

Analytical Study of Values of Business Process Outsourcing Employees to Address Issue of Attrition and Suggestion of Work life Balance Intervention

K. Santhanalakshmi¹, K. Prabhakar¹ & N. Santhosh Kumar¹

¹ SRM University, Tamilnadu, India

Correspondence: K. Santhanalakshmi, Kattankulathur-603203, Kancheepuram Dt, Tamilnadu, India. E-mail: santhanalakshmi.k@ktr.srmuniv.ac.in

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Abstract

Business process outsourcing sector (BPO) offered opportunities for employment to a large number of persons with diverse skill sets in India. However, the industry is plagued by attrition of employees due to technological intensity, work intensity at the intersection of globalization and liberalization made organizations to adopt high performance work practices and higher working hours. Values and changes in value priorities are considered as axial principle and are posited to impact attrition. Values priorities are measured using factor analysis and thirteen of them are identified in the context of BPO sector is identified, measured and ordered. The value priorities provided insights to design human resource interventions to discourage hedonistic practices and encourage work life balance which may help organizations to tide over the issue of attrition.

Keywords: outsourcing, values, value priorities, work life balance.

1. Introduction

By working faithfully eight hours a day, you may eventually get to be boss and work twelve hours a day.

Robert Frost (1875–1963), US poet (attrib.)

Robert Frost observation of the work pressure on high performance organizations, summarizes the need for work life balance and having fulfillment in work. However, Business process Outsourcing Industry (referred as BPO) provides a paradoxical situation where employees are provided with all needed physical comfort and perks and at the same time plagued by attrition. The BPO industry is referred to as ‘electronic sweat shops’ and employees as “battery hens” illustrated by the intense and stressful nature of jobs (Taylor & Bain, 2005; Fermie & Metcalf, 1998; Russell, 2008). Call center jobs are considered low quality and heavily routinized forms of work. It is conjectured that production line call centers proliferate as organizations embark on cost cutting (Batt & Moynihan, 2002; Huselid, 1995). Budhwar et al. (2009) signifies that a number of health, social and psychological problems of employees leading to attrition is affecting the BPO industry. The attrition rate are ranging from as high as 80% to a low 25% for different types of organizations, and averaging to 37% for metros in India (Rajeev & Vani, 2008, 2009). This is considered to be the most significant weakness in this sector. In summation, the issues further accentuated by “graveyard shifts” to equal working hours in other countries, which is likely to result in employees being subjected to further accent. Critique of research in BPO organizations may be divided as research relating to call centers (as it is cited in western lands) and research in Information technology enabled services in India.

1.1 Western Research Context

The western research predominantly conducted in Australia, Europe, United Kingdom, Sweden and France relating to human resources, is concerned with labor process theory, effect of performance monitoring, emotional labor, wellbeing, role of call centers as unit of society, the new way of organizational arrangement, new economic networks, gendered work places, occupational and ergonomic studies, relationship of capital and labor, cost savings, quality of jobs, sociolinguistics enriched by qualitative and quantitative studies. The literature brings forth the striking contrast of labor markets in western countries characterized by lower levels of educational attainment, older age profiles and varied perceptions of opportunity and aspiration. The BPO

organizations practice high performance management, which may require a better work life balance (White, Hill, McGovern, Mills & Smeaton, 2003). However, what should be an axial principle for anchors to address the issue of work life balance? And this question needs for deeper study.

