

**ROLE CONFLICT, ROLE AMBIGUITY AND ROLE OVERLOAD
OF WOMEN EMPLOYEES IN BPO INDUSTRIES IN
BENGALURU DISTRICT**

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SYNOPSIS

INTRODUCTION

Since 1991, Economic Reforms in India have been playing a key role in the liberalisation of the Industrial Policy leading to the entry of Business Process Outsourcing (BPO) Industries, thanks to Globalisation. Unlike other industries, the BPO industry provides opportunities for employment with high income package and promotions at the start of the career itself. Thus a vast majority of the youngsters prefer a job in a BPO. The working environment in a BPO is quite congenial and target oriented but one has to work in shifts. Men and women nowadays are comfortable working in groups to collectively achieve some objective which cannot be achieved by an individual alone. In other words, they are composed of individuals and groups who come together to achieve definite goals by means of differentiated functions. Indeed the organisation is a system of roles representing the channels through which inter – personal behaviour influencing the task performance gets channelized. Whatever be the gender, in today's fast moving mechanical life everybody is expected to play one's roles complimenting with one's nature to make true the phrase, 'Survival of the fittest'. In this line of expressing the organisation and particularly women in it, Role Conflict, the Role Ambiguity and Role Overload become vital to assess whether they are in the organisation merely for the sake of survival.

STATEMENT OF THE PROBLEM

Historically, women were considered as kitchen keepers or housekeepers in India. But now they have become trendsetters as their status is subjected to many great changes over the past few decades. This is due to many reasons but the all important reason is in the field of their service they are judged by performance but not by gender. The gift of education to women puts them in a state of intellectuals among whom some come out with flying colors in the social and political arena, challenging men competitively. Perhaps some companies are women dominated where key employees are women. While considering the BPO industry in India, it is seen that women employees constitute about one-third of the total workforce. At the first glance, it is clear that there are certain hurdles in the day to day life of the working women, among whom some could bend and give away under the pressures and some could cope in their field of service. Apart from the day to day challenges in their work place, industries like a BPO, having different work shifts face issues regarding safety as well. Incidents of crimes against women are an alarming threat to women in this Industry. The country's IT and BPO sector have constantly revised and enhanced the safety measures for women employees in the past few years to counter the risky environment outside the office especially during commutation. Women being a core group in most of the fields, have to perform leading roles in their work and life as a daughter, mother, wife, daughter-in-law, employee, and the like. In performing their responsibilities, they have to face problems like Role Conflict, Role Ambiguity and Role Overload. In this study, a sincere attempt had been made to look at the problems faced by them as BPO employees in the context of Role Conflict, Role Ambiguity and Role Overload, collectively known as Role Stressors. All these affect the individual in terms of emotional exhaustion. In consequence, these factors lead to high level of

labour turnover, low job performance, and low employee morale. In fact this course of action makes a compulsion to work hard and to give of one's best for showing one's loyalty to the organisation but on account of several other reasons namely, improper delegation of work, job insecurity, fierce competition for promotions and corporate culture one is unable to do so. Typical Indian companies put forth severe complications on the employees' role performance, and added to it managing the family's expectations, results in eruption of Role Conflict, Role Ambiguity and Role Overload. Some of them strongly believe that long hours of work are the pre-requisite for high achievement. Such work variations in corporate culture also expect their employees to perform best in midst of high stress causing Role Conflict, Role Ambiguity and Role Overload. Further some of the personal issues of the employees as well contribute to Role Stressors.

In this context, the issues mentioned below become relevant to the study:

1. The prevailing Role Conflict, Role Ambiguity and Role Overload among women BPO employees.
2. The interrelationship between Role Conflict, Role Ambiguity and Role Overload among women BPO employees.
3. The impact of Role Conflict, Role Ambiguity and Role Overload on performance of women BPO employees.
4. The influencing factors of Role Conflict, Role Ambiguity and Role Overload among women BPO employees.
5. The problems faced by the women BPO employees in view of Role Conflict, Role Ambiguity and Role Overload.
6. The resolving techniques adopted by the women BPO employees with respect Role Conflict, Role Ambiguity and Role Overload.

