

Study of Human Resource Practices in KPO And BPO Industry

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ABSTRACT

Human Resource Management (HRM) plays a key role in today's ever-changing business environment and competitive marketplace. Human Resources function has to play a more strategic and business partnership role as proposed and advocated by Ulrich. HR practitioners engage in a set of proactive roles defined along two axis: strategy versus operations, and process versus people. The four key roles that emerge are strategic partner, administrative expert, employee champion and change agent. In the strategic partner role, the HR executive partners with line managers to help them reach their goals through effective strategy formulation and strategy execution.

The KPO and BPO industry is a relatively new phenomenon and is expected to grow in the coming years. An efficient and effective workforce is a critical success factor. The Human Resource function is expected to play a very important role in these organizations.

The research aims to analyze the role of human resource management in the KPO and BPO industry. It tried to look into the people preferences and priorities in these companies.

1. Introduction

This study was undertaken to provide an insight into the practices of effective human resource management in the BPO and KPO organizations. Business dynamics based on globalization has placed increased pressure on firms to become more competitive and profitable. Organizations use various strategies to remain competitive. Outsourcing activities have gained importance and have increasingly emerged as a key strategic tool in achieving cost reduction, quality and delivery improvement, cycle time reduction, and improved responsiveness to customer, competitive and financial market demands.

Human Resource Management (HRM) plays a key role in today's ever-changing business environment and competitive marketplace. Human Resources function has to play a more strategic and business partnership role as proposed and advocated by Ulrich (1997). HR practitioners engage in a set of proactive roles defined along two axis: strategy versus operations, and process versus people. The four key roles that emerge are strategic partner, administrative expert, employee champion and change agent. In the strategic partner role, the HR executive partners with line managers to help them reach their goals through effective strategy formulation and strategy execution (Ulrich and Brockbank, 2005).

The KPO and BPO industry is a relatively new phenomenon and is expected to grow in the coming years. An efficient and effective workforce is a critical success factor. The Human Resource function is expected to play a very important role in these organizations.

2. Objectives of the study

The study looks into the following aspects of BPO and KPO industry and these have been kept as the objectives. They are;

- To comprehend the general working dynamics of BPO and KPO industry
- To profile the human resource issues related to KPO and BPO
- To segregate issues that significantly impact employee turnover based on primary research
- To conduct diagnostic analysis of the significant issues

3. Research Design

Research Design refers to the overall structure and orientation of an investigation. This structure provides a framework within which data is collected and analyzed. Research methods, on the other hand, refer to operational techniques of data collection. Researcher can resort to more than one method of data collection within the same research design.

4. Sources of information

Secondary Data

Information relevant to the subject was collected from various available books, articles, journals, periodicals; industry reports (NASSCOM, National IT Taskforce, Everest Research Institute etc.), magazines, press / media publications, published and unpublished sources, electronic databases and World Wide Web facilities.

Primary Data

The primary data was collected from KPO-BPO industry in Gurgaon by using a structured questionnaire that was developed for the purpose of this study and administered to the respondents. Qualitative data was collected through interviews with senior managers and HR Managers to gain better

understanding on the subject of research and its impact on the industry.

Questionnaire Design

Two sets of questionnaires consisting of close-ended questions were prepared. One was for the employees and the other for the managers.

Sample Selection

The sample for this study consisted of current employees and few former employees from the KPO and BPO industry spread across geographic areas. The data was collected from employees of 10 different organizations in Gurgaon.

Sample Size

A total of 225 questionnaires were sent out by mail and distributed in person out of which, 160 were returned which represented a return rate of 71%.

Focus group discussion

A group of people (typically 8-12 participants) led by a trained moderator, who meet for 90-120 minutes. The facilitator or moderator uses group dynamics principles to focus or guide the group in an exchange of ideas, feelings and experiences on specific topic.

Statistical Tools:

Different statistical tools like Mean, Weighted Mean, Factor Analysis, One Sample T-test, One Sample Kolmogorov-Smirnov test, Mann-Whitney test, Kruskal Wallis Test and Chi Square test was used.