1.2 Indian Context

The Indian labor market is characterized by young work force that has higher educational attainment, ambitious, curious, interest in western working practices and lifestyles. Research in India focussed on dimensions such as desirability of BPO, employee's perception of work, cultural ramifications and provided valuable insights for present research. The maturation of the BPO industry generated fierce debates, backlashes and gave rise to societal-economic-political issues. At the macro level, it is described that BPO experimentation provides both sourcing countries and destination countries with opportunities for prosperity, flexibility, security and freedom (Friedman, 2005). It is argued that these arrangements of moving of work to low labor economies ultimately leading to greater inequalities (Mishra, 2006). Contrarily Dossani (2003) argued that BPO provides career and life chances to new people. Remesh (2004) did not harmonize with these propositions and argued that the phenomena led to the loss of values and strongly indicated that workers are treated as cyber coolies and they are insecure, vulnerable casualties of the new economic society. It has been pointed out that the workers led a double life; an authentic Indian day time life, and make believe western life by night time while working. The review does point out to the phenomena of values or change in values from that of frugal and altruist living to that of a hedonistic way of life is one of the areas that need to be addressed. Similarly, there is a view that the values of employees have undergone a change towards materialism or hedonism. The question is if the values have undergone a change to hedonistic way, employees might respond to interventions such as night partying allowance and dating allowance may help organizations to retain people. On the other hand, if employees consider family and social values as superior then incentives based on satisfying those needs are likely to help. However, there may be a condition where the employee's value system is partly hedonistic at the same time positive towards family and social values. There is a paucity of research relating to values and value measurement.

2. Need for the Study and Focus

The quality of jobs in BPO is perceived to be low and high job attrition rates with health issues continue to afflict the industry despite human resources interventions. Thus to facilitate approaching diverse issues spanning different aspects, a new approach is contemplated. Present approaches to solve issues are based on the premise that the society, its composition, and forces that provide trajectory to the society remain constant. Assumption of constancy of societal relationships may not be in tune with reality. The composition of society is unique to each country and technology changes the nature of relations, occupational structure, polity, and values. An axial principle is an overriding principle that helps us to achieve a vantage point so that other dimensions of industry may be examined and in the process find solutions. Thus, values are considered an axial principle to analyze and provide solutions to BPO industry challenges.

2.1 Theoretical Framework

Values are the dominating force in life because they direct all of the person's activities towards their realization (Allport, Vernon, Lindzey, 1961). For the purpose of present study values construct is viewed from that of the person who evaluates the entities in his or her own environment and as an aid to the persons' evaluation of the stimuli in their environments. Values are cognitive structures in which information on past evaluations are collected. There are five features of values construct that are commonly used: (a) beliefs, (b) desirable end states or behaviors, (c) trans-situational guides, (d) selection and evaluation of behavioral events and (e) relative ordering of beliefs (Schwartz, 1999; Rohan, 2000). These features are in harmony with the proposition that the value system is a stable meaning producing super ordinate cognitive structure. Based on the discussions following operationalization of definition is adopted. Value is the specific mode of conduct or abstract meaning producing cognitive structure that is personally and socially desirable, and the importance of this specific mode of conduct of a person or group that is transitional and influences the selection of available modes, means, and ends of actions. Thus, it may be posited that values may be studied in the context of the BPO organization environment.

3. Dimensions of Value System

Rokeach (1973) in his seminal study discussed dimensions of value system. The present research's theoretical basis of operationalization of value priorities definition is based on Rokeach findings and later moderated by works of Schwartz and Bilsky. The first research document used by Rokeach (1971) has identified values with a brief explanation a meaning, and solicited respondents to place the words in the order of importance to them.

There were two types of values in the set: goals or terminal values and modes of conduct or instrumental values. The list of goals included statements such as comfortable life, self-respect, or self-esteem, and the mode of conduct list included such things as broad minded, forgiving and helpful. Respondents arranged the list of values in terms of importance placed on them. The list as suggested by Rokeach (1968, 1969, 1970a, 1970b, 1979) and Rokeach and Parker (1970), meant to cover most of the values. However, Braithwaite and Law (1985) identified four omissions from the list: values relating to the physical development and well-being, individual rights, thriftiness and carefulness. Schwartz (1992) questioned the need for the usefulness of the terminal and instrumental distinction. Schwartz and Bilsky (1987, 1990) developed a theory about the value system with a focus on motivational concern that is embedded in each of the values. However, how people differ in their values and how to measure values and find the likely directional changes?

