	4.80	.503	.062	4.68	4.93	3	5		
	Total	200	4.00	.584	.041	4.52	4.69	3	5		
Driving factors for women to work inBPO&-Moretime off	UG	20	3.00	.940	.210	3.16	4.04	2	5		
	Graduate	114	3.57	.892	.084	3.40	3.74	2	5		
	PG	66	3.44	.844	.104	3.23	3.65	1	5		
	Total	200	3.53	.879	.062	3.41	3.65	1	5		
Driving factors for women to work inBPO&-Similar age/mental makeup	UG	20	3.95	.394	.088	3.77	4.13	3	5		
	Graduate	114	3.94	.744	.070	3.80	4.08	1	5		
	PG	66	3.59	.202	.148	3.30	3.89	1	5		
	Total	200	3.82	.910	.064	3.70	3.95	1	5		
Driving factors for women to work inBPO&-Better social status	UG	20	3.30	.657	.147	2.99	3.61	3	5		
	Graduate	114	3.70	.786	.074	3.56	3.85	2	5		
	PG	66	3.58	.766	.094	3.39	3.76	1	5		
	Total	200	3.62	.774	.055	3.51	3.73	1	5		
Driving factors for women to work inBPOs-No other employment option	UG	20	2.75	1.118	.250	2.23	3.27	1	5		
	Graduate	114	2.70	1.289	.121	2.46	2.94	1	5		
	PG	66	3.41	1.123	.138	3.13	3.69	1	5		
	Total	200	2.94	1.259	.089	2.76	3.12	1	5		
Driving factors for women to work inBPO&-Morepromotions opportunities	UG	20	4.20	.523	.117	3.96	4.44	3	5		
	Graduate	114	4.19	.715	.067	4.06	4.33	2	5		
	PG	66	4.17	.597	.073	4.02	4.31	3	5		
	Total	200	4.18	.658	.047	4.09	4.28	2	5		
Driving factors for women to work inBPOs-Opportunities for abroad posting	UG	20	3.55	.826	.185	3.16	3.94	3	5		
	Graduate	114	4.04	.775	.073	3.89	4.18	2	5		
	PG	66	4.11	1.010	.124	3.86	4.35	2	6		
	Total	200	4.01	.874	.062	3.89	4.13	2	6		
Driving factors for women to work inBPOs-Imp.inter-personal skills	UG	20	3.95	.510	.114	3.71	4.19	3	5		
	Graduate	114	3.99	.825	.077	3.84	4.14	2	5		
	PG	66	4.21	.541	.067	4.08	4.35	3	5		
	Total	200	4.06	.720	.051	3.96	4.16	2	5		
Driving factors for women to work inBPOs.. Good Transport facility	UG	20	4.55	.605	.135	4.27	4.83	3	5		
	Graduate	114	3.69	.884	.083	3.53	3.86	2	5		
	PG	66	3.70	1.116	.120	3.46	3.94	1	6		
	Total	200	3.78	.925	.065	3.65	3.91	1	6		

Driving factors for women to work in BPOs- Facility of meals on job	UG	20	4.55	.759	.170	4.19	4.91	2	5
	Graduate	114	3.90	.959	.090	3.73	4.08	2	5
	PG	66	3.39	1.094	.135	3.13	3.66	1	5
	Total	200	3.80	1.042	.074	3.65	3.95	1	5
Driving factors for women to work in BPOs- Better working conditions	UG	20	4.65	.587	.131	4.38	4.92	3	5
	Graduate	114	4.08	.822	.077	3.93	4.23	2	5
	PG	66	3.97	.877	.108	3.75	4.19	2	5
	Total	200	4.10	.839	.059	3.98	4.22	2	5
Driving factors for women to work in BPOs- Frequent EDPs/MDPs	UG	20	3.50	.688	.154	3.18	3.82	3	5
	Graduate	114	4.06	.865	.081	3.90	4.22	2	5
	PG	66	4.14	.699	.086	3.96	4.31	1	5
	Total	200	4.03	.814	.058	3.92	4.14	1	5
Driving factors for women to work in BPOs- Excellent awards/rewards	UG	20	4.60	.681	.152	4.28	4.92	3	5
	Graduate	114	4.32	.747	.070	4.19	4.46	2	5
	PG	66	4.08	.829	.102	3.87	4.28	1	5
	Total	200	4.27	.781	.055	4.16	4.38	1	5
Driving factors for women to work in BPOs- More recognition	UG	20	4.65	.587	.131	4.38	4.92	3	5
	Graduate	114	4.08	.800	.075	3.93	4.23	2	5
	PG	66	4.61	.782	.096	4.41	4.80	1	5
	Total	200	4.31	.817	.058	4.20	4.42	1	5
Driving factors for women to work in BPOs- More opp. for Career Dev.	UG	20	3.50	.717	.136	3.22	3.78	3	5
	Graduate	114	4.03	.746	.070	3.89	4.16	3	5
	PG	66	4.23	.520	.064	4.10	4.36	3	6
	Total	200	4.04	.693	.049	3.94	4.14	3	6

(Source: Primary Probe)

Table 1 explains the significance opinion of women employees as per their education level regarding different factors which may contribute towards their career growth in different BPOs. Better pay is considered as one of the major factors as the mean value is 4.80 with SD .523 for UG, 4.46 with SD .597 for Graduates and 4.80 with SD .503 and the responses range from 3-5. Range of the opinions on 95% confidence limit is 4.35 to 5.04 this indicates that better pay is a major attraction factor for the women employees to join BPOs in India.

More time off is also considered as a factor to attract the women employee in BPO jobs. The mean values for different levels of education are 3.60, 3.57 and 3.44 with SD .940, .892 and .844 respectively for UG, Graduates and PG respondents. Range of responses is 2-5 and of opinions at 95% confidence limit 3.16 to 4.04 indicating that more time off is a major factor to attract women employees to join BPOs.

Similar age/mental make up also is indicative of attracting women employees to join BPOs. The mean values are 3.95, 3.94 and 3.59 with S.D. .394, .744 and 1.202 for UG, Graduates and PG respondents respectively. Opinions at 95% confidence limit range from 3.30 to 4.13.

Better social status has mean values 3.30, 3.70 and 3.58 with S.D. .657, .786 and .774 respectively for UG, Graduates and PG respondents. The opinion ranges from 2.99 to 3.86.

No other employment option has mean value as 2.75, 2.70 and 3.41 with S.D. 1.118, 1.289 and 1.123 for UG, Graduates and PG respectively. The opinion range at 95% confidence level is 2.23 to 3.69.

More promotion opportunities have mean value as 4.20, 4.19 and 4.17 with S.D. .523, .715 and .597 with opinion range at 95% confidence limit 3.96 to 4.44 indicating it as the most important factor for attracting women employee to BPOs.

Posting opportunities to abroad has mean value as 3.55, 4.04 and 4.11 with S.D. .826, .775 and 1.010 respectively for UG, Graduates and PG respondents. Opinion ranges from 3.16 to 4.35 giving rise to an inference that this also is an important factor to join BPOs.

Improvement in inter-personal skills is another important factor to attract women employees to BPO jobs. It is revealed by the mean values as 3.95, 3.99 and 4.21 with S.D. .510, .825 and .541 for UG, Graduates and PG level women respondents. The opinion range at 95% confidence interval is 3.71 to 4.35. This reveals that this factor is an important attraction for the women employees to join BPOs.