SIGNIFICANCE OF THE STUDY

India is considered as a pioneer in software development and a favourite destination for IT-enabled services. Rajender et.al (2012) in their article, stated that the Indian IT-BPO sector steadily grow more and more successfully, having evidence from high levels of activity both domestic as well as international. Accordingly NASSCOM, the HR Survey 2015, declared that the BPO Industry remains the largest private sector employer in India. The participation of women in BPO industry has been much encouraged as it is seen as a critical enabling factor for the continued growth of the industry. Moreover, BPO companies started taking women on board at all levels as this describes the organisation as gender unbiased as well as makes good business sense. Hence, BPO companies insist on developing and involving women in higher roles and functions. Keeping in view the problems faced by women BPO employees, especially when they perform dual roles, the present research study explores the facets of Role Conflict, Role Ambiguity and Role Overload experienced by them. Hence, this study seeks to examine the various resolving tactics used by the women BPO employees to overcome the problem faced by them with relevant to Role Stressors. The result of this study will be an additional literature for future research. Hopefully, this will become a guiding framework to policy makers in helping them to identify and develop employment policies after taking the women employees into consideration. Though it covers BPO sector in Bengaluru District, the outcome of the study will be relevant to other similar sectors as well. Further, the purpose of this study is to provide certain guidelines to human resource management practices in the organisations, so as to adopt Role Stressors management strategies that seem to be a precaution and solution as the case may be.

OBJECTIVES OF THE STUDY

In relevance to the issues and significance already mentioned, the researcher has framed the following objectives:

1. To study the existing Role Conflict, Role Ambiguity and Role Overload among the respondents.
2. To analyse the interrelation of Role Conflict, Role Ambiguity and Role Overload among the respondents.
3. To study the impact of Role Conflict, Role Ambiguity and Role Overload on the respondents.
4. To find out the factors influencing Role Conflict, Role Ambiguity and Role Overload in Performance of the respondents.
5. To analyse the problems of the respondents in view of Role Conflict, Role Ambiguity and Role Overload.
6. To study the techniques adopted by the respondents to resolve Role Conflict, Role Ambiguity and Role Overload.
7. To offer suggestions to the policy makers in this regard.

SCOPE OF THE STUDY

The present study covers the attitude, performance, problems faced and strategies adopted by Women BPO employees towards Role Conflict, Role Ambiguity and Role Overload they face in their day to day work and family life. An in depth study had been undertaken by the researcher to identify the conflicting opinion the respondents had among them taking into consideration the Role Stressors.

LIMITATIONS OF THE STUDY

Bengaluru city is known as the 'Silicon Valley of India'. The name signifies Bengaluru as a hub for information technology companies in India. It is a reference to the original Silicon Valley of the San Francisco Bay Area, which is the major hub for information technology companies in the United States. Since IT being the major industry, the existence of BPO is inevitable. Hence, the study was confined to Bengaluru city alone and further confined to BPO industry especially IT BPO (ITES) only.

Women of this era are strongly career oriented. Moreover, managing household and office work demands more time, commitment, focus and the like. These requisites results in Role Stressors. Hence, this study primarily focused attention only on the phenomena of Role Conflict, Role Ambiguity and Role Overload among women BPO employees in Bengaluru District. The data collection was possible through questionnaire collected with the help of Human Resource managers of domestic and Multinational BPOs.

METHODOLOGY

Methodology includes sample design, procedure for collection of data, method of analysis and tools of analysis of the study.

Sample Design

Bengaluru Development Authority (BDA) has divided Bengaluru into five zones for administration purposes namely North, South, East, West and Central. Sample size was arrived at 530 using the standard deviation of the pilot study of 0.5873, acceptable error of 0.05 and confidence level of 95%. A representation on

Proportionate sampling at 1 per cent has been adhered to select respondents from there five zones.

Collection of Data

The present study is an empirical research based on survey method and both primary and secondary data were collected. Primary data was collected with the help of Questionnaire prepared based on the objectives listed in the study. The Questionnaires were mailed to the chosen respondents with the help of the Human Resource Managers of the respective BPO companies. This questionnaire includes information regarding, demography, attitude, influencing factors, problems faced and strategies adopted towards Role Conflict, Role Ambiguity and Role Overload of women BPO employees. The questionnaire was carefully designed, pre-tested and finalised.

