

Parental and Organizational Support to Employees in Call Centres

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Abstract

The paper aims to present the supportive role played by parents and call centre organization to women employees working at Indian call centres. Despite challenging working conditions in the form of daily night shifts, monotonous work routine, the employees worked smoothly at call centres with the support mechanism given by their families and call centre authorities. The first part of the paper discusses the supportive role of families for their unmarried, married daughters and wives working in call centres. Married women employees received the support of their family members in the Management of their family and working life. They also had social support of their in-laws. Unmarried women received social support from their families to work during night shifts at call centres. The second part of the paper presents the role of call centre organization in maintenance of work-life balance. The study uses the work-family balance model to discuss the form of organizational time demands, perceived career consequences and managerial support to prove that the call centres through their flexible leave policies, medical aids, safe and secure transportation have helped women employees in managing their personal and family life. The data was collected upon 150 women employees working at six different call centres in the city of Gurugram, India. Thus silencing the critiques for calling call centres as electronic sweatshops and unsafe for women, the paper highlights the brighter aspects of call centre life.

Keywords: Parental Support, Organizational Support, Call Centre Employee, Business Process Outsourcing, Information and Communication Technology

Introduction

The Emergence of Call Centers in India

One of the hallmark features of globalized society is the computerized networks, satellite communication systems and sharing of the data and information via computer technology (Internet). It has made the process of business and trading faster and easier, resulting in the remarkable growth of the global economy. Organizations today, with the help of such advanced telecommunication services are generating high-income profits and economic gains towards themselves and to an individual, respectively. IT has become a role model for India's economic growth and development. The policy of Liberalization and Globalization, have been the two main drivers for bringing the I.T. revolution in India right from the period of early nineties. The term I.T. (Information Technology) or I.T. industry refers to the production of hardware and software services. However, in the Indian context, the I.T. industry is primarily associated with software services. The I.T. industry comes under Information Technology Enabled Services (ITES). The ITES sector includes a range of services, such as airlines ticket and insurance claims processing and medical transcription services. Call centres come under ITES service that provides 24x7 customer support, back-office services, and telemarketing, for banks, credit card companies and computer companies.

In India call centres come under the category of ITES services. These call centres are rendering various services concerning finance, accounts, customer care services, medical billing to the customers of North American

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and European countries (Britain, Germany) through customer care employees working in India. A call centre is a specialized office where employees (also known as agents or customer service representatives (CSRs) provide information, deliver services and conduct sales, using some combination of integrated telephone and information technologies, typically to enhance customer service while reducing organizational costs (McPhail: 2002). The service at call centres constitutes of two processes, namely Voice-based and Non-voice based. Our present study is based upon the call centre employees of Gurgaon working in the Voice based process.

Reviewing Literature on Call Centers

The various empirical studies done on call centres in India and abroad given below would be vital in knowing the extent of work done in the area of call centre study till today. Nature of call centres work is based on high audio & visual unit technological aid differing from traditional modes of working. A call centre is a place where an agent through the use of computer receives inbound calls from the customer and makes outbound telephone calls, Taylor and Bain (1999). The technology employed in call centres enables service activities to be provided from any location making this industry geographically mobile. Per Norling (2001) views that call centres have established new patterns of work via a network of organization connections through computer technology. There exists a hierarchical structure subjected to changes and replacements of its members with a spirit of teamwork and strict management control. In other words, it has made organizations' virtual' where through the computer all the connected actors (customer care executive & the customers) at the same time see, hear, analyze and cooperate and act on information obtained in real-time about the task given. Management scholars like Paul Bain (2000), Fernie and Metcalf (1998), Peaucelle (2000) have identified call centres as stressful places of work. It is the computer-based technology which accounts for stressful working conditions amongst call centre employees. 'Computers, meant to help employees to do the work more efficiently are regarded as extremely merciless monitoring tools' (Peaucelle, 2000). Vanadana Nath (2011) in her study entitled "Aesthetic and emotional labour through stigma: national identity management and racial abuse in offshored Indian call centres" explored the problem of stress in call centres of India. Based on 77 semi-structured interviews done on call centre employees