Good transport facility also allures many women employees to BPOs as is exhibited in the mean values of 4.55, 3.69 and 3.70 with S.D. .605, .884 and .976 for UG, Graduates and PG respondents respectively. Opinion ranges from 3.46 to 4.83.

Facility on meals on job has the mean value for UG as 4.55 with S.D. .759, Graduates as 3.90 with .959 S.D. and PG 3.39 with 1.094 S.D. Opinion ranged from 3.13 to 4.91 and the responses ranged 2-5 for UG and Graduates and 1-5 for PG.

Better working conditions also induce attraction for BPOs in women employees as the mean value for responses is 4.65 with S.D. .587, 4.08 with .822 S.D. and .397 with S.D. .877 for UG, Graduates and PG respectively. The range of opinion is from 3.75 to 4.92 indicating very strong attraction among the respondents for BPO jobs.

Frequent EDPs/MDPs has the mean values as 3.50 with S.D. .688, 4.06 with S.D. .865 and 4.14 with S.D. .699 and having 3.18 to 4.22 opinion range explicitly giving an inference of preference for BPOs among women employees to take up BPO assignments.

Excellent awards/rewards and more recognition are another alluring factors for women employees to join BPOs. Their mean values are 4.60, 4.32 and 4.08 with S.D. value of .681, .747 and .829 for UG, Graduates and PG in case of Excellent awards/rewards and 4.65 with S.D. .587, 4.08 with .800 S.D. and 4.61 with .782 S.D. in case of more recognition for BPO employees. Both the factors contribute as prospects for joining BPO jobs.

More opportunities for career development has mean value as 3.55 with S.D. .826, 4.03 with S.D. .746 and 4.23 with S.D. .520 for UG, Graduates and PG respondents. The opinion ranged from 3.16 to 4.36 at 95% confidence limit. It remains again an important factor to motivate women employees to take up BPO jobs as career.

Table 2
Education Level and Growth Prospects in BPOs for Women Employees

ANOVA (5% significance level)

Prospects	CDm.parison	Sum of Squares	df	Mean Square	F	Sig.
Driving factors for women to work in BPOs - Better pay	Between Groups	5875	2	2937	9.346	.000
	Within Groups	61920	197	314		
	Total	67795	199			
Driving factors for women to work in BPOs - more time off	Between Groups	824	2	412	.530	.589
	Within Groups	152996	197	777		
	Total	153820	199			
Driving factors for women to work in BPOs - Similar age/mental make up	Between Groups	5400	2	2700	3.335	.038
	Within Groups	159475	197	810		
	Total	164875	199			
Driving factors for women to work in BPOs - Better social status	Between Groups	2939	2	1470	2.492	.085
	Within Groups	116181	197	.590		
	Total	119120	199			
Driving factors for women to work in BPOs - No other employment option	Between Groups	21716	2	10.858	7.286	.001
	Within Groups	293564	197	1490		
	Total	315280	199			

Driving factors fur women to work in BPOs-More promotions opportunities	Between Groups	.034	2	.017	.039	.962
	Within Groups	86.121	197	.437		
	Total	86.155	199			
Driving factors fur women to work in BPOs-Opportunities for abroad posting	Between Groups	4.913	2	2.456	3.290	.039
	Within Groups	17.067	197	.747		
	Total	15.980	199			
Driving factors fur women to work in BPOs-Imp. inter-personal skills	Between Groups	2.308	2	1.154	2.252	.108
	Within Groups	100.972	197	.513		
	Total	103.280	199			
Driving factors fur women to work in BPOs-Good Transport facility	Between Groups	13.176	2	6.588	8.259	.000
	Within Groups	157.144	197	.798		
	Total	170.320	199			
Driving factors fur women to work in BPOs-Facility of meals on job	Between Groups	23354	2	11677	11941	.000
	Within Groups	192.646	197	.978		
	Total	216.000	199			
Driving factors fur women to work in BPOs-Better working conditions	Between Groups	7.221	2	3.611	5.357	.005
	Within Groups	132.779	197	.674		
	Total	140.000	199			
Driving factors fur women to work in BPOs-Frequent EDPs/MDPs	Between Groups	6477	2	3.239	5090	.007
	Within Groups	125.343	197	.636		
	Total	131.820	199			
Driving factors fur women to work in BPOs-Excellent awards/rewards	Between Groups	5008	2	2.504	4.237	.016
	Within Groups	116.412	197	.591		
	Total	121.420	199			
Driving factors fur women to work in BPOs- More recognition	Between Groups	14.183	2	7.091	11780	.000
	Within Groups	11859.7	197	.602		
	Total	12.780	199			
Driving factors fur women to work in BPOs-More opp. for Career Dev.	Between Groups	8.168	2	4.084	9.194	.000
	Within Groups	87512	197	.444		
	Total	95680	199			

(Source:Primary Probe)

The above ANOVA table shows the significance opinion of women employees as per their education level regarding different factors which may contribute towards their career growth in different BPOs. The factors like More promotion opportunities , Inter-personal skills, Better social status and more time off have ANOVA significance value greater than 0.05 (sig. level) which means that women employees as per estimation level have common opinion that these factors are the most important factors choosing BPOs as their career .

Whereas the factors like Better pay, Similar age/mental setup, No other employment option, Opportunities for posting abroad, Good transport facility, Meals at workplace etc. have ANOVA significance value less than 0.05 meaning women employees (as per education) have significant difference in their opinion about these factors and hence these factors are not the main important factors for choosing BPOs as a means for career growth.

Table 3
Driving Factors for Women Employees in Different Age Groups for Joining BPOs

DeKriptive									
Driving factor/II	Age	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Driving factors for women to work in BPOs- Better pay	21-25 Yrs.	73	4.60	.571	.067	4.47	4.74	3	5
	25 above and up to 35 Yrs.	102	4.74	.525	.052	4.63	4.84	3	5
	35 and above Yrs.	25	4.08	.572	.114	3.84	4.32	3	5
	Total	200	4.60	.584	.041	4.52	4.69	3	5
Driving factors for women to work in BPOs- more time off	21-25 Yrs.	73	3.34	.870	.102	3.14	3.55	1	5
	25 above and up to 35 Yrs.	102	3.69	.844	.084	3.52	3.85	1	5
	35 and above Yrs.	25	3.44	.961	.192	3.04	3.84	2	5
	Total	200	3.53	.879	.062	3.41	3.65	1	5
Driving factors for women to work in BPOs- Similar age/mental make up	21-25 Yrs.	73	4.10	.819	.096	3.90	4.29	1	5
	25 above and up to 35 Yrs.	102	3.61	1.0106	.100	3.41	3.81	1	5
	35 and above Yrs.	25	3.92	.400	.080	3.75	4.09	3	5
	Total	200	3.82	.910	.064	3.70	3.95	1	5
Driving factors for women to work in BPOs- Better social status	21-25 Yrs.	73	3.62	.659	.077	3.46	3.77	1	5
	25 above and up to 35 Yrs.	102	3.46	.792	.078	3.31	3.62	1	5
	35 and above Yrs.	25	4.28	.678	.136	4.00	4.56	3	5
	Total	200	3.62	.774	.055	3.51	3.73	1	5