The secondary data was collected from books, journals, magazines, periodicals, newspapers; published and unpublished reports, doctoral theses and other publication of current reviews kept in the libraries of IIMB (Indian Institute of Management, Bengaluru), IIT Madras Central Library, Chennai, Tamil Nadu; Madurai Kamaraj University, Madurai, Tamil Nadu; Bangalore University, Bengaluru, Karnataka; and Jain deemed to be University, Bengaluru, Karnataka. Also data from websites and repositories were collected for this purpose.

Method of Analysis

The collected data was duly edited and coded. Then the coded data was fed in SPSS package and they were put forth for analysis. PASW statistics 22 (Predictive Analytics Software), formerly known as SPSS (Statistical Package for Social Sciences) is a comprehensive statistical software package for analysing data. The said software was chosen due to its user-friendliness, convenience and reliability.

Tools of Analysis

To analyse the objectives of the present study, the following tools of analysis were used.

The BPO women employee's attitude, factors, problems faced and strategies adopted due to Role stressors were analysed with arithmetic mean scores and standard deviations. In order to find out the dimensions of awareness of Role stressors, factor analysis was done. t-tests and ANOVA were conducted on the factors to discern differences if any. Further, Chi-squared test of association was conducted to find out the association between impact on job performance without Role stressors and with Role stressors.

Using Factors Analysis, the attitude, performance, problems faced and strategies adopted by women BPO employee in situation of Role Stressors, were grouped into factors. These factors were then meaningfully segregated. To find out the differences in the classified factors, t-test and ANOVA were applied.

Correlation analysis was employed to measure the relationship between attitude on Role Stressors, factors of Role Stressors in Performance, problems faced and strategies adopted in Role Stressors. To determine the statistical relationship between Strategies adopted in Role Stressors and Attitude, Factors of Role stressors in Performance and Problems faced in Role Stressors, Regression analysis was employed.

RELIABILITY AND VALIDITY TEST

The questionnaire was pretested before implementing for the main study. The researcher conducted the pilot study among 50 women BPO employees across Bengaluru District. This pilot study had helped to check whether the questions were

clear and relevant, and to eliminate any ambiguous question wording. These 50 duly filled in questionnaires provided a rate of return at roughly 80 per cent of the response. On the basis of the filled in questionnaire, the questionnaire was redrafted to its present form.

The reliability of the pilot study response was made using the Cronbach's Alpha Method, which gave an average reliability output of 72 per cent suggesting that the reliability of the responses was adequate for the purpose of the study.

CHAPTER SCHEME

The study is presented in Six Chapters. The first chapter, "Introduction and Design of the Study" consists of introduction, Statement of the Research Problem, Review of the available literature, Significance, Objectives and Scope of the Study, Operational Definitions, and Methodology adopted for the research work.

Second Chapter presents a theoretical approach towards Role Conflict, Role Ambiguity and Role Overload of Indian Women employed in BPO industry. In this chapter, concepts of Role Stressors, namely, Role Conflict, Role Ambiguity and Role Overload were focused. Further a brief explanation about BPO sector and its growth, Role of women employees in BPO; their prospects and challenges are also discussed in this chapter.

Third Chapter, an analytical chapter covers the analysis of existing Role Conflict, Role Ambiguity and Role Overload among the women employees in BPO Industry and their attitude towards Role Stressors.

The fourth Chapter discusses the impact of Role Stressors on Performance, family life and health of the women BPO employees. It also covers the factors of Role Conflict;

Role Ambiguity and Role Overload in performance among women BPO employees by way of Statistical Analysis.

The fifth Chapter, focuses on the analysis of problems faced by women BPO employees due to Role Stressors and resolving techniques adopted by them.

In the final and sixth chapter all conclusions, results and findings of the study are summarised and recommendations proposed.

SUMMARY OF FINDINGS

The summary of findings is presented below.

Role Stressors

This research attempts to analyse the variations in the level of Attitude of the respondents towards Role Conflict, Role Ambiguity and Role Overload. A principal component factor analysis was done to understand the respondents' Attitude, Impact on Performance, Problems faced and Strategies adopted regarding Role Conflict, Role Ambiguity and Role Overload.