5. Research Findings

Profile of respondents

The profile of respondents studied to identify the HR issues and challenges prevalent in the KPO and BPO industry is as described. The employee questionnaire was sent out to employees below managerial level. Out of the 225 questionnaires sent out by mail and distributed in person 160 were returned which represented a return rate of 71%. For a mail survey, this kind of response is considered to be high (Czaja and Blair, 1996). Removing thirteen incomplete questionnaires, which only answered half of the questions, 147 useable ones were left. Together, with the four questionnaires collected during the focus group discussion, a total of 151 useable questionnaires were available.

Employees in voice and non-voice segment

There are obvious distinctions in the types of work undertaken by the various KPO and BPO organizations, with the most significant differentiation being between call center (voice services) and back office processes (non-voices services). The voice services account for 60-65% of sectoral employment and the various back office activities account for around 35-40%, although a sizeable proportion of employees are engaged on both types of activity. The sample has a fair proportion of employees engaged in voice (45%) and non-voice (55%) processes.

Gender of the employees in KPO And BPO

KPO and BPO, of which the Call center work seems to bear many of the old hallmarks of the traditional female employment ghettos, defined as places occupied mainly by women and offering low-skilled, low-status, undemanding jobs which employees find extremely difficult to move.

Age of employees in KPO and BPO

The employees of the KPO and BPO industry are young. About 87 percent of the workforce in KPO and BPO companies is below the age of 30 years, consisting mostly of college graduates looking for high-growth opportunities, high salaries and a great work environment. Study shows that the mean of the respondent age among the survey respondents is 24.67 years. The overwhelming presence of young workforce could also be attributed to the nascent state of the industry itself.

Qualification of employees

The level of education of most of the employees working in the KPO and BPO industry is at the graduate level. 79 percent of employees to be graduate. There are few under graduates (15%) and fewer post graduates (6%).

Marital status

Most of the respondents are predominantly single (91%) thus eliciting the fact that this career option is chosen mostly at the early stages of life. Among the respondents it was found that only 6% were married with children while around 3% were married but without children.

Income of employees

Most of the employees in the KPO and BPO industry fall within the total monthly family income bracket of INR.10,000 – 20,000.

Reasons for joining the industry

The most predominant reason why employees choose the KPO and BPO industry is the good pay packages as no other industry will pay anything close to this to an employee with similar qualification.

Higher studies

Most of the respondents wanted to study further (71%), thus were either taking a break or aim to make some earning to fund their higher education. This leads to a shorter tenure for the employees of KPO and BPO industry.

The respondents were asked on their intent to study further, in order to assess how many of them join the KPO and BPO job with intent to making it a career. It was found that 71% of the respondents wanted to pursue higher studies, while 29% of the respondents did not intent to study further.

Recruitment process

Recruitment has always been a big challenge in the Indian KPO and BPO though availability of skilled and cheap labor is considered to be one of India's major competitive advantage and contributor to the rapid growth of the Indian KPO and BPO industry. It has been estimated that only 10-15% of graduates

have the requisite skills for direct employment (NASSCOM-McKinsey, 2005) as a result the industry is able to hire a mere 3-5 out of every 100 applicants.

Analysis of the data shows that the KPO and BPO industry depends largely on walk-in candidates (64%).

Selection test

Though the recruitment method is very basic, predominantly walk ins, there is a considerable emphasis given to the selection tests. The candidates are screened in order to gauge the person’s job readiness.

Accommodation arrangement

The study attempted to understand whether accommodation is arranged by the company or does non-provision of such facility lead to employee discontent or attrition.

Analysis of the responses establishes that the number of respondents staying with their families in their own residence is as high as 80 percent, while a very small percentage of the respondents make use of other accommodation arrangement like hostel, paying guest (PG) or relatives.

The respondents were further asked whether they perceive company financed accommodation arrangements as an imperative. More than half (51%) of the respondents strongly agreed that accommodation should be provided by employers.

Transport facility

In order to understand the prevalence of transportation facility, the respondents were asked to indicate the availability of this service in their respective organizations. After analyzing the responses from respondents, it was revealed that most organizations provided transportation to their employees free of charge (72%), while according to few respondents transportation service is a paid service (17%) or only available to the employees during the night shifts (11%).

Safety measures

Overall, 72% employees were happy with the safety measures in place. However, a gender wise analysis shows that while 93% of males were happy, a mere 29% of females were satisfied with the safety measures while travelling.