Driving factors for women to work in BPOs-No other employment option	21-25 Yrs.	73	2.68	1.322	.155	2.38	2.99	1	5
	25 above and up to 35 Yrs.	102	3.24	1.220	.121	3.00	3.47	1	5
	35 and above Yrs.	25	2.48	9.18	.184	2.10	2.86	1	4
	Total	200	2.94	1.259	.089	2.76	3.12	1	5
Driving factors for women to work in BPOs-More promotions opportunities	21-25 Yrs.	73	4.14	.673	.119	3.98	4.29	2	5
	25 above and up to 35 Yrs.	102	4.29	.669	.066	4.16	4.43	3	5
	35 and above Yrs.	25	3.88	4.40	.088	3.70	4.06	3	5
	Total	200	4.18	.658	.047	4.09	4.28	2	5
Driving factors for women to work in BPOs-Opportunities for abroad posting	21-25 Yrs.	73	4.01	9.05	.106	3.80	4.22	3	5
	25 above and up to 35 Yrs.	102	3.96	8.67	.086	3.79	4.13	2	6
	35 and above Yrs.	25	4.20	8.16	.163	3.86	4.54	2	5
	Total	200	4.01	.874	.062	3.89	4.13	2	6
Driving factors for women to work in BPOs-Improvement in personal skills	21-25 Yrs.	73	4.27	.712	.083	4.11	4.44	3	5
	25 above and up to 35 Yrs.	102	3.95	.651	.064	3.82	4.08	2	5
	35 and above Yrs.	25	3.88	8.81	.176	3.52	4.24	3	5
	Total	200	4.06	.720	.051	3.96	4.16	2	5
Driving factors for women to work in BPOs-Good Transport facility	21-25 Yrs.	73	3.90	.915	.107	3.69	4.12	2	6
	25 above and up to 35 Yrs.	102	3.71	9.91	.098	3.51	3.90	1	5
	35 and above Yrs.	25	3.72	.614	.123	3.47	3.97	3	5
	Total	200	3.78	9.25	.065	3.65	3.91	1	6
Driving factors for women to work in BPOs-Facility of meals on job	21-25 Yrs.	73	3.96	9.49	.111	3.74	4.18	2	5
	25 above and up to 35 Yrs.	102	3.69	1.160	.115	3.46	3.91	1	5
	35 and above Yrs.	25	3.80	.707	.141	3.51	4.09	2	5
	Total	200	3.80	1.042	.074	3.65	3.95	1	5
Driving factors for women to work in BPOs-Better working conditions	21-25 Yrs.	73	4.0	.740	.087	4.22	4.57	2	5
	25 above and up to 35 Yrs.	102	3.98	8.79	.087	3.81	4.15	2	5
	35 and above Yrs.	25	3.72	.678	.136	3.44	4.00	3	5
	Total	200	4.10	8.39	.059	3.98	4.22	2	5

Driving factors for women to work in BPOs- Frequent EDPs/MDPs	21-25 Yrs.	73	4.07	.788	.092	3.88	4.25	2	5
	25 above and up to 35 Yrs.	102	4.16	.817	.081	4.00	4.32	1	5
	35 and above Yrs.	25	3.40	.577	.115	3.16	3.64	3	5
	Total	200	4.03	.814	.058	3.92	4.14	1	5
Driving factors for women to work in BPOs- Excellent awards/rewards	21-25 Yrs.	73	4.47	.379	.068	4.33	4.60	3	5
	25 above and up to 35 Yrs.	102	4.19	.920	.091	4.01	4.37	1	5
	35 and above Yrs.	25	4.04	.539	.108	3.82	4.26	3	5
	Total	200	4.27	.781	.055	4.16	4.38	1	5
Driving factors for women to work in BPOs- More recognition	21-25 Yrs.	73	4.66	.533	.062	4.53	4.78	3	5
	25 above and up to 35 Yrs.	102	4.21	.905	.090	4.03	4.38	1	5
	35 and above Yrs.	25	3.72	.678	.136	3.44	4.00	3	5
	Total	200	4.31	.817	.058	4.20	4.42	1	5
Driving factors for women to work in BPOs- More opp. for Career Dev.	21-25 Yrs.	73	4.22	.712	.083	4.05	4.39	3	5
	25 above and up to 35 Yrs.	102	3.95	.709	.070	3.81	4.09	3	6
	35 and above Yrs.	25	3.88	.440	.088	3.70	4.06	3	5
	Total	200	4.04	.693	.049	3.94	4.14	3	6

(Source: Primary Probe)

Table 3 shows opinion of different age group women employees in BPOs about different important factors for choosing BPO for their career growth. Better pay is considered as a major factor to attract women employees of different age groups as is indicated in the mean values of 21-25 years group as 4.60 with S.D. value .571 and opinion ranging from 4.47 to 4.74 and the responses ranged from 3-5. The mean values for 25-35 and 35 years and above category are 4.74 and 4.08 with S.D. .525 and .572 respectively. All these indicate that better pay is in the driver sheet to attract women employees in BPOs.

More time off plays an important role in attraction of women employees of all the three categories of age as the mean values are 3.34/3.69/3.44 with S.D. values .870/.844/.961 for 21-25 yrs/above 25 yrs and upto 35 yrs/35 yrs and above categories respectively. The opinion ranged from 3.04 to 3.85 which is very near to 4 and infer that this factor is again a motivating factor for women employees to choose BPOs as a career.

Similar age/mental make up has mean values as 4.10/3.61/3.92 with SD. 819/1.006/400 respectively for the three categories of age and opinion ranging from 3.75 to 4.29. It shows that this factor attracts women employees to work in BPOs.

Table 4
Driving Factors for Women Employees in Different Age Groups for Joining BPOs

ANOVA (5% significance level)						
Dependent Variable	Relationship	Sum of Squares	df	Mean Square	F	Sig.
Driving factors for women ID work in BPOs-Better pay	Between Groups	8623	2	4311	4.353	.000
	Within Groups	59.172	197	.300		
	Total	67.795	199			
Driving factors for women ID work in BPOs-more time off	Between Groups	5261	2	2630	3488	.032
	Within Groups	48.559	197	.754		
	Total	153.820	199			
Driving factors for women ID work in BPOs-Similar aff./C/mental makeup	Between Groups	10.393	2	5.196	6.626	.002
	Within Groups	154.482	197	.784		
	Total	164.875	199			
Driving factors for women ID work in BPOs-Better social status	Between Groups	13.477	2	6.738	12.565	.000
	Within Groups	105.643	197	.536		
	Total	119.120	199			
Driving factors for women ID work in BPOs-No other employment option	Between Groups	8.934	2	4.467	6.293	.002
	Within Groups	296.346	197	1.504		
	Total	315.280	199			
Driving factors for women ID work in BPOs-More promotions opportunities	Between Groups	3.708	2	1.854	4.430	.013
	Within Groups	82.447	197	.419		
	Total	86.155	199			
Driving factors for women ID work in BPOs-Opportunities for abroad posting	Between Groups	1.151	2	.575	.751	.473
	Within Groups	150.829	197	.766		
	Total	151.980	199			
Driving factors for women ID work in BPOs-imp. interpersonal skills	Between Groups	5365	2	2682	5.1	.005
	Within Groups	97.915	197	.497		
	Total	103.280	199			
Driving factors for women ID work in BPOs-Good Transport facility	Between Groups	1775	2	.887	10.37	.356
	Within Groups	168.545	197	.856		
	Total	170.320	199			
Driving factors for women ID work in BPOs-Facility of meals on job	Between Groups	3.163	2	1.581	1464	.234
	Within Groups	212.837	197	1.080		
	Total	216.000	199			