Of the respondents 53.2 per cent were in the Age Group of 21 and 25 years, with 68.9 per cent of them being Hindu and 52.6 per cent of them having Under Graduation as their highest educational qualification. Moreover, 63.6 per cent of them were single and among 36.4 per cent of the married respondents 78.2 percent respondents' spouse was salaried class. 64.8 per cent of the married respondents had offspring and among them 63.2 percent had a single child. 88.8 per cent of the mother respondents sought parents' or parents'-in-law support for babysitting in their absence. Further among the respondents 57.2 percent were from large families of members ranging between 4 to 6 and 95.1 per cent of them did not have any disabled member at home. Among 4.9 per cent of them who had sick or infirm members at home, 53.8 per cent were reposed to

take care of them. 76.4 per cent of the respondents had not availed the services of domestic workers or paid help and 44.5 per cent were residing in their own house. While 56.6 per cent of the respondents were provided with cab facility and among them, 83.3 per cent availed such facility. 36 per cent of the respondents joined the BPO industry due to their family situation and 66.2 per cent were working in a multinational BPO. 43 per cent of the respondents worked in general shifts; 64.7 per cent had work experience up to 3 years; and 37.7 per cent were designated as Process Associate. Among 29.6 per cent of the respondents holding authoritative or management position 45.9 per cent had a span of control of up to 5 employees. 69.2 per cent of the respondents earn a monthly salary below Rs. 25,000 and 48.5 per cent possess extrovert traits. 81.32 per cent perform predominantly the role of a daughter in their day to day personal life and 84 per cent of the respondents worked as a member of the team or as an Analyst.

Attitude towards Role Stressors

The findings for the study on Attitude towards the Role Stressors namely Role Conflict, Role Ambiguity and Role Overload are condensed below.

Attitude towards Role Conflict

Impediment, Impuissant, Ruination, Dichotomy, Inimical and Snag were the factors of Attitude towards Role Conflict. There was a significant difference between Impediment and the demographic factors namely Age, Type of family, Type of Accommodation, Type of BPO, Work experience, Religion, Marital status and Size of family of the respondents. There was a significant difference between Impuissant and demographic factors namely Education qualification, Work experience, Number of family members and Personality trait of the respondents. Similarly there was a

significant difference between Ruination and demographic factors of Childcare arrangement, Number of family members, Designation and Monthly salary of the respondents. There was a significant difference between Dichotomy and demographic factors like Age, Marital status, Work experience, Designation and Personality trait of the respondents. Inimical factor was significantly different in demographic factors, namely Size of family, Marital status and Personality trait of the respondents. There was a significant difference between Snag and demographic factors such as Educational qualification, Marital status, Offspring at home, Work experience and Babysitting arrangements organised by the respondents. Likewise there was a significant difference between Overall Attitude of the respondents towards Role conflict and demographic factors namely Age, Religion, Size of family and Designation of the respondents.

Attitude towards Role Ambiguity

Ludicrous, Handicap, Loath, Fag and Nebulous were the factors of Attitude towards Role Ambiguity. There was a significant difference between, Ludicrous and the demographic factors namely Marital Status, Type of BPO, Size of family, Designation and Work Experience of the respondents. There was a significant difference between Handicap and Age and Babysitting facilities availed and Personality trait of all the demographic features of the respondents. Similarly there was a significant difference between Loath and Age, Offspring at home, Designation and Marital status of the respondents. There was a significant difference between Fag and Age, Type of family, Designation, Marital status, Size of family, Monthly salary and Personality trait of the respondents. Nebulous was a significantly different in Type of family, Type of Accommodation and Size of family of the respondents. Further there was a significant

difference between Overall attitude towards Role Ambiguity and Age and Designation of the respondents.

Attitude towards Role Overload

Cumbersome, Teeter, Apprehension and Inhibition were the factors of Attitude towards Role Overload. There was a significant difference between, Cumbersome and demographic factors namely Educational qualification, Offspring, Babysitting and Type of family of the respondents. Further there was a significant difference between Teeter and Age, Type of family, Offspring and Designation of the respondents, amongst the demographic factors considered. Similarly there was a significant difference between Apprehension and respondents' Religion, Educational qualification, Marital Status, Type of family and Type of Accommodation of the respondents. Likewise there was a significant difference between Inhibition and Demographic factors namely Age, Religion, Educational qualification, Monthly salary and Size of family of the respondents. There was a significant difference between Overall attitude towards Role Overload and Offspring at home and Babysitting arrangements adopted by the respondents.