of Bangalore, her study revealed problems of stress, role complexity and work alienation associated with call centre work. The study demonstrated that employees in the call centre require overcoming the stigma of being related to their 'Indian Identity' to deal with challenges of racial abuse and emotional labour by their foreign customers on the phone. The problem of seeking self-identity, the balance of expectations, neutralization of stress and dealing with irate and abusive customers were various forms of emotional labour experienced by the customers at their workplaces (D'Cruz & Noronha, 2008).

On a positive front, Sociologists like Wienecki J. Donald (2009) and management professors, Noronha Ernesto and D'Cruz Premilia (2009) through their respective studies on call centres of America & India, see call centre as modern-day organizations. They incorporate self-discipline and professionalism amongst its employees. Based on employees experiences of International call centres in Mumbai and Bangalore the Noronha & Cruz in their primary work entitled 'Employee Identity in Indian Call Centres' (2009) gives the lived experience of call centre agents along with the managers and trade unionists viewpoints. The work successfully brings out employee's identity by the notion of professionalism. It states how this notion of professional identity gets formed through the means of gaining employee commitment to achieve the goals of the organization.

The various studies show that the industry has also played an essential role in the growth of the Indian services sector. Between 2002 and 2009, the contribution of the IT-BPO industry to the services segment of GDP witnessed maximum incremental growth of 10%, where contribution by other segments either declined or remained almost flat. As a result, while the share of other components of GDP (Agriculture and Industry) declined over 2002-2009, the share of services increased from 56.3% to 62.6%.

The BPO industry has played a pivotal role in bridging the gender divide in the Indian workforce by ensuring no bias while offering positions to women candidates. With one of the highest gender ratios for the workforce, the industry has witnessed an increase in the number of women professionals over the years. As per the latest figures, 3,50,000 women employees are working at call centres in India. In addition, about one-fifth of the female employees in the IT-BPO industry is at the managerial level or above indicating the numerous opportunities provided to them by this industry. Companies have encouraged women

participation through various initiatives which take care of the unique needs of the female employees. These initiatives include outstanding 'pick-and-drop' cab facilities, the formation of anti-sexual harassment committees, and provision of maternity leaves during pregnancy, and the creation of exclusive web portals for females.

Shelly Tara has done a critical study relating to the increasing growth of women employees in call centres in India. Parental support to their daughters for a call centre job was cited as the main reason for the trend of an increasing number of women working in call centres. A similar perspective on aspects of employment of women in call centres in India was done by Singh Preeti, Pandey Anu (2005) based on a survey of 100 women employees of Delhi. The study examines the recent phenomenon of women working in night shifts as well as the impact of call centre employment on women's health, family life and decision-making powers. The study finds a direct and adverse effect of night shift employment on the health of women. However, on the other hand, it states about the greater acceptance of such 'non-traditional' jobs by families across a larger segment of society. Studies conducted by D' Cruz and Noronha (2009), Santanu Sarkar (2008), reveal the failure of trade unionism in Indian BPO-call centre industry. Companies' policies and strategies maintaining security, broad and complex hierarchy subjected to fast changes prevent unionization. Besides this, the perception of new middle Indian class in the post-liberalization era associates trade unions with "blue-collar workers" and not with their perceived upward mobility. The image of being professionals in private firms receiving high salaries and incentives and hectic work schedules at call centres make them think of unions as unnecessary.

Management research on call centres commenting upon Human Resource perspectives primarily highlight Training, Quality Management & Technology as the three prime areas of external resources required by companies for a successful setup and launch of call centre operations. Availability of I.T. infrastructure, skilled workforce and high turnover rates are central to the problem of Indian call centres. Thite and Rusell (2010) in their empirical study of four sizeable Indian call centres examine specific aspects of H.R. practices for effective employees retention. D'Cruz and Noronha (2011) in their study of Indian call centres of Bangalore and Mumbai, examines the role of High Management commitment practices (MCM). The study

reveals that challenge of attrition or employee retention in call centres cannot be dealt by strict H.R. practices but by the combination of relevant factors such as job design, task-related demands and removal of psychological barriers between the employer and the agent.