Driving factors for women to work inBPOs-Better working conditions	Between Groups	11.520	2	5.760	8832	.000
	Within Groups	128.480	197	.652		
	Total	140.000	199			
Driving factors for women to work inBPOs-Frequent EDPs/MDPs	Between Groups	11672	2	5.836	9.569	.000
	Within Groups	120.48	197	.60		
	Total	131820	199			
Driving factors for women to work inBPOs-Excellent awards/rewards	Between Groups	4.835	2	2.417	4.085	.018
	Within Groups	116.585	197	.592		
	Total	121.420	199			
Driving factors for women to work inBPOs- More recognition	Between Groups	18625	2	9.313	16.071	.000
	Within Groups	114.155	197	.579		
	Total	132.780	199			
Driving factors for women to work inBPOs-More opp. for Career Dev.	Between Groups	3792	2	1.896	4.065	.019
	Within Groups	91.888	197	.466		
	Total	95.680	199			

(Source:Primary Probe)

The above table (4) shows the significance level in the opinion of different age group women employees in BPOs about different important factors for choosing BPO for their career growth. Three factors have ANOVA significance value greater than 0.05, viz; opportunity for posting abroad, good transport facility, facility for meals on job. It means hypothesis holds true for these factors and there is no significant difference in the opinion about these factors hence these are important factors to choose BPOs for career growth.

Whereas remaining 12 factors have ANOVA significance value is less than 0.05 which means that for these factors there is no common opinion of respondents (who are of different age group) and hence these factors are not important for choosing BPOs for career growth.

Table 5
Prospects for Women Employees in BPOs of Different Marital Status.

Prospect/II	Marital Status	Descriptive				95% Confidence Interval for Mean		Minimum	Maximum
		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound		
Driving factors for women to work in BPOs- Better pay	Married	66	4.68	.559	.069	4.54	4.82	3	5
	Single	123	4.57	.602	.054	4.46	4.68	3	5
	Divorced	10	4.60	.516	.163	4.23	4.97	4	5
	Widow	1	4.00					4	4
	Total	200	4.60	.584	.041	4.52	4.69	3	5

Driving factors for women to work in BPOs- more time off	Married	66	3.74	.751	.092	356	393	1	5
	Single	123	3.36	.897	.081	3.20	3.52	1	5
	Divorced	10	4.20	.919	.291	354	4.86	3	5
	Widow	1	4.00					4	4
	Total	200	3.53	.879	.062	3.41	3.65	1	5
Driving factors for women to work in BPOs- Similar age/mental make up	Married	66	3.98	.774	.095	3.79	4.18	1	5
	Single	123	3.74	.990	.089	356	392	1	5
	Divorced	10	3.80	.632	.200	3.35	4.25	2	4
	Widow	1	4.00					4	4
	Total	200	3.82	.910	.064	3.70	3.95	1	5
Driving factors for women to work in BPOs- Better social status	Married	66	3.76	.860	.106	3.55	3.97	1	5
	Single	123	3.57	.714	.064	3.44	3.70	1	5
	Divorced	10	3.20	.632	.200	2.75	3.65	2	4
	Widow	1	5.00					5	5
	Total	200	3.62	.774	.055	3.51	3.73	1	5
Driving factors for women to work in BPOs- No other employment option	Married	66	2.94	1.094	.135	2.67	3.21	1	5
	Single	123	2.92	1.328	.120	2.68	3.16	1	5
	Divorced	10	3.10	1.524	.482	2.01	4.19	1	5
	Widow	1	4.00					4	4
	Total	200	2.94	1.259	.089	2.76	3.12	1	5
Driving factors for women to work in BPOs- More promotions opportunities	Married	66	4.30	.607	.075	4.15	4.45	3	5
	Single	123	4.11	.651	.059	3.99	4.22	2	5
	Divorced	10	4.30	.949	.300	3.62	4.98	3	5
	Widow	1	5.00					5	5
	Total	200	4.18	.658	.047	4.09	4.28	2	5
Driving factors for women to work in BPOs- Opportunities for abroad posting	Married	66	4.11	.806	.099	3.91	4.30	2	6
	Single	123	3.98	.910	.082	3.81	4.14	2	5
	Divorced	10	3.80	.919	.291	3.14	4.46	3	5
	Widow	1	4.00					4	4
	Total	200	4.01	.874	.062	3.89	4.13	2	6
Driving factors for women to work in BPOs- Imp. inter-personal skills	Married	66	3.88	.621	.076	3.73	4.03	2	5
	Single	123	4.18	.769	.069	4.04	4.32	2	5
	Divorced	10	3.80	.422	.133	3.50	4.10	3	4
	Widow	1	4.00					4	4
	Total	200	4.06	.720	.051	3.7%	4.16	2	5
Driving factors for women to work in BPOs- Good Transport facility	Married	66	4.06	.943	.116	3.83	4.29	1	5
	Single	123	3.65	.905	.082	3.49	3.81	2	6
	Divorced	10	3.50	.707	.224	2.99	4.01	2	4
	Widow	1	4.00					4	4
	Total	200	3.78	.925	.065	3.65	3.91	1	6

Driving factors for women to work in BPOs- Facility of meals on job	Married	66	4.06	1021	.126	3.81	4.31	1	5
	Single	123	3.64	1057	.095	3.45	3.83	2	5
	Divorced	10	3.90	.568	.180	3.49	4.31	3	5
	Widow	1	5.00					5	5
	Total	200	3.80	1042	.074	3.65	3.95	1	5
Driving factors for women to work in BPOs- Better working conditions	Married	66	3.85	1041	.128	3.59	4.10	2	5
	Single	123	4.25	697	.063	4.13	4.38	2	5
	Divorced	10	3.80	422	.133	3.50	4.10	3	4
	Widow	1	5.00					5	5
	Total	200	4.10	839	.059	3.98	4.22	2	5
Driving factors for women to work in BPOs- Frequent EDPs/MDPs	Married	66	4.14	94.3	.116	3.90	4.37	1	5
	Single	123	3.93	733	.066	3.80	4.07	2	5
	Divorced	10	4.40	699	.221	3.90	4.90	3	5
	Widow	1	5.00					5	5
	Total	200	4.03	814	.058	3.92	4.14	1	5
Driving factors for women to work in BPOs- Excellent awards/rewards	Married	66	4.30	928	.114	4.07	4.53	1	5
	Single	123	4.21	692	.062	4.09	4.33	2	5
	Divorced	10	4.80	632	.200	4.35	5.25	3	5
	Widow	1	4.00					4	4
	Total	200	4.27	781	.055	4.16	4.38	1	5
Driving factors for women to work in BPOs- More recognition	Married	66	4.06	857	.106	3.85	4.27	1	5
	Single	123	4.41	789	.071	4.27	4.56	2	5
	Divorced	10	4.70	483	.153	4.35	5.05	4	5
	Widow	1	4.00					4	4
	Total	200	4.31	817	.058	4.20	4.42	1	5
Driving factors for women to work in BPOs- More opportunities for Career Development	Married	66	3.92	708	.087	3.75	4.10	3	6
	Single	123	4.07	674	.061	3.94	4.19	3	5
	Divorced	10	4.50	717	.224	3.99	5.01	3	5
	Widow	1	4.00					4	4
	Total	200	4.04	693	.049	3.94	4.14	3	6

(Source: Primary Probe)

Table 6
Prospects for Women Employees in BPOs of Different Marital Status.