There existed a positive correlation between Attitude on Role conflict and Attitude on Role Ambiguity. Likewise a positive correlation between Attitude on Role Conflict and Attitude on Role Overload was present.

Factors of Role Stressors in Performance

The findings of Factors of Role Stressors in Performance are discussed under in separate heads of Role Conflict, Role Ambiguity and Role Overload.

Factors of Role Conflict in Performance

Shattering, Fumble, Guile and Hecatomb were the factors of Role Conflict in Performance. There was a significant difference between Shattering and demographic factors namely Age, Religion, Offspring at home, Babysitting arrangements, Type of family, Size of family, Type of Accommodation, Work experience and Designation of the respondents. Likewise, there was a significant difference between Fumble and features like Religion, Educational Qualification, Offspring at home, Babysitting and Personality Trait of the respondents. Demographic factors namely Age, Educational qualification, Religion, Size of family, Babysitting arrangements and Personality trait of the respondents differed significantly for the factor Guile. There was a significant difference between Hecatomb and Demographic factors of Marital status, Religion, Educational qualification, Babysitting, Type of family and Size of family of the respondents. Further there was a significant difference between Overall attitude towards factors in Role Conflict and Demographic factors namely Religion, Offspring at home, Babysitting, Size of family and Personality trait of the respondents.

Factors of Role Ambiguity in Performance

Diffident, Inhibited, Incapacitate, Selfhood and Inopportune were the factors of Role Ambiguity in Performance. There was a significant difference between Diffident and demographic factors of Educational qualification and Designation of the respondents. Demographic factors namely Age, Educational Qualification, Offspring at home, Babysitting arrangements opted and Designation of the respondents significantly differed for the factor Inhibited. For factor Incapacitate there was significant difference in any of the demographic factors of the respondents. There was a significant difference between Selfhood and Demographic factors namely Age, Type of family, Size of family, Occupation of the Spouse, Babysitting arrangements and

type of BPO the respondents work for. For Inopportune, there was significant difference in Demographic factors namely Age, Marital status, Occupation of the Spouse, Type of family, Type of Accommodation, Work experience, Designation, Monthly Salary and Babysitting arrangements done by the respondents. There was a significant difference between Overall attitude towards Role Ambiguity and demographic factors namely Educational qualification and Type of Accommodation of the respondents.

Factors of Role Overload in Performance

Restrain, Dissuade, Impede and Thwart were the factors of Role Overload in Performance. There was a significant difference between Restrain and demographic factors namely Age, Offspring at home, Type of BPO and Designation of the respondents. Likewise there was a significant difference between Dissuade and Demographic factors like Occupation of the Spouse and Babysitting arrangements done by the respondents. Similarly, Impede significantly differed in demographic factors namely Religion, Educational qualification, Work experience, Designation and Monthly salary of the respondents and type of BPO they work for. Further there was a significant difference between Thwart and Demographic factors namely Age, Religion, Educational qualification, Babysitting arrangements done by the respondents, Occupation of the Spouse, type of BPO the respondents work for, Work experience and Personality trait of the respondents. Further there was a significant difference between Overall attitude towards factors in Role Overload and demographic factors namely Work experience and Babysitting arrangements done by the respondents.

There was a positive correlation between Factors of Role conflict in Performance and Factors of Role Ambiguity in Performance. Likewise there was a positive correlation

between Factors of Role Conflict in Performance and Factors of Role Overload in Performance.

Problems faced in Role Stressors

The following section deals with the problems faced by the respondents under situations of Role Conflict, Role Ambiguity and Role Overload.

Problems faced in Role Conflict

Unpleasant, Antipathy, Detachment and Bigotry were the factors of Problems faced in Role Conflict. There was a significant difference between Unpleasant and demographic factors namely Religion, Marital status, Babysitting assistance availed, Work experience, Designation and Monthly salary of the respondents. There was a significant difference between Antipathy and respondents' Religion, Educational qualification, Marital status, type of BPO the respondents work for and Designation of the respondents. Also, detachment significantly differed in Demographic factors namely Age, Religion, Educational qualification, Size of family and Monthly salary of the respondents. There was a significant difference between Bigotry and demographic factors namely Age, Educational qualification, Occupation of the Spouse, Baby sitting arrangement, Type of accommodation, work experience, Designation and Personality trait of the respondents. Further there was a significant difference between Overall attitude towards problems due to Role Conflict and demographic factors namely Babysitting assistance availed and Designation of the respondents.