Thus a theoretical and empirical review of literature theorizes call centres as modern-day organizations which function on the principles of Taylorism having complex computer networking and communications system. Management researchers from the West have characterized them as stressful places of work involving much emotional labour and attribute it as a prime cause of death of call centre workforce in their region. The studies having been primarily conducted in Europe and Australia have focused on the Management and psychological problems in call centres (stress, emotional labour) without much sociological. Research upon Indian call centre industry has revealed the story of the growth and success of this flourishing industry, especially in urban metros of India. The call centres have offered ample of job opportunities to India's young population with lucrative salaries. It also has provided with an environment of western lifestyle and culture.

Two contrasting portrayals of the Indian call centre industry have emerged. The one depicting call centers as 'Sweatshops', where working conditions are similar to the worst south-east Asian textile factories. On the other hand, they are labelled as 'Corporate Powerhouses' which have lauded Indian workers as highly-educated, fluent English speakers, displaying a great commitment to their job and company. Undoubtedly Call Centers these days have become exciting places to work as they provide the thrill of working during night shifts coupled with an excellent working environment in the form of free food and transportation. Talking to customers situated in far of places in Europe and America during night shifts makes this profession more exciting as it provides opportunities for its employees to know about various people and their respective cultures and traditions. It is exciting to talk to people of diverse cultural backgrounds through phone and internet. However, on the other side experience of working at call centres are associated with highly repetitive and stressful work tasks. The call centres are established to create an environment where work is standardized, uniform and repetitive to achieve the quality of customer services. The pressure of rendering qualitative customer service involves the pressure or 'emotional labour' on the part of the customer care executive of selling and marketing a particular product.

The call centres have not only attracted the younger generation by paying heavy monetary packages but have also absorbed this generation, and have emanated new 'work' culture. This has opened a new set of problems for both men and women working in these call centres, which require a sociological study. On one hand where it is assumed that lucrative salaries and exciting working night shifts are the major temptations for the youngsters to join this industry on the other side the prolonged working of night shift hours have made its employees vulnerable to various health hazards. Concerns regarding mental and social health are highly emerging in this industry. Working in different shifts coupled with long working hours have resulted in sleep disturbances and the irregular sedentary life of its employees. This has also made employees taking up to bad habits of smoking and drinking. This, in turn, is proving detrimental to their family and recreational life. Cases of sexual assault on women employees working in Delhi and Gurgaon has raised security concerns in call centres. Under such circumstances, what is the role of call centre management in supporting their employees? Do these employees receive the support of their family, mainly in case of women whose safety becomes important after returning from work after the night shifts?

The paper, therefore, presents the role of parents and call centre organization in supporting employees working at the call centre.

Social Support and Call Centres

Social support is defined as information leading the subject to believe that he or she is cared for and loved, esteemed, and a member of a network of mutual obligation (Cobb, 1976). Social support is an interpersonal transaction involving one or more of the following: (a) emotional concern (liking, love, empathy); (b) instrumental aid (goods or services); (c) information (advice, suggestions); or (d) appraisal (information relevant to self-evaluation) (House, 1981). Social support has been studied mostly in the realm of psychology as a resource to cope up with stress (Eriksen, 2003; Weiss, 1983) and psychological well-being (O'Driscoll, 2004). In the context of work-family role conflict, other aspects of social support are discussed, including workplace support, a supportive organizational culture, and coworker's support (Eriksen, 2003; Warren & Johnson, 1995), and family support systems such as a joint problem-solving approach by family members