ANOVA (5/o significant level)						
Prospects	Relationship	Sam of Squares	df	Mean Square	F	Sig.
Driving factors for women to work in BPOs-Better pay	Between Groups	.914	3	.305	.893	.446
	Within Groups	66.881	196	.341		
	Total	67.795	199			
Driving factors for women to work in BPOs-more time off	Between Groups	113.39	3	3.780	5.199	.002
	Within Groups	142.481	196	.727		
	Total	153.820	199			
Driving factors for women to work in BPOs-Similar age/mental make up	Between Groups	2.615	3	.871	1.053	.370
	Within Groups	162.260	196	.828		
	Total	164.875	199			
Driving factors for women to work in BPOs-Better social status	Between Groups	5.236	3	1.745	3.004	.032
	Within Groups	113.884	196	.581		
	Total	119.120	199			
Driving factors for women to work in BPOs-No other employment option	Between Groups	1.435	3	.478	.299	.826
	Within Groups	313.845	196	1.601		
	Total	315.280	199			
Driving factors for women to work in BPOs-More promotions opportunities	Between Groups	2.490	3	.830	1.944	.124
	Within Groups	83.665	196	.427		
	Total	86.155	199			
Driving factors for women to work in BPOs-Opportunities for abroad posting	Between Groups	1.196	3	.399	.518	.670
	Within Groups	150.784	196	.769		
	Total	151.980	199			
Driving factors for women to work in BPOs-Imp. inter-personal skills	Between Groups	4.585	3	1.528	3.035	.030
	Within Groups	98.695	196	.504		
	Total	103.280	199			
Driving factors for women to work in BPOs-Good Transport facility	Between Groups	8.095	3	2.698	3.260	.023
	Within Groups	162.225	196	.828		
	Total	170.320	199			
Driving factors for women to work in BPOs-Facility of meals on job	Between Groups	9.082	3	3.027	2.868	.038
	Within Groups	206.918	196	1.056		
	Total	216.000	199			
Driving factors for women to work in BPOs-Better working conditions	Between Groups	8.728	3	2.909	4.344	.005
	Within Groups	131.271	196	.670		
	Total	140.000	199			
Driving factors for women to work in BPOs-Frequent EDPs/MDPs	Between Groups	4.168	3	1.389	2.133	.097
	Within Groups	127.652	196	.651		
	Total	131.820	199			

Driving factors for women to work in BPOs-Excellent awards/rewards	Between Groups	3.377	3	1.126	.869	.136
	Within Groups	118043	96	.602		
	Total	12420	99			
Driving factors for women to work in BPOs- More recognition	Between Groups	7069	3	2.356	3674	.013
	Within Groups	125711	96	.641		
	Total	132780	99			
Driving factors for women to work in BPOs-More opportunities for Career Development	Between Groups	3.079	3	1.026	2.172	.093
	Within Groups	92.601	96	.472		
	Total	95.680	99			

(Source: Primary Probe)

The above Tables (5 & 6) depict that women of different marital status working in BPOs have different responses regarding various driving factors for career in BPOs. Major factors such as Better pay, Similar age/mental make up, no other employment option, More promotions opportunities, More opportunities for Career Development, Excellent awards/rewards and Opportunities for abroad posting have significance value greater than 005 and hence there is no significant difference in their opinion proving null hypothesis.

Table 7
Prospects for Women Employees in BPOs Having Different no. of Children

DellCdptivea									
Prospec:ta	No.of children	N	Mean	Std. Deviation	Std. Error	95% Confidena Inmvalfor		Mini mum	MUi mum
						Lower Bound	Upper Bound		
Driving factors for women to work in BPOs. Better pay	1child	36	4.36	.639	.107	4.14	4.58	3	5
	2children	20	4.90	.308	.069	4.76	5.04	4	5
	More than 2 children	1	4.00					4	4
	NA or 0 children	143	4.63	.577	.048	4.53	4.72	3	5
	Total	200	4.60	.584	.041	4.52	4.69	3	5
Driving factms (or women to work in BPO & more time off	1child	36	3.92	.770	.115	3.66	4.18	2	5
	2children	20	3.40	.883	.197	2.99	3.81	1	5
	More than 2 children	1	3.00					3	3
	NA or 0 children	143	3.45	.886	.074	3.31	3.60	1	5
	Total	200	3.53	.879	.062	3.41	3.65	1	5
Driving factms (or women to work in BPO & Similar age/mentsl make up	1child	36	3.78	.781	.107	3.52	4.03	2	5
	2children	20	4.20	1.005	.225	3.73	4.67	1	5
	More than 2 children	1	4.00					4	4
	NA or 0 children	143	3.78	.918	.078	3.63	3.94	1	5
	Total	200	3.82	.910	.064	3.70	3.95	1	5

Driving factors for women to work in BPOs- Better social status	1child	36	3.81	1.091	.182	3.44	4.17	1	5
	2children	20	4.05	224	.050	3.95	4.15	4	5
	More than 2 children	1	4.00					4	4
	NA or O children	143	3.51	.701	.059	3.39	3.63	1	5
	Total	200	3.62	.774	.055	3.51	3.73	1	5
Driving factors for women to work in BPOs- No other employment option	1child	36	2.83	1.342	224	2.38	3.29	1	5
	2children	20	3.00	1.076	.241	2.50	3.50	1	5
	More than 2 children	1	2.00					2	2
	NA or O children	143	2.97	1.269	.106	2.76	3.17	1	5
	Total	200	2.94	1.259	.089	2.76	3.12	1	5
Driving factors for women to work in BPOs- More promotions opportunities	1child	36	4.14	683	.114	3.91	4.37	3	5
	2children	20	4.10	447	.100	3.89	4.31	3	5
	More than 2 children	1	4.00					4	4
	NA or O children	143	4.21	680	.057	4.10	4.32	2	5
	Total	200	4.18	658	.047	4.09	4.28	2	5
Driving factors for women to work in BPOs- Opportunities for abroad posting	1child	36	4.17	878	.146	3.87	4.46	2	6
	2children	20	3.85	875	.196	3.44	4.26	3	5
	More than 2 children	1	4.00					4	4
	NA or O children	143	3.99	876	.073	3.85	4.14	2	5
	Total	200	4.01	874	.062	3.89	4.13	2	6
Driving factors for women to work in BPOs- Imp. inter-personal skills	1child	36	3.69	.710	.118	3.45	3.93	2	5
	2children	20	4.20	410	.092	4.01	4.39	4	5
	More than 2 children	1	5.00					5	5
	NA or O children	143	4.13	.730	.061	4.01	4.25	2	5
	Total	200	4.06	.720	.051	3.96	4.16	2	5
Driving factors for women to work in BPOs- Good Transport facility	1child	36	3.69	920	.153	3.38	4.01	1	5
	2children	20	3.70	865	.193	3.30	4.10	3	5
	More than 2 children	1	4.00					4	4
	NA or O children	143	3.81	942	.079	3.66	3.97	2	6
	Total	200	3.78	925	.065	3.65	3.91	1	6