Problems faced in Role Ambiguity

Dejection, Slothful, Distraction and Over-Burden were the factors of Problems faced in Role Ambiguity. There was a significant difference between Dejection and

demographic factors namely Educational qualification and Marital status of the respondents. Slothful significantly differed in Demographic factors namely Age, Religion, Educational qualification, Marital status, Occupation of the Spouse, Designation, Work experience and Monthly salary of the respondents. There was a significant difference between Distraction and demographic factors namely Religion, Educational qualification, Occupation of the Spouse, Designation, Monthly salary and Personality trait of the respondents. There was a significant difference between Over-Burden and Demographic factors of Religion, Occupation of the Spouse and Type of Accommodation of the respondents. Further there was a significant difference between Overall problems faced due to Role Ambiguity and demographic factors of Educational qualification and Marital status of the respondents.

Problems faced in Role Overload

Unendurable, Irrational, Immoderate and Inordinate were the factors of Problems faced in Role Overload. There was a significant difference between Unendurable and demographic factors namely Age and Occupation of the Spouse of the respondents. Likewise there was a significant difference between Irrational and Demographic factors namely Monthly salary and Offspring at home of the respondents. There was a significant difference in Demographic factors namely Religion, Type of family, Size of family and Personality Trait of the respondents for factor Immoderate. There was a significant difference between Inordinate and demographic factors namely Marital status, Babysitting arrangements, Size of family and Monthly salary of the respondents. Further there was a significant difference between Overall problems faced in Role Overload and demographic factors namely Offspring and Type of BPO the respondents work for.

There was a positive correlation between Problems faced in Role Conflict and Problems faced in Role Ambiguity. Likewise there was a positive correlation between Problems faced in Role Conflict and Problems faced in Role Overload.

Strategies adopted in Role Stressors

The strategies adopted in Role Stressors were grouped under the various Role Stressors in the following sections.

Strategies adopted in Role Conflict

Attentive, Mindful, Diplomatic and Judicious were the factors of Strategies adopted in Role Conflict. There was a significant difference between Attentive and demographic factors namely Educational qualification, Occupation of the Spouse, Type of family, Babysitting arrangements done by the respondents, Type of BPO the respondents work for and Designation of the respondents. There was a significant difference between Mindful and Demographic factors namely Age, Marital status and Monthly salary of the respondents. Further there was a significant difference in demographic factors namely work experience and monthly salary of the respondents considering factor Diplomatic. There was a significant difference between Judicious and demographic factors namely Educational qualification, Marital status, Occupation of the Spouse, Babysitting arrangements and Size of family of the respondents. Likewise there was a significant difference between Overall strategies adopted in Role conflict and demographic factors namely Babysitting arrangements and Monthly salary of the respondents.

Strategies adopted in Role Ambiguity

Supportive, Prudent and Acquiescent were the factors of Strategies adopted in Role Ambiguity. There was a significant difference between Supportive and demographic

factors namely Educational qualification and Monthly salary of the respondents. There was a significant difference between Prudent and Type of BPO the respondents work for, Occupation of the Spouse, Babysitting arrangements and Size of family of the respondents. There was a significant difference between Acquiescent and demographic factors namely Educational qualification, Type of family, Size of family, type of BPO the respondents work for and Designation and Work experience of the respondents. Further there was a significant difference between Overall Strategies adopted in Role Ambiguity and demographic factors namely Educational qualification, Monthly salary and Babysitting assistance availed of by the respondents.

Strategies adopted in Role Overload

Workaholic, Grafter, Astute and Penetrating were the factors of Strategies adopted in Role Overload. There was a significant difference between Workaholic and the demographic factors namely Educational qualification, Marital status, Babysitting arrangements done by the respondents, Work experience, Designation, Monthly salary of the respondents and Size of the family of the respondents. Grafter significantly differed in demographic factors namely Type of BPO the respondents work for and the Designation of the respondents. Similarly there was a significant difference between Astute and demographic factors namely Marital status, Work experience, Designation and Personality trait of the respondents. There was a significant difference between Penetrating and demographic factors namely Educational qualification, Offspring at home, Babysitting arrangements made, Size of family, Monthly salary and Work experience of the respondents. There was a significant difference between Overall Strategies adopted in Role Overload and demographic

factors namely Educational qualification, Marital status, Type of BPO the respondents work for, Monthly salary, Work experience and Personality trait of the respondents.