(Sullivan, 1981; Wilson, Polzer-Debruyne, Chen, & Fernandes et al., 2007). Empirical investigations of social support for employees focus on the sources of social support originating from the family, especially the spouse, on the one hand, and the social support that originates from the workplace, on the other. Studies on call centres till to date provide inadequate information on the nature of social support available employees working in an unconventional work environment like call centres. The understanding of the social support provided to employees in call centres seems relevant against the background of individual facts, such as the following:

- Other known night shift jobs such as nursing and hotel administration alternate between night and daytime duties, but in India, the working hours in call centres are predominantly at night.
- Normal social patterns tend to operate around the traditional workday cycle, which effectively excludes call centre workers and leads to difficulties in structuring family and social interactions (Wilson et al., 2007).
- Call centres in India provide customer care services to the companies located in the West. As a part of the efficient service provisions, Indian employees are taught to learn, speak, and react like their clients. The newly acquired Western cultural traits are deviated from the dominant local culture, with possible cultural conflicts. (McMillin, 2006).
- Working during the night brings an experience of being cut off from interaction with the family members and the services to the household (Poster, 2007).
- Due to the flexibility of labour, the risk becomes the fundamental organizing principle for work. Workers are responsible for their job security by continually upgrading/changing their skills to suit the job market. Such a work culture has promoted the process of individualization, through its emphasis on autonomy, self-motivation, and achievement orientation (Upadhyay & Vasavi, 2006).

These outcomes of call centre employment, significantly being cut off from family members and being achievement-oriented, demand the support of the family from entry through career progression in the sector. The hectic nature of call centre work, long night shifts, customer calls, and detachment from coworkers adds to stress and monotony at the workplace, demands the organizational support by call centre managers especially for the employees. Against this

backdrop of the demands of the work culture at call centres and the expectation of gender roles in India, the present article explores the nature of social support provided to the parents and managers to employees in call centres.

Methodology

The study was carried out at Gurugram. Gurugram is located in the northern state of Haryana which comes under the National Capital Region (NCR) of Delhi. In 2001, Gurugram became a call centre cluster. Gurugram has become one of the leading IT-BPO destinations in India. It has become the best spots to set up a BPO centre in India and has indeed become a hub of outsourcing and offshoring in India.

According to NASSCOM's report (2019), about 500 International Call Centres are functioning at Gurgaon. NASSCOM has ranked these call centres based on two parameters, i.e. annual turnover and employee workforce. These two parameters are followed, and six call centres are selected by using systematic random sampling.

Data was collected through a quota sampling method. Thus, 50 males and 50 females from each category of call centre were selected, making it a total sample size of 100 from each category of the call centre. Thus out of total sample size of 300 employees, 150 were males, and 150 were females. In our research, 150 female employees were interviewed from six call centres of Gurugram. The focus of the study was both married and unmarried women employees of the call centres, with a particular emphasis on parental support. Although there were in total of 119 unmarried women, 29 married. Two of them were divorced, and their inputs were crucial to understanding whether the absence of parental support was the reason for leaving the job. Interviews were conducted at the call centres. The age group of the women employees was 16-30 years, and all of them had been working in call centres for more than a year. In order to elicit valid and reliable information from the employees, their anonymity was promised. Besides this, H.R.s of all six selected call centres were interviewed to know about the problems experienced by women employees at call centres and the role and functionary support played by call centres to women employees. This helped in knowing the role of call centre management to cope with the strains of working night shifts. In both phases of data collection, the women employees were probed about their parent's

reaction to their decision to join a call centre and the support provided by their parents.

In what follows, I focus on findings from my Sociological study based on six call centres of Gurugram, India. The three significant findings are as follows:

Married call centre employees received high support from their family members.