3.1 Values and Value Priorities

Assuming that the fundamental assumption that people be at variance only in the relative importance they place on universally important values, Schwartz and Bilsky (1987, 1990) proposed a set of value types, the implications of priorities of one value type over the others within an integrated system. The first dimension, named as conservation-openness to change continuum, relate to the conflict between being motivated “to follow their own intellectual and emotional interest in unpredictable and uncertain directions” or “to preserve the status quo” and “the certainty it provides in relationships with close others, institutions, and traditions”. The second dimension, named as self-enhancement and self-transcendence continuum, “relating to the conflict between concern for the consequences of own and others actions for the self” and “concern for the consequences of own and others” actions in the social context”. Ten value types are arranged along these two dimensions. The self-enhancement-self transcendence dimension or individual-social context, outcomes reflect about a person's conviction in human nature (Wrightsmann, 1991). People who have greater focus on the social context, outcomes may believe that humans are essentially good, while people who have a greater focus on individual outcomes than on the social context of outcomes may be less positive about others' essential goodness (Rohan, 2000). The focus on the opportunity-organizational dimension (i.e., the openness to change conservative dimension) may relate to temperament.

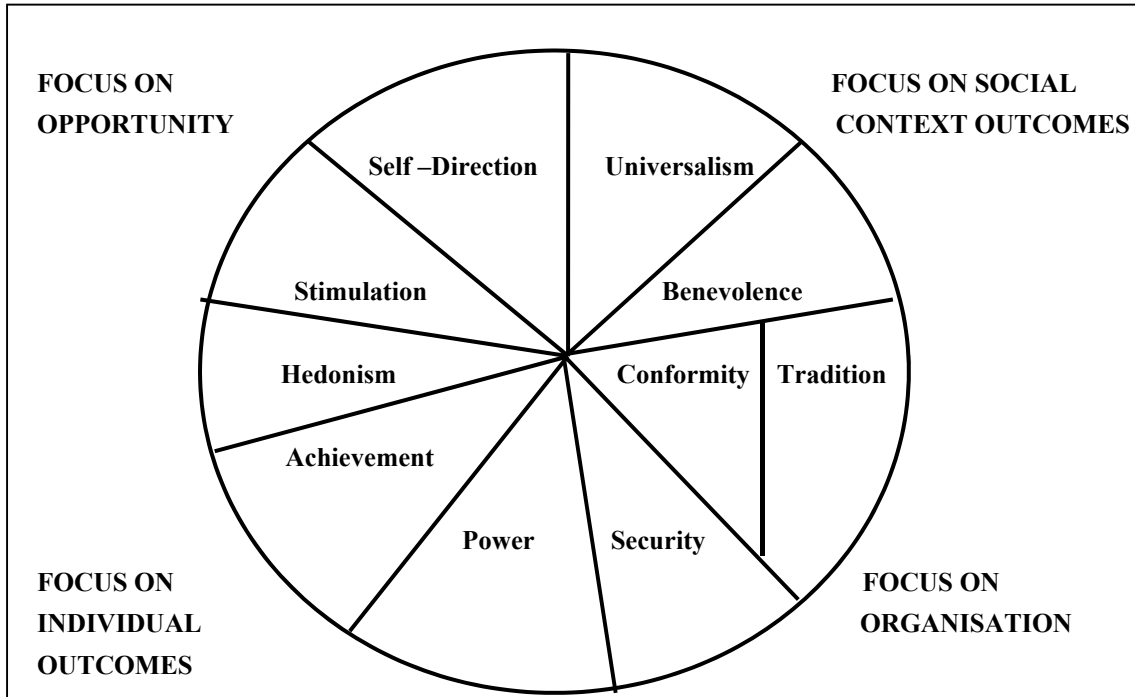


Figure 1. Location of ten value types in a two-dimensional space

SOURCE: Bardi, A., and Schwartz S.H. (2002) Values and Behaviour: Strength and Structure of Relations, *Personality and Social Psychology Bulletin*, Vol. 29, p. 1209.

Definitions of different value types and representative values are given in the following table.