Driving factors for women to work inBPOs- Facility of meals on job	1child	36	3.72	1003	.167	3.38	4.06	1	5
	2children	20	3.95	826	.185	3.56	4.34	2	5
	Morethan 2 children	1	5.00					5	5
	NA or O children	143	3.79	1080	.090	3.61	3.97	2	5
	Total	200	3.80	1042	.074	3.65	3.95	1	5
Driving factors for women to work inBPOs- Better working conditions	1child	36	3.58	.649	.108	3.36	3.80	3	5
	2children	20	3.45	1276	.285	2.85	4.05	2	5
	Morethan 2 children	1	5.00					5	5
	NA or O children	143	4.31	.696	.058	4.20	4.43	2	5
	Total	200	4.10	839	.059	3.98	4.22	2	5
Driving factors for women to work inBPOs- ER/MD	1child	36	3.78	1098	.183	3.41	4.15	1	5
	2children	20	4.20	410	.092	4.01	4.39	4	5
	Morethan 2 children	1	5.00					5	5
	Total	143	4.06	.762	.064	3.94	4.19	2	5
	Total	200	4.03	814	.058	3.92	4.14	1	5
Driving factors for women to work inBPOs- Excellent awards/rewards	1child	36	4.31	.980	.163	3.97	4.64	1	5
	2children	20	4.05	.945	.211	3.61	4.49	3	5
	Morethan 2 children	1	4.00					4	4
	NA or O children	143	4.29	.700	.059	4.18	4.41	2	5
	Total	200	4.27	.781	.055	4.16	4.38	1	5
Driving factors for women to work inBPOs- More recognition	1child	36	4.00	1121	.187	3.62	4.38	1	5
	2children	20	4.40	503	.112	4.16	4.64	4	5
	Morethan 2 children	1	4.00					4	4
	NA or O children	143	4.38	.749	.063	4.25	4.50	2	5
	Total	200	4.31	817	.058	4.20	4.42	1	5
Driving factors for women to work inBPOs- More opp.for Career Dev.	1child	36	4.33	.632	.105	4.12	4.55	3	6
	2children	20	4.10	.447	.100	3.89	4.31	3	5
	Morethan 2 children	1	5.00					5	5
	NA or O children	143	3.95	.715	.060	3.83	4.07	3	5
	Total	200	4.04	.693	.049	3.94	4.14	3	6

Table s
Prospects for Women Employees inBPOs Having Different no. of Children

ANOVA (5/o significance level)						
Prospects	Relationship	Sum of Square•	df	Mmn Square	F	Sig.
Driving factors for women to work in BPOs-Better pay	<u>Between Groups</u>	4.333	3	1.444	4.461	.005
	Within Groups	63.462	196	.324		
	Total	67.795	199			
Driving factors for women to work inBPOs-more time off	<u>Between Groups</u>	6.815	3	2.272	3.029	.031
	Within Groups	147.05	196	.750		
	Total	153.820	199			
Driving factors for women to work inBPOs-Similar 8% mental make up	Between Groups	3.173	3	1.058	1.282	.282
	Within Groups	161.702	196	.825		
	Total	164.875	199			
Driving factors for women to work inBPOs-Better social status	Between Groups	6.797	3	2.266	3.953	.009
	Within Groups	112.323	196	.573		
	Total	119.120	199			
Driving factors for women to work inBPOs-No other empl.ayment option	Between Groups	1455	3	485	303	.823
	Within Groups	31325	196	1601		
	Total	315.280	199			
Driving factors for women to work inBPOs-More promotions opportunities	Between Groups	343	3	.114	.261	.853
	Within Groups	85.812	196	.438		
	Total	86.155	199			
Driving factors for women to work in Bros-Opportunities for abroad posting	Between Groups	1437	3	.479	.624	.601
	<u>Within Groups</u>	150.543	196	.768		
	Total	151.980	199			
Driving factors for women to work in BPOs-Imp. inrer-personal skills	Between Groups	6.707	3	2.236	4.537	.004
	Within Groups	96.573	196	.493		
	Total	103.280	199			
Driving factors for women to work inBPOs-Good Transport facility	Between Groups	579	3	.193	.223	.880
	Within Groups	169.741	196	.866		
	Total	170.320	199			
Driving factors for women to work inBPOs-Facility of meals onjob	Between Groups	2.121	3	.711	.648	.585
	Within Groups	213.879	196	1.091		
	Total	216.000	199			
Driving factors for women to work inBPOs-Better working conditions	Between Groups	25.461	3	8.487	4.523	.000
	Within Groups	114.539	196	.584		
	Total	140.000	199			

Driving factors for women to work in BPOs-Frequent EDPs/MDPs	Between Groups	3964	3	1.321	2.026	.112
	Within Groups	27.856	196	.652		
	Total	31820	199			
Driving factors for women to work in BPOs-Excellent awards/rewards	Between Groups	1167	3	.389	.634	.594
	Within Groups	20.253	196	.614		
	Total	21.420	199			
Driving factors for women to work in BPOs- More recognition	Between Groups	4.372	3	1.457	2.224	.087
	Within Groups	28.408	196	.655		
	Total	32.780	199			
Driving factors for women to work in BPOs-More opp. for Career Dev.	Between Groups	5.223	3	1.741	3.772	.012
	Within Groups	90.457	196	.462		
	Total	95.680	199			

(Source: Primary Probe)

Above Tables (7 & 8) reveal the opinion about various driving factors for choosing BPOs as career prospect of different women employees working in BPOs and having different status in terms of children. As per the various responses the factors viz Similar age/mental make up, No other employment option, More promotions opportunities, Opportunities for abroad posting, Good Transport facility, Facility of meals on job, Frequent EDPs/MDPs, Excellent awards/rewards, and More recognition have ANOVA significance value greater than 0.05 and hence are the major factors for choosing BPOs as career prospect for the respondents. Here also null hypothesis holds true.

As the ANOVA significance value for the factors viz. better pay, more time off, better social status, improved interpersonal skills, working conditions and more opportunity for career development is less than 0.05 (significance level) which means that the women respondents (having different number of children) do not agree or there is significant difference in their opinion towards these factors.

Table 9
Prospects for Women Employees inBPOs Having Different Family
Income

Descriptives												
Prospects	Family Income level	N	Mean	Std. Deviation	Std. Error	95%o Confidence Interval for Mean		Minim um	Maxi mum			
						Lower Bound	Upper Bound					
Driving factors for women to work in BPOs-	Upto 5 lacs	32	4.12	.717	.125	3.87	4.38	3	5			
	5-10lacs	91	4.63	.509	.053	4.52	4.73	3	5			
	10lacs and above	498	4.79	.498	.057	4.68	4.90	3	5			
4 Total	4.00	4	4.00	.4	4	4.52	4.69	3	5			
Upto 5 lacs	3.56	840	3.35	3.5687	820	5148	3.26	3.87	2	5		
5-10lacs	3.47	886	3.99	3.4766	886	5093	3.29	3.66	2	5		
10lacs and above	3.58	817	3.70	3.580	817	5103	3.39	3.80	1	5		
4 Total	4	4										
Upto 5 lacs	4	4										
5-10lacs	4	4										
10lacs and above	4	4										
4 Total	4	4										
Upto 5 lacs	4	4										
5-10lacs	4	4										
10lacs and above	4	4										
4 Total	4	4										
Upto 5 lacs	4	4										
5-10lacs	4	4										
10lacs and above	4	4										
4 Total	4	4										
Upto 5 lacs	4	4										
5-10lacs	4	4										
10lacs and above	4	4										
4 Total	4	4										