Employee's life at a call centre agent was busy and hectic. The hectic and stressful nature of call centre work had left them juggling between the work and family responsibilities. They underwent a constant struggle to balance work responsibility with personal commitment and, therefore, looked to their family and workplace to provide them with relief and support to their busy and stressful lives. Call centres employees in order to continue in the industry expected some support either from the family, friends, spouses or society. This support of family members became a necessity in case of both unmarried and married employees. Parental or family support played an essential role in the maintenance of balance between work and family life. This support came in the form of the cooperation and help of the family members in managing household tasks and works. This aspect became more important in the case of females, especially who were married. An unmarried woman relied on her parents and other family members for the support, whereas married women expected her spouse and in-laws to be supportive of her job. In the case of men who were married and lived with their parents, the support of the parents played a crucial role in the Management of household affairs, especially if the wife was working.

Support to Married Female Employees

<i>N = 50</i>	<i>Males</i>	<i>Females</i>	<i>Total</i>
Family Support	17	23	40
No Family Support	3	7	10
	20	30	50

From the above table, it is inferred that 80% of the married female call centre employees received the support of their family members in Management of their family and working life. Only 20% of the women employees refused to accept receiving any support from their family members.

Women employees gave credit to their spouses for helping them in the Management of their family affairs. They highly appreciated their husbands for rendering help in their domestic chores as that of cooking, washing clothes and especially looking after the children. Not only this, female call centre employees had high regard for their husbands for helping them in looking after their children. Employees felt proud of their husband, who effectively took care of her two young daughters in her absence. She said it made her feel guilty regarding her inability to perform the desired role of a good mother. There was no other way out as she cannot leave her job because of her spouse’s inadequate salary to meet the family expenditure. Where on one hand employees received support from the spouses, on the other hand, call centre employees complain about not spending enough time with their family and requested them to change their jobs. The findings also revealed that married working couples in call centres thought that there was no compulsion of being supportive. Both of them worked in separate shifts in the same call centre. In such a situation, it was unthinkable for them to manage their domestic life without each other’s support or cooperation. This each other’s support came out of mutual understanding and cared for each other.

Thus, on the one hand, where married women call centre employees adulated their spouses for their constant social support. On the other hand, they also thanked their parents and in-laws for their supportive role. The working couples, both the male and female call centre employees, relied on their mother’s assistance for providing care to their children and managing of household jobs in their absence. Besides females, male call centre employees also appreciated their parents in lending a supportive hand in managing of their families. Mahesh, who had a working spouse, had the highest regards for his parents and was often touched by their hospitality and care towards him and his wife. Such cases of supportive in-laws and parents indicate the fact that married women employees cannot thrive well in such industry as that of call centres, without the presence of strong support of their in-laws and husbands. It shows that families living in urban setups in India have broken the shackles of the conventional norms of patriarchy, which not only restricted women mobility but also associated her identity with that of a homemaker.

A significant factor for this instrumental support given by their in-laws can also be due to the realization of the fact that in order to meet the cost of family expenses at one of

the costliest cities of Delhi and Gurgaon, it was important for both the husband and wife to be working. The above cases present the fact that in case of married call centre employees especially in a nuclear family, husband and wife, supported each other in managing their routine domestic chores as that of cleaning of the house, washing/ironing of clothes, cooking and dishwashing. Whereas, in case of joint family, it was the in-laws which played a supportive role in managing the household affairs for the call centre employees working in the late-night shifts of the call centres. Thus, the call centre employees who were married and living with their respective families underwent severe hardships due to call centre work. However, thanks to the supportive role played by their spouses and in-laws, which eased the burden of extra-familial responsibility on them.

Parental Support for Unmarried Employees

<i>N = 248</i>	<i>Males</i>	<i>Females</i>	<i>Total</i>
Family Support	88	84	172
No Family Support	41	35	76
	129	119	248

Above table reveals that out of 248 unmarried employees, 69% of the unmarried call centre employees acknowledged the support of their family members towards managing their call centre job. Only 21% of the call centre employees stated that they did not receive any support from their family members.