The multiple correlation coefficients indicate that the relationship between Strategies adopted in Role Conflict and the three independent variables namely Attitude in Role Conflict, Factors of Role Conflict in Performance and Problems faced in Role Conflict were quite strong and positive. Further it also indicated that the relationship between Strategies adopted in Role Ambiguity and the three independent variables namely Attitude in Role Ambiguity, Factors of Role Ambiguity in Performance and Problems faced in Role Ambiguity were quite strong and positive. Likewise, the multiple correlation coefficients indicated that the relationship between Strategies adopted in Role Overload and the three independent variables namely Attitude in Role Overload, Factors of Role Overload in Performance and Problems faced in Role Overload were rather strong and positive.

Factors influencing Role Stressors

Factors namely Parents, Parents In law, Spouse, Siblings, Colleagues and Friends were analysed with the Role stressors, to find which was the influencing factor and the same were grouped under various Role Stressors in the following sections.

Factors influencing Role Conflict

Parents were the influencing factors considering the determinants of Role Conflict namely Insufficient time spent at home, Incomplete work at home, Dissatisfied in child care, Missing family events leads to isolation, Balancing of roles is very important, Quitting from any one role can provide relaxation, Family interest overrules career and one's interests, Examinations for private studies are trying times at home, Snapping at home due to work pressures unacceptable, Family expectations

is the priority, Must communicate in advance about the difficulties in tasks assigned, and helping out family members' duties is important even with busy schedules. Likewise Friends are the influencing factors for determinants like Incomplete work and More concentration needed at work. Colleagues are the influencing factors for factor Career conscious shouldn't commit to marriage.

Factors influencing Role Ambiguity

Parents were the influencing factors considering the determinants of Role Ambiguity namely Unclear office role should not have impact on other roles, Understanding family expectations is a key role, Must not drop courses half way even if one loses interest, Concentration towards Unclear work is essential, but it must not affect the concentration in other roles, All family members must respect and obey family traditions and culture, Due to confusion in the task assigned, time allocated to spend with family must not be disturbed.

Factors influencing Role Overload

Parents were the influencing factors of the respondents considering the determinants of Role Overload namely Insisting more work without extra pay is painful, Lost interest in cooking, Without sufficient time, should not pursue further studies, Must attend family functions as a reciprocity gesture, Family role is equally important to that of job role, Being a woman, prioritisation of role is very important, and Complete the work fast and then relax peacefully. Spouse is the influencing factor considering the determinants of Role Overload Duties performed towards children cannot be delegated citing work load.

Impact of Role Stressors on Performance

There was association between impact on job performance before occurrence of Role Stressors and after occurrence of Role stressors, considering the factors: Leaves of Absence, Errors in the task completed, Escalation from clients, Awards and Recognitions, Salary Increment, Employee Referral Escalation in completed task and Good Rating in performance. At the same time, 58.5 per cent of the respondents' health was impacted due to Role Stressors and the health issue commonly faced was Back Pain. Moreover, taking into account the Leaves of Absence, 59.6 per cent of the respondents had taken Sick Leaves less than 5 days and 49.4 per cent of them had taken less than 5 days of Casual Leave. Considering, Quality of Family life, 45.3 per cent had Poor relationship with other family members as a consequence of Role Stressors, 46 per cent had Improper Rating in Performance considering Impact of Role Stressors on Quality of Work Life, and 50.6 per cent had Feeling of no achievement in life with reference to impact of Role Stressors considering Satisfaction of Life.

The study had led to the following conclusions:

1. Hindu spinsters between the age group of 21 and 25 with education qualification of under graduation from big family background performing the role of a daughter are conditioned to join MNC based BPO out of their family situation, not depending on domestic help but availing the cab facilities. They earn a monthly salary of less than Rs. 25,000 staying in their own house and are extrovert in nature.