Driving factors for women to work in BPOs- More promotions opportunities	Up to 5 lacs	32	3.94	840	.148	363	4.24	2	5
	5-10 lacs	91	4.08	542	.057	396	4.19	3	5
	10 lacs and above	76	4.42	638	.177	4.28	4.57	3	5
	4	1	4.00					4	4
	Total	200	4.18	658	.047	4.09	4.28	2	5
Driving factors for women to work in BPOs- Opportunities for abroad posting	Up to 5 lacs	32	3.69	859	.152	338	4.00	3	5
	5-10 lacs	91	3.98	843	.088	380	4.15	3	5
	10 lacs and above	76	4.17	885	.102	397	4.37	2	6
	4	1	5.00					5	5
	Total	200	4.01	874	.062	389	4.13	2	6
Driving factors for women to work in BPOs- Imp. inter-personal skills	Up to 5 lacs	32	4.41	756	.134	4.13	4.68	3	5
	5-10 lacs	91	3.89	657	.069	375	4.03	2	5
	10 lacs and above	76	4.12	730	.084	395	4.29	2	5
	4	1	4.00					4	4
	Total	200	4.06	720	.051	396	4.16	2	5
Driving factors for women to work in BPOs- Good Transport facility	Up to 5 lacs	32	3.62	609	.108	341	3.84	3	5
	5-10 lacs	91	3.76	848	.089	358	3.93	2	5
	10 lacs and above	76	3.86	1104	.127	360	4.11	1	6
	4	1	5.00					5	5
	Total	200	3.78	925	.065	365	3.91	1	6
Driving factors for women to work in BPOs- Facility of meals on job	Up to 5 lacs	32	4.00	672	.119	376	4.24	2	5
	5-10 lacs	91	3.60	1104	.116	337	3.83	2	5
	10 lacs and above	76	3.93	1063	.122	369	4.18	1	5
	4	1	5.00					5	5
	Total	200	3.80	1042	.074	365	3.95	1	5
Driving factors for women to work in BPOs- Better working conditions	Up to 5 lacs	32	4.53	718	.127	4.27	4.79	2	5
	5-10 lacs	91	4.02	699	.177	388	4.17	3	5
	10 lacs and above	76	4.00	980	.112	378	4.22	2	5
	4	1	5.00					5	5
	Total	200	4.10	839	.059	398	4.22	2	5
Driving factors for women to work in BPOs- Frequent EDPs/MDPs	Up to 5 lacs	32	4.41	615	.109	4.18	4.63	3	5
	5-10 lacs	91	3.75	754	.079	359	3.90	2	5
	10 lacs and above	76	4.20	849	.097	4.00	4.39	1	5
	4	1	5.00					5	5
	Total	200	4.03	814	.058	392	4.14	1	5

Driving factors for women to work in BPOs- Excellent awards/ rewards	Up to 5lacs	32	4.50	.762	.B5	4.23	4.77	3	5
	5-10lacs	91	4.26	.630	.066	4.13	4.39	2	5
	10lacs and above	76	4.17	.929	.107	3.96	4.38	1	5
	4	1	5.00					5	5
	Total	200	4.27	.781	.055	4.16	4.38	1	5
Driving factors for women to work in BPOs- More recognition	Up to 5lacs	32	4.56	.564	.100	4.36	4.77	3	5
	5-10lacs	91	4.37	.784	.082	4.21	4.54	3	5
	10lacs and above	76	4.13	.914	.105	3.92	4.34	1	5
	4	1	4.00					4	4
	Total	200	4.31	.817	.058	4.20	4.42	1	5
Driving factors for women to work in BPOs- More opp. for Career Dev.	Up to 5lacs	32	4.34	.701	.124	4.09	4.60	3	5
	5-10lacs	91	4.00	.596	.063	3.88	4.12	3	5
	10lacs and above	76	3.96	.774	.089	3.78	4.14	3	6
	4	1	4.00					4	4
	Total	200	4.04	.693	.049	3.94	4.14	3	6

(Source: Primary Probe)

Above table shows the opinion of women employees (belonging to different family backgrounds) towards different motivational factors for joining BPOs.

Better Pay and More Time Off:

Women employees in the family income group of Rs. 10Lacs and above and Rs. 5Lacs to Rs. 10Lacs per annum, strongly feel that better pay is one of the prime reasons of joining Indian BPOs. As revealed from their mean score of responses i.e., 4.79 and 4.63 respectively. Further in the 95% confidence limit, upper and lower bound range is 4.68 to 4.90 and 4.52 - 4.73, whereas, responses range is 3-5 and women with family income upto Rs. 5Lacs have mean score of 4.12 where the upper and lower bound in 95% confidence limit is 3.87 - 4.38 which means that most of the women employees belonging to this family income group feel that better pay is the reason for joining BPO's. However, many of the women employees (with different family income groups) strongly feel that more time off is one of the reason for joining Indian BPO's as the mean score is less than 4.00 and in 95% confidence limit, upper and lower bound of mean score is less than 4.00 (table 19)

Similar Age, Mental Makeup and Better Status:

Women employees with family income of Rs.5 Lacs are of the opinion that similar age and mental makeup is one of the reason of joining Indian BPOs as mean score is 4.22 and mean score at 95% confidence limit, upper and lower bound is 3.93-4.50 respectively (table 1.9).

Further the opinion of most of the women employees with family income Rs.10 Lacs is that similar age and mental makeup may be one of the reason of joining Indian BPOs as the mean score of the responses is near to 4.00 i.e., 3.99 and mean responses at 95% confidence limit with upper and lower bound is 3.79-4.18 respectively.

Better social status as one of the motivating factor for joining Indian BPOs is not strongly observed by any family income group of women employees as the mean score is less than 4.00 and mean score at 95% confidence limit, upper and lower bound is also less than 4.00 (table 1.9).

No Other Job Opportunity and More Promotional Opportunities:

Group opinion of women employees (with different family income) shows that other job opportunity is not one of the most important factors for joining Indian BPOs. As mean score of response is low and mean score upper bound in 95% confidence interval is less than 3.50. so this factor is not one of the motivating factor for joining Indian BPOs as to the opinion of more employees with different family income.

More promotion opportunities is one of the motivating factors as felt by the women employees with family income up to 5 to 10 Lacs and in family in case of Rs 10 Lacs and above. As their mean score is 4.08 and 4.42 respectively and mean score in 95% confidence intervals in lower bound and upper bound 3.96 to 4.19 and 4.28 to 4.57 which means these group of women employees think that more promotion opportunities is one of the motivating factor for joining Indian BPO's (table 1.9)

Opportunity for Abroad Posting and Improved Interpersonal Skills

Opportunity for abroad posting is considered one of the important factors by the women employees who have family income less or above 10 Lacs as their mean score of responses is 4.17 and mean score of responses in 95% confidence interval is 3.17 (lower bound) and 4.37 (upper bound) respectively whereas their responses range is 2 to 6.

Followed by the mean score of 3.98 of those women employees who have income between 5Lacs to 10Lacs and the response range is 3 to 5.