The null hypothesis (H0) in this case was: Gender and safety measure are not associated

Respondents’ level of satisfaction with the safety measures are varied, with only 7% respondents being highly satisfied, 40% of the respondents being satisfied, 30% of respondents found the safety measures average and the rest of the respondents saw a need for appropriate steps to be taken for ensuring the safety of the employees.

As per the results of t test the null hypothesis has been accepted. However, looking at each aspect of the facility layout one may infer that in case of the lighting facilities, the responses is almost equal. While the others show slight variations in preference and satisfaction, like in terms of the spatial arrangement and workstation set-up there is a variation of ≈ 0.20 between the male and female respondents.

Table 1: T test for Comparison across Gender Groups

		Levene's Test for equality of Variance		t-test for equality of means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Differences	Std. Error Difference	Lower	Upper
Space Arrangement	Equal Variance Assumed	0.69	0.407	0.642	148	0.522	0.092	0.143	-0.191	0.374
	Equal Variance not Assumed			0.61	83.678	0.543	0.092	0.15	-0.207	0.391
Ventilation /Air conditioning	Equal Variance Assumed	0.64	0.425	0.873	148	0.384	0.13	0.149	-0.165	0.425
	Equal Variance not Assumed			0.858	91.184	0.393	0.13	0.152	-0.171	0.432
Lightings	Equal Variance Assumed	5.613	0.019	0.03	147	0.976	0.005	0.153	-0.299	0.308
	Equal Variance not Assumed			0.027	76.349	0.978	0.005	0.166	-0.327	0.336
Work computer and chair	Equal Variance Assumed	3.319	0.071	1.44	145	0.152	0.203	0.141	-0.076	0.482
	Equal Variance not Assumed			1.364	79.13	0.177	0.203	0.149	-0.093	0.500
Washroom	Equal Variance Assumed	0.281	0.597	-0.382	147	0.703	-0.057	0.149	-0.352	0.238
	Equal Variance not Assumed			-0.373	87.467	0.71	-0.057	0.153	-0.36	0.246

The Null Hypothesis (H_0): There is no significant difference between male and female employee response as far as working conditions are concerned.

The p values in table 1 shows that there is no difference in above five variables for male and female.

Provision of breaks

The long working hours compounded by repetitive work schedule warrants breaks. Most people (77 respondents) feel that the breaks provided are adequate and reasonable even though there are tight controls on time spend by agents on work and during breaks.

Smoking breaks

A large percentage of respondents (66%) are in favor of smoking breaks. This also testifies the change in lifestyle and habits among the Indian middle-class youngsters who are employed in the KPO and BPO industry.

Career progression opportunities

Periodic promotion or career progression opportunities are strong motivators for employees to stick to a company. The research aimed to understand whether the career progression opportunities are adequate. 69% of the interviewed employees perceived ample career progression in their current organization. The remaining 31% employees who were dissatisfied with the current progression opportunities and indicated a possible switch.

As is evident from our data, the average organizational tenure in case of surveyed ITeS- BPO companies is two years. Approximately 47% of respondents will look for opportunities outside the organization even though they say that there are career progression opportunities within the organization.

Factors leading to career progression

According to the report, Employment in Europe (European Social Fund, 2001,) the main factors that constitute job quality are job security, access to training, and career development opportunities.

Hence, it is important to identify and examine in detail those factors that are taken into account to promote more employees in order to understand the factors that shape its use. Factors such as punctuality/regularity, leadership skills and perception of the supervisor play a key role in determining the progression to the next level. Punctuality/Regularity with mean value of 3.89 is the most important factor while the Seniority/ Target achievement is least.

Employee satisfaction levels

To understand whether there is significant difference in satisfaction levels across peer groups (inter and intra organization), Mann-Witnee Wilcoxon test has been used. Kolmogorov-Smirnov test was used to check the normality of the data prior to applying any test. Since the data was found to be non-normal Mann-Witnee Wilcoxon test has been used.

Table 2: One-Sample Kolmogorov-Smirnov Test

		Peers in Own Company - Raise
N		90
Normal Parameters ^{ab}	Mean	3.13%
	Std. Deviation	0.985
Most Extreme Differences	Absolute	0.277
	Positive	0.186
	Negative	-0.277
Kolmogorov-Smirnov Z		2.629
Asymp.Sig (2 tailed)		0.000

Test distribution is normal

Calculated from data

By the p value, we conclude that the test distributions are non-normal. So, we use Mann- Witney Wilcoxon test for comparison.