As support, parents showed empathetic understanding towards the desire for their children to work at the call centre, given their educational qualifications and limited employment opportunities had been perceived as very important especially in case of women employees who begin their careers in call centres. The inception of a career at a call centre at such a young age would not have been possible for most call centre employees without the support of their parents, especially their fathers. The fathers tried to interact with their colleagues and friends at their workplaces to comprehend the work culture of call centres. This interaction convinced and satisfied them about the work in a call centre because some of their colleagues were also allowing their daughters to work in the same sector. In call centres family members viz., partner, parents and in-laws played a primordial role in maintaining a balance between work and family life.

The situation becomes quite critical, especially in case of married employees who are both working and therefore require each other's support or support of their parents to continue their night shifts in a call centre. Besides, family support, the role of any organization also becomes vital in lending some cooperation and support to its employees to maintain their family and personal life. The top organization sees to it that such support is provided through flexible working timings, adequate leaves, job sharing to its employees. Such policy of an organization also works as a critical strategy of retaining its employees, especially in the case of call centres where there is a high rate of attrition. Studies suggest that employees' morale, satisfaction and performance are improved among employees who have received work-life programs such as onsite childcare, time for elder care, opportunity to study, opportunities for telecommunication as these reduce the level and intensity of stress that employees experience (Meenakshi & Bhuvaneshwari, 2013). Today, therefore, the organizations are paying more attention to work and personal family life-friendly programs and are developing other benefits and activities that may help in reducing workplace stress and conflict between work-life.

Support of Call Centres

Apart from family support, the call centre authorities played an essential role in providing work balance life to its employees based on two major components, namely organizational time demands and managerial support. The first component, organizational time demands, refers to the extent to which there were expectations for long hours of work and for prioritizing work over family. The second component perceived career consequences referred to the degree to which employees perceived positive or negative career consequences for using work-family benefits. The third component managerial support captured the extent to which individual managers were sensitive towards the family needs of their employees. Thus, the first supportive element of the organization can be seen in the form of even distribution of the work for its employees.

Even Distribution of the Work

Distribution of Employees regarding even work distribution of call centres.

Table 3

Work Pressure	Males	Females	Total
Not evenly distributed	53	55	108
Work is evenly distributed	97	95	192
Total	150	150	300

One sees a fair amount of job satisfaction and commitment from employees towards their work if the work is evenly distributed. To examine this aspect of supportive role of call centre organizations, the call centre employees were first asked whether they had more pressure on them or was there an equal distribution of the work? 64% of the call centre employees were of the view that their organization did not make any discrimination amongst the employees by pressurizing an employee or group of employees with more work. All of them had fixed shift work timing of 9 hours. Moreover, the shifts were rotated continuously. Call centre employees were of the opinion that nobody was forced to work in a U.S. shift which was more stringent and challenging due to the night hours. Employees usually after 5-6 months of the time period were shifted to the Australian and U.K shifts which had less night working hours. However, 36% of the call centre employees believed that work in the call centre was not evenly distributed. They complained of being given more challenging tasks, especially in outbound calling service, which required the selling of the products. They were also of the view that their call centre authorities did not regularly rotate their shifts. Some of them even said that the authorities were lenient towards female employees and took a soft standing their case. Findings revealed that the majority of call centre employees 64% were shifted with the equal distribution of work at the call centre. Thus, authorities generally did not discriminate amongst its employees as far as allocation of work was concerned. Besides, equal work division, the other part which shows organizations concern and support for their employees was their leave policy. To examine this aspect, the call centre employees were asked whether they were satisfied or dissatisfied with the leave policy of their company.

Leave Policy of the Company

Company's Leave Policy	Male	Female	
Yes, Satisfied	93	97	190
No, Dissatisfied	57	53	110
Total	150	150	300

63% of the call centre employees were satisfied with the number of leaves they got from their call centres. Call centre employees were of the view that their call centres were flexible in giving them leaves when it was needed. The employees got the privilege of 2-3 paid leaves in a month. This facility gave the call centre employees a timely relief from the daily stressful and monotonous call centre work. Some call centres followed strict leave policy. The only one paid leave was allowed in a month. Sometimes, leave was not allowed even if it was urgently needed. Thus call centres were more liberal and accommodating as far as the provision of granting leaves to their employees. Call centres rendered full support and cooperation in Management of employees personal and family life.