Improved interpersonal skills is considered as one of the motivating factors to join BPO by these women employees whose income is up to 5 Lacs or above 10 Lacs as their mean score of response is greater than 4.00 and response in upper and lower bound in 95% confidence interval is 3.50 to 5.00 (table 19)

Good Transport Facility and Facility of Meals on Job

Good transport facility is not one of the motivating factors for any family income group of women employees as the mean score is less than 4. But comparatively the women employees with income group of Rs.10 Lacs or above have mean score high i.e. 3.86 and their responses in lower and upper bound in 95% confidence limit is 3.60 to 4.11.

Facility of meals on the job is considered as one of the important factors for working in BPO by the women employees whose income is up to Rs.5Lacs as their mean score 4.00 and lower and upper bound of responses are 3.76 to 4.24 respectively (table 19).

Better Working Conditions

All family income group of women employees think that better working conditions is one of the important or very important factor which influence women to join BPOs for career growth. As mean value is greater than 4 and mean responses in 95% confidence interval are 3.75 to 5.00 respectively.

Frequent Transfer and Excellent Awards and Rewards

From the mean score, lower and upper bound mean score in 95% confidence interval and response range, it reveals that the women in the family income slab of up to 5Lacs and 10 lacs and above think that frequent transfer is one of the motivating factors for women employees to serve in BPO as their mean score is greater than 4, lower and upper bound in 95% confidence interval is 4 to 5 respectively.

Excellent award and rewards is considered as one of the most important factors which induce all family income groups of women employees to choose BPO for their career growth. Mean score in all cases, greater than 4

and mean score in upper and lower bound 95% confidence interval is 4 to 5(table1.9).

More recognition and more opportunity for career development

Further, career growth and more opportunities for career development are two important factors which induce all income groups of women employees to serve in BPO industry. As in both cases, mean score is between 4 to 5 whereas the upper and lower bound in 95% confidence interval falls between 3.88 to 4.77 respectively. Whereas response ranges in the case of more recognition, it is 3 to 5 (except women whose income is above 10 Lacs). the women whose income is of Rs.10lacs and above have given response between the range of 1 to 5.

Whereas the factors to provide more development opportunities to women respondents in the family income group of Rs.1lacs, 3 to 10lacs have given responses in the range of 3 to 5, whereas women employees with family income of Rs.10Lacs and above have given responses in the range of 1 to 6.

Table 10
Prospects for Women Employees in BPOs Having Different Family Income

ANOVA (Significance level)						
Prospects	Relationship	Sum of Square	df	Mean Square	F	Sig.
Driving factors for women to work in BPOs-Better pay	<u>Between Groups</u>	10.367	3	3.456	11.794	.000
	Within Groups	57428	196	.293		
	Total	67795	199			
Driving factors for women to work in BPOs-More time off	<u>Between Groups</u>	.908	3	.303	.388	.762
	Within Groups	52.912	196	.780		
	Total	53820	199			
Driving factors for women to work in BPOs-Similar age/mental make up	Between Groups	3.892	3	4.631	6.011	.001
	Within Groups	50.983	196	.770		
	Total	54.875	199			
Driving factors for women to work in BPOs-Better social status	Between Groups	1.169	3	.390	.647	.585
	Within Groups	117.951	196	.602		
	Total	119.120	199			
Driving factors for women to work in BPOs-No other employment option	Between Groups	4.53	3	1.384	.872	.456
	Within Groups	311.27	196	1.587		
	Total	315.80	199			

Driving factors for women to work in BPOs-More promotions opportunities	Between Groups	7.292	3	2.431	6.041	.001
	Within Groups	78.863	196	.402		
	Total	86.155	199			
Driving factors for women to work in BPOs-Opportunities abroad	Between Groups	6.373	3	2.124	2.859	.038
	Within Groups	45.607	196	.743		
	Total	51.980	199			
Driving factors for women to work in BPOs- Imp. interpersonal skills	Between Groups	6.726	3	2.242	4.551	.004
	Within Groups	96.554	196	.493		
	Total	103.280	199			
Driving factors for women to work in BPOs-Good Transport facility	Between Groups	27.31	3	.910	10.65	.365
	Within Groups	167.589	196	.855		
	Total	170.320	199			
Driving factors for women to work in BPOs-Facility of meals on job	Between Groups	7.571	3	2.524	2.373	.072
	Within Groups	208.429	196	1.063		
	Total	216.000	199			
Driving factors for women to work in BPOs-Better working conditions	Between Groups	8.075	3	2.692	3.999	.009
	Within Groups	131.925	196	.673		
	Total	140.000	199			
Driving factors for women to work in BPOs-Frequent EDPs/MDPs	Between Groups	4.875	3	4.958	8.310	.000
	Within Groups	116.945	196	.577		
	Total	121.820	199			
Driving factors for women to work in BPOs-Excellent awards/rewards	Between Groups	2.973	3	.991	1.640	.181
	Within Groups	118.447	196	.604		
	Total	121.420	199			
Driving factors for women to work in BPOs- More recognition	Between Groups	4.924	3	1.641	2.516	.060
	Within Groups	127.856	196	.652		
	Total	132.780	199			
Driving factors for women to work in BPOs-More opp. for Career Dev.	Between Groups	3.580	3	1.193	2.539	.058
	Within Groups	92.100	196	.470		
	Total	95.680	199			

(Source: Primary Probe)

The above table (10) shows the significance level of difference in the opinion of women employees in BPOs (who are in different family income slabs) about the different factors inducing them to join BPOs or chose BPO sector as one of the career growth option. ANOVA significance value of the factors v.i.z.; More time, Better social status, No other employment option, Good transport facility, Meals facility on job, Exceptional awards/rewards, More recognition, More opportunities for career development etc. have greater significance level (than 0.05) which means that there is a common opinion of respondents (who are in different family income slabs) that these are the most important factors to choose BPOs as a career option.

Whereas factors like Better pay, Same age group/Mental setup, More promotion opportunities, Opportunities for abroad postings, Interpersonal skills, Better working conditions, Frequent EDPs/MDPs etc. have ANOVA significance less than 0.05, which means there is a significant difference in the opinion of women employees (working in different BPOs and having different family income slabs) regarding the above mentioned factors. It means these are not the common factors attracting the women employees to work in BPOs for their career growth.

Conclusion

This study concluded with findings that different age group women employees have various important factors for choosing BPO for their career growth viz., Opportunity for posting abroad, good transport facility, facility for meals on job.

Women of different marital status working in BPOs have different responses regarding various driving factors for career in BPOs. Major factors such as Better pay, Similar age/mental make up, no other employment option, More promotions opportunities, More opportunities for Career Development, Excellent awards/rewards and Opportunities for abroad posting are the factors important factors for choosing BPOs for their career growth

The opinion about various driving factors for choosing BPOs as career prospect by different women employees working in BPOs and having different status in relation to children reveals that the various factors viz Similar age/mental makeup, No other employment option, More promotions opportunities, Opportunities for abroad posting, Good Transport facility, Facility of meals on job, Frequent EDPs/MDPs, Excellent awards/rewards, and More recognition have are the major factors for choosing BPOs as career prospect for the respondents.

Women employees in BPOs (who are in different family income slabs) think that More time, Better social status, No other employment option, Good transport facility, Meals facility on job, Exceptional awards/ rewards, More recognition, More opportunities for career development etc are the different factors inducing them to join BPOs or choose BPO sector as one of the career growth option.

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