Table 3: Wilcoxon Signed Ranks Test1

		N	Mean Rank	Sum of Ranks
Peers in Other Company vs Peers in Own Company	Negative Ranks	26 ^a	30.81	801.00
	Positive Ranks	48 ^b	41.13	1974.00
	Ties	10 ^c		
Total		84		

a. Peers in other company _Raise < Peers in Own company_Raise

b. Peers in other company _Raise > Peers in Own company_Raise

c. Peers in other company _Raise = Peers in Own company_Raise

Table 4: Wilcoxon Signed Ranks Test Statistics

Peers in Other Company vs Peers in Own Company_Raise	
Z	-3.308 ^a
Asymp.Sig (2 tailed)	0.001

a. Based on negative ranks

Since p value is .001(<.05), it indicates the differences in the satisfaction levels on the parameter of raise with peers in other company.

Table 5: Wilcoxon Signed Ranks Test2

		N	Mean Rank	Sum of Ranks
Peers in Other Company vs Peers in Own Company_Bonus	Negative Ranks	17 ^a	18.5	314.50
	Positive Ranks	45 ^b	36.41	1638.50
	Ties	13 ^c		
	Total	75		

- a. Peers in other company _Bonus < Peers in Own company_Bonus
- b. Peers in other company _Bonus > Peers in Own company_Bonus
- c. Peers in other company _Bonus = Peers in Own company_Bonus

Table 6: Wilcoxon Signed Ranks Test Statistics

Peers in Other Company vs Peers in Own Company_Bonus	
Z	-4.766 ^a
Asymp.Sig (2 tailed)	0

a. Based on negative ranks

Since p value is .001(<.05) indicates the differences in the satisfaction levels on the parameter of bonus with peers in other company.

Table 7: Wilcoxon Signed Ranks Test3

		N	Mean Rank	Sum of Ranks
Peers in Other Company vs Peers in Own Company_Incentive	Negative Ranks	21 ^a	29.57	621.00
	Positive Ranks	48 ^b	37.38	1794.00
	Ties	27 ^c		
	Total	96		

- a. Peers in other company _Incentive < Peers in Own company_Incentive
- b. Peers in other company _Incentive > Peers in Own company_Incentive
- c. Peers in other company _Incentive = Peers in Own company_Incentive

Table 8: Wilcoxon Signed Ranks Test Statistics

Peers in Other Company vs Peers in Own Company_Incentive	
Z	-3.645 ^a
Asymp.Sig (2 tailed)	0

a. Based on negative ranks

Since p value is .001(<.05) indicates the differences indicates the differences in the satisfaction levels on the parameter of incentive with peers in other company.

Table 9: Descriptive Statistics on various types of variable pay

	N	Mean
Peers in own company_Raise	90	3.13
Peers in own company_Bonus	83	3.00
Peers in own company_Incentive	102	3.35

Peers in other company_Raise	98	3.54
Peers in other company_Bonus	105	3.68
Peers in other company_Incentive	105	3.83
Valid N (listwise)	63	

The descriptive statistics indicate that the mean values for the satisfaction levels on the various types of variable pay for all comparable categories of peers.

Work schedule

Most of the respondents who have been surveyed work fixed shifts and eight hours a day working on fixed and rotating shift type.

It has been observed that most respondents work in fixed shift. This may be due to the non-direct processing of customer information.

Most respondents follow the normal accepted work timings i.e. 8 hours a day.

Work from home

Major section of respondents would like to work from home (85%). Given the nature of the job such an arrangement is possible.

Satisfaction with working hours

Most (91%) of the respondents are satisfied with working hours.

Respondents are satisfied with their work week to a great extent with a large percentage response being followed by 3 in a 5-point rating scale.

Ideal working week

Respondents were asked what they considered to be an ideal working week. More than 60% of the employees expressed that 5 days working with 8 hours of work per day is the best fit.

Personal leaves

Most of the employees (90%) were satisfied with the number of personal leaves given to them.