Table 1. Value types, definitions and representative values

Value Types and definitions	Representative Values
Power: Social status and prestige, control or dominance over people and resources.	Social Power: Control over others, dominance Authority: The right to lead or command. Wealth: Material possessions, money.
Achievement: Personal success through demonstrating competence according to social standards.	Success: Achieving goals. Capability: Competence, effectiveness, efficiency. Ambition: Hard work, aspirations. Influence: Have an impact on people and events.
Hedonism: Pleasure and sensuous gratification for oneself.	Pleasure: Gratification of desires. Enjoyment in life: Enjoyment of food, sex, leisure and so on.
Stimulation: Excitement, novelty and challenge in life.	Daringness: Adventure-seeking, risk taking. A varied life: Filled with challenge, novelty & change. An exciting life: Stimulating experiences.
Self-Direction: Independent thought and actions choosing, creating, exploring.	Creativity: Uniqueness, imagination. Freedom: Freedom of action and thought. Independence: Self-reliance, self-sufficiency. Curiosity: Interest in everything, exploration.
Universalism: Understanding, appreciation, tolerance and protection for the welfare of all people and for nature.	Wisdom: Mature understanding of life. Social Justice: Correcting injustice, care for the weak. Equality: Equal opportunity for all. A world at Peace: Free of war and conflict. A world of beauty: Beauty of nature and arts. Unity with nature: Fitting into nature. Protecting the environment: preserving nature.
Benevolence: Preservation and enhancement of welfare of the people with whom one is frequent personal contact.	Helpful: Working for the welfare of others. Honesty: Genuineness, sincerity. Forgiveness: Willingness to pardon others. Loyalty: Faithful to my friends, groups. Responsibility: Dependable, reliable.
Tradition: Respect, commitment and acceptance of the customs and the ideas that traditional culture or religion provide the self.	Humility: Modesty, self-effectiveness. Acceptance of my portion in life: Submission to life's circumstances. Devotion: Hold to religious faith and belief. Respect for tradition: Preservation of time-honored customs. Moderate: Avoiding extremes of feeling or action.
Conformity: Restraints of actions, inclination, and impulses likely to upset or claim others and violate social expectations or norms.	Politeness: Courtesy, good manners. Obedience: Dutiful, need obligations. Self-discipline: Self-restrain, resistance to temptation. Honor parents and elders: Showing respect.
Security: Safety, harmony and stability of society of relationship and of self.	Family security: Safety for loved ones. National security: Protection of my nation from enemies.

SOURCE: Schwartz, S.H (1996), Value priorities and behavior; Applying a theory of integrated value systems. IN C.Seligman, J.M.Oslon & M.P.Zanna (Eds). The Ontario symposium; The psychology of values (Vol 8 pp. 1-24). Mahwah, NJ: Lawrence Erlbaum Associates, Inc.

The motivational dimensional structures in the value system are based on two primary human problems that need to be resolved. The first dimension, named as conservation-openness to change continuum, relate to the conflict between being motivated “to follow their own intellectual and emotional interest in unpredictable and uncertain directions” or to preserve the status quo and the certainty it provides in relationships with persons in the immediate environment and organizations they work. The second dimension, self-enhancement and self-transcendence continuum, relating to the conflict between concern for the consequences of own and others actions for the self and concern for the consequences of own and others actions in the social context.” These dimensions form the basis for mapping the value structure. Identification of the underlying value system

structure, Schwartz (1992) specified the relations among the value types in the value system: people's priorities on adjacent value types will be similar, while differences in priorities will happen when value types are opposite to each other. All the value types in the human value system are important in the human performance of activities. The relative importance or the value priorities people place on each value type reflects alternative sets chosen by them. However, this does not mean that for every value priority people will allocate something. A careful observation of the Figure 1, indicate that if a higher value is placed on achievement, there is a likely chance of placing lower value on conformity.

3.2 Work Life Balance

Work life balance assumes importance compared to individual achievement. Clark (2000) posited that Work life balance focus on time spent on work and on conflict between work and family. The time spent on work in BPO generally exceeds the normal forty eight hours a week and the night shifts have an impact on the family. The border between work and family becomes hazy and in the process leading to value conflict. Therefore it has been suggested that nature of work and culture of work need to be addressed (Guest, 2002). However, the question is how to address the issue in the form of intervention. To keep the employee in the work mode BPO organizations require employees to participate in night party other activities. It may give rise to spill over of work to family and in the process create a tension that the employees wish to avoid. However, if the organizational culture insists on such practices, it may give rise to attrition. Rao, Bakkappa & Badarinarayana (2007) examined the Indian context and found that some of the organizations are reported to have attrition rate is to the tune of 65%. To meet the challenges of attrition and sustain the growth quality of working life practices are suggested.