2. Among married employees, whose spouse earn salaried income, having single child seek the support of their parents for taking care of child when parents away at work.
3. The sparse few who have a disabled member in the family are cared for by the employees themselves. In general, they work in general shifts, and have three years work experience designated as Process Associate are member of the team or Analyst. Further, employees in an authoritative position have span of control up to five employees.
4. Impediment, Impuissant, Ruination, Dichotomy, Inimical and Snag are the factors of Role Conflict among them. In case of Role Ambiguity Ludicrous, Handicap, Loath, Fag and Nebulous are the factors existing among them. Cumbersome, Teeter, Apprehension and Inhibition are the factors of Role Overload present among them.
5. Shattering, Fumble, Guile and Hecatomb are the most important factors of Role Conflict that influences their performance. Indeed, factors of Role Ambiguity such as Diffident, Inhibited, Selfhood and Inopportune are the key indicators of their performance. Restrain, Dissuade, Impede and Thwart, factors of Role Overload have an effect on their performance. In fact, the performance at work gets affected due to the presence of Role Stressors.
6. Unpleasant, Antipathy, Detachment and Bigotry are the consequences of Role Conflict. Repercussions of Role Ambiguity are Dejection, Slothful, Distraction and Over-Burden. Unendurable, Irrational, Immoderate and Inordinate triggers Role Overload. Consequences faced by them due to Role Conflict are mutually related to outcomes of Role Ambiguity and Role

Overload. Apart from availing all leave facilities they go for short Casual leaves of 5 days and 5 days of sick leave in a year as they suffer from back pain as an outcome of Role Stressors.

7. Poor relationship with family members affects the quality of family life. Their agony on improper rating in office performance disturbs their work life. Additionally, the feeling of no achievement in life affects their satisfaction in life.
8. Attentive, Mindful, Diplomatic and Judicious are used as strategies by the women BPO employees to resolve Role Conflict. At the same time, to combat Role Ambiguity, Supportive, Prudent and Acquiescent are the strategies embraced by them. Workaholic, Grafter, Astute and Penetrating are the resolving technique considering Role Overload. Strategies adopted by them during Role Stressors are influenced by Attitude, Performance and Problems faced by them in situations of Role Stressors.

SUGGESTIONS

1. The BPO companies should develop a 'Care Monitoring Committee' (CMC) consisting of Senior Manager, Supervisor, Team Lead and representative of the management to oversee day to day Role Conflict, Role Ambiguity and Role Overload for the sake of maintaining the quality of work.
2. Family Welfare Counselling Committee (FWCC) should be created with a set of members consisting of Labour Welfare Officer, Human Resource manager, Senior manager and some Employees of BPO, to set right by counselling, discussion and interaction on social issues that have erupted in a family setup

of the employees due to work burden from office. This to be done in order to reduce Role Conflict, Role Ambiguity and Role Overload.

3. The BPO companies should develop a 'Health Care Friendly Association' (HCFA) consisting of the Medical officer, Physiotherapist, Psychiatrist and Labour Welfare officers to look after health issues, psychological issues and so on to reduce the stress at office and at family.
4. The 'Quality Analysis Circle' (QAC) can be formed with representatives of Management, and Team leaders to analyse in a monthly meeting mode about day to day problems at office and at family for maintaining consistently good performance at work through a sustainable Quality of work life and Quality of family life.
5. The Government of India should come forward to form a 'Employees Job Protection and Welfare Board' (EJWB) consisting of the representative of BPO companies, representatives of BPO employees, secretary of Ministry of Corporate Affairs and secretary of Ministry of Labour, in order to protect their job well being, dignity, safety and security at work and beyond work.

SUGGESTIONS FOR FURTHER STUDY

1. An in-depth study can be conducted on the impact of Role Conflict, Role Ambiguity and Role Overload on the Performance of BPO companies.
2. There is a great scope for studying the work culture and its implication on quality of work life.
3. An in-depth study of similar nature can be conducted in IT companies in general since they share some of the distinguishing features of BPO companies.

4. A qualitative study is mooted on counselling for stress and its alleviation among the employees of similar nature of work.
5. Work Life Balance of the BPO employees and the mechanisms they use to cope can be studied in-depth.
6. A study on Role Conflict, Role Ambiguity and Role Overload of Women Employees can be undertaken across other sectors as well.

CONCLUSION

This research was a sincere attempt to explore the various role related issues faced by the women BPO employees, within the scope and limits of a doctoral thesis. Findings and suggestions made in the course of the study were supported by statistics gathered by the researcher during the period of this research. It is passionately hoped that at least a few of the suggestions made will be taken up by companies and policy makers in the near future.