The test result (p value) shows that the variables are similar in male and female. In other words, the satisfaction level among male and female respondents are similar i.e. both are satisfied with the number of leaves granted. Further Chi Square test was conducted to understand whether the variable of gender and the satisfaction factor on the number of leaves provided are independent. The variable of satisfaction and gender are independent hence the hypothesis is accepted.

To statistically test the differences among the satisfaction levels with the number of personal leaves offered by gender, *Mann Whitney U Test* was performed. *Mann Whitney U Test* is a non-parametric alternative to independent sample test.

Table 10: Rank of satisfaction to personal leave days by gender (As per Mann-Whitney U Test)

Particulars	Group	N	Mean Rank	Sum of Ranks
Satisfaction level with the number of leave Days	Male	94	70.72	6647.5
	Female	45	68.5	3082.5
	Total	139		

From table 10, it may be observed that 94 males and 45 female respondents provided valid data for the satisfaction level they assign to the personal leave days provided.

Table 11: Test Statistics of satisfaction of personal leave days by gender

(As per Mann-Whitney U Test)

Particulars	Satisfaction to the number of personal leave days
Mann-Whitney U	2047.500
Wlicoxon W	3082.500
Z	0.365
Asymp. Sig. (2 tailed)	0.715

As per table 11, Mann Whitney U Test statistics was 2047.500. As per the test statistics, two tailed asymptotic value was 0.715, which was more than the significance value 0.05.

Therefore, the hypothesis was rejected that there is a difference in the satisfaction levels by gender on the number of personal leave days.

Table 12: Cross tabulation

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Are you satisfied with the number of personal leave days	147	98%	3	2%	150	100%

As per the cross-tabulation table 98 percent, of the respondents were satisfied with the number of personal leaves provided to them by their respective organizations.

Table 13: The Number of Respondents Satisfied by Gender

Gender	Are you satisfied with the number of personal leave days		Total
	Yes	No	
Male	92	6	98
Female	43	6	49
Total	135	12	147

Table 14: Chi Square tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.633	1	0.201		
Continuity Correction(a)	0.919	1	0.338		
Likelihood Ratio	1.548	1	0.213		
Fisher's Exact Test				0.215	0.168
Linear-by-Linear Association	1.622	1	0.203		
N of Valid Cases	147				

The Kruskal Wallis test was conducted on the various types of benefits offered in the KPO and BPO industry to study if there is any benefit, which is more significant than the others. However, it was found that all the benefits are considered at par and there is a spread-out preference for each. There are almost proportional number of respondents who consider a certain benefit as a must have vis-a-vis does not matter.

Health hazard and ailments affecting the KPO and BPO employees

The irregular work schedule and other factors have caused a serious concern on the various health related issues encountered by the employees of KPO and BPO.

Table 15: Scale value of all the ailments commonly encountered in KPO and BPO

Ailment	Scale Value
Sleeping disorder	3.12
Watery eyes/blurring/redness	3.31
Digestive system	2.73
Anxiety/ Depression	2.45
Lethargy/Fatigue	2.64
Ear(Hearing problem)	2.49
Chest/Respiratory/Cold cough	2.28
Voice loss/Hoarseness	2.49

The analysis found that the most widespread ailments are those associated with eyes, sleep and digestive system. The problems related to eyes, such as watery eyes, redness, blurring etc. could be attributed to continuous usage of

computers. The digestive problems arise due to the erratic work timing, which disturbs the biological clock and forces employees to eat and work at odd times.

The analysis of the survey respondents shows that sleeping disorder, respiratory infection, digestive problems and hearing problem are the most prevalent health issues.

6. Work Related Stress In KPO And BPO

Demotivated and stressed out employees are less capable of sensitive and responsive interaction with the customers. Job stress means the extent to which job duties are difficult to fulfill for the employee concerned. Stress at work is a relatively new phenomenon in modern organizational set ups. The nature of work has gone through enormous changes over the last century and is still changing at a rapid pace. Stress has affected employees working in all sectors, especially the service sector. Professional stress or job stress poses a threat to physical and mental health. They are resource inadequacy (lack of means to perform a job), role ambiguity (unclear role obligations), role conflict (inconsistent role obligations) and workload (amount of effort required by a job) (Price, 1977). The expansion in high volume, routinized, and outsourced operations (Taylor and Bain, 2001) which centralize labor intensive customer service functions are likely to perpetuate the problems associated with the routine, repetitive and stressful nature of the work (Kinnie et.al., 2000).