Call centres provided maternity and paternity leaves to their employees. It was found that in call centres, there was a provision of maternity leave. A female employee was entitled to a maternity leave of three months. In one of the call centres, it was seen that their authorities made special arrangements to provide unique individual transportation facility to those female employees undergoing early maternity period. The call centre management also laid the provision of giving paternity leave to the male call centre employees. Apart from this call centres also ensured security, especially for their female employees working in night shifts. In past numerous cases of sexual assault have been reported against women on their way to returning from night shifts. Looking at these issues, call centres have implemented stringent security measures for their employees.

Security Measures Adopted by their Management

Regular checks were conducted on the cab drivers regarding their driving their habits of smoking and drinking. 62.66% mentioned that a male escort was being provided to female employees while dropping them home at late nights. The cabs hired by call centre authorities

used vehicle tracking device as a security measure for their women employees. Necessary security measures featured like taking the drivers registration details, using vehicle tracking and providing male escort to female employees during their pick-up and drops at nights.

The women employees were appreciative of their managements transport facility. With the growing incidence of crimes against women in the cities of Delhi and Gurgaon, they dispelled any fears in terms of the transport facility provided by their offices. Call centres had an efficient transport pick and drop facility in terms of their cabs. It was found that it was a rule for every cab to have a security guard. In case of absence of security guard, the cabs were sent back by the employees to their respective offices and were replaced by the ones having a guard. The efficiency of security guards is further reflected by their immediate actions against employees indulging in smoking and drinking. This reveals call centre managements efficient security system for its employees.

Conclusion

Work and family roles are the two most important life roles for most people. An incompatibility between them is likely to create tension and negative feelings. Known as 'extra-role' conflict, it occurs when there are conflicting demands between work and non-work. The two types of work-family conflict: work interfering-with-family (WIF) conflict and family-interfering-with-work (FIW) conflict. Role conflict may cause conflict in the workplace and have an impact on one's domestic life, and if this conflict becomes excessive, it may have far-reaching consequences affecting an individual's feelings of self-worth. Call centres in India face a significant challenge of maintenance of work-life balance. The study has revealed the support rendered to married females to their husbands for lending full support and cooperation in Management of family affairs. This fact was reported by females who had a high appreciation and regard for their husbands for their full support and cooperation in Management of household affairs like cooking and taking care of children. An interesting observation came during the study was of social support received from in-laws in case of female employees. Primary reasons for this social support were

primarily due to the expensive living costs of Delhi and Gurgaon, necessitating the need of both husband and wife to work. Secondly, this supportive attitude, especially towards their daughters and daughter-in-law, can be seen as breaking of the conventional norms of patriarchy restricting the mobility of women in our society. Today, having working daughters and daughters-in-law in the highly paid corporate sector or at call centres has become a matter of pride for parents and in-laws. Thus, the article explored the role of call centre authorities in lending support for maintaining a work-family balance. The work-family balance model was studied using organizational time demands, perceived career consequences and managerial support proved that the call centres through their flexible leave policies, medical aids, safe and secure transportation facility helped employees in managing their personal and family life. In this situation management of these call centres through their flexible work policies and facilities have helped employees not only to overcome such problems but also have helped in retaining them. Thus, family and organizational support by call centres have helped employees in combating the stressful lives of call centres.

For future research studies are needed to know about the types of role conflict experienced by employees at call centres. How they, their families and call centre management helps in coping with such role conflicts. Secondly, due to increasing number of cases of sexual assault on women call centre employees in the past, studies are needed to know the will of the parents and husbands to send their daughters and wives to work at these call centres. Has there been a decline in the sex ratio, which in the past was on a higher side 60:40? Are there call centres in India where the organization is incapable of rendering support to its employees and giving them job satisfaction at their workplace. Therefore research on these issues is required to explore the present condition of employees at Indian call centres and the future of this industry.

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