Some of the findings of empirical research in the area of stress in KPO and BPO (call center) industry discuss organizational as well as job factors such as job design, leader support, and human resources practices. Another study focuses on the performance monitoring system and yet another study identifies customer-employee interaction as the source of stress.

Table 16: Weighted average on the factors causing stress to employees

Stress Causing Factors	Mean Value
Work timings	2.19
Repetitive nature of work	2.29
Work Load	2.31
Irate customer	2.22
Supervisor/Boss	2.27
Travel time	2.20
Long working hours	2.17
Insufficient breaks	2.11
Pressure to perform to targets	2.30
Continuous monitoring	2.19
Health concerns	2.09
Job insecurity	2.13

When the weighted average was calculated on the stress causing factors it was found that the key causes of stress were pressure to perform, work-load, and repetitive nature of work.

7. Results of structured interviews conducted with hr and operational managers

HR planning

The study posed question to understand parameters considered crucial for HR planning. Respondents were asked to rate on a scale of 1 to 5 with 1 being least important and 5 being most important. Attrition rate is the most crucial

parameter for HR planning and followed by departmental manpower needs.

Recruitment process

Respondents were asked to express their preferred recruitment process and rate on a scale of 1 to 5 with 1 being least preferred process and 5 being the most preferred. Figure 43 exhibits the various methods used for recruitment. Referral from current employees is the most preferred method of recruitment, followed by training agencies which specialize in KPO and BPO related trainings. The other sources are placement consultants, newspaper advertisements, walk-in and campus interview.

Accommodation facilities

Providing company accommodation is not a common practice in this industry. None of the surveyed companies provide free accommodation and very few provide subsidized accommodation.

Transportation Facilities

Most of the companies in this sector provide free pick up and drop facility. This can be attributed to the shift timings and the demographics of employees in this industry.

This facility is generally for all employees, though in some cases, it is provided selectively for female employees and for night shifts only.

Amenities provided by company

Most common amenities are the cafeteria and food service followed by gaming and health-club facilities. This again reiterates the demographic driven approach of the industry.

Work area layout/settings

Work area layout most prevalent in the KPO and BPO industry is the open layout or hot desking. Some have hybrid space arrangement and very few have dedicated cubicles.

Food in cafeteria

Cafeteria mostly serves snacks and beverages. Very few of the organizations serve lunch and dinners and that is mostly during the night shifts.

Induction process

All the organizations have an induction process and most important aspect that is given emphasis during induction is the explanation of company policies. A Senior manager addresses the new joinee, which gives a welcome feeling to the new employee and that he/she is valued by the company.

Training provided

Most emphasis is given to product training followed by software and accent training.

Training Department Composition

Training department composition. Most of the organizations surveyed have a dedicated training manager, signifying the importance of training in this industry. The high

focus on training is due to the fact that no degree or university course equips the employee for this job.

8. Summary and conclusion

Data analysis of both the survey i.e., the employee survey and the employer survey findings, help to gain insight into the prevalent HR processes and practices in the ITES- BPO industry in India. The finding reveals the work dynamics of the Indian KPO and BPO industry and highlights the importance of streamlined HR practices and the rationalization of work in this industry. A well-structured and rationalized HRM approach can significantly improve employee relations with the management and enhance overall organizational competitiveness and performance. KPO and BPO workers are not only expected to execute physical tasks competently and efficiently but also to display knowledge of their organization's products, procedures or practices. They have to adhere to clear rules about how to interact with customers. They have been expected to display

emotions that help create a desired state of mind in the customer, even if they have to express emotions they do not feel (such as being friendly or happy) or suppress emotions that they genuinely do feel (such as anger or frustration) at a given point in time.

Employees in KPO and BPO face intensive recruitment and selection regimes as a means of deselecting the wrong people and selecting people who have appropriate values and skills to self-manage their emotional labor. This confirms to Callaghan and Thompson (2002) who suggest that call centers undergo intensive recruitment and training regimes in an attempt to –address the indeterminacy of labor, in part, outside the labor process. The sourcing modalities were well aligned and included targeted recruitment advertising, internal referrals, job fairs, career days and active partnerships with recruitment agencies and the local media. Organizations maintained high recruitment standards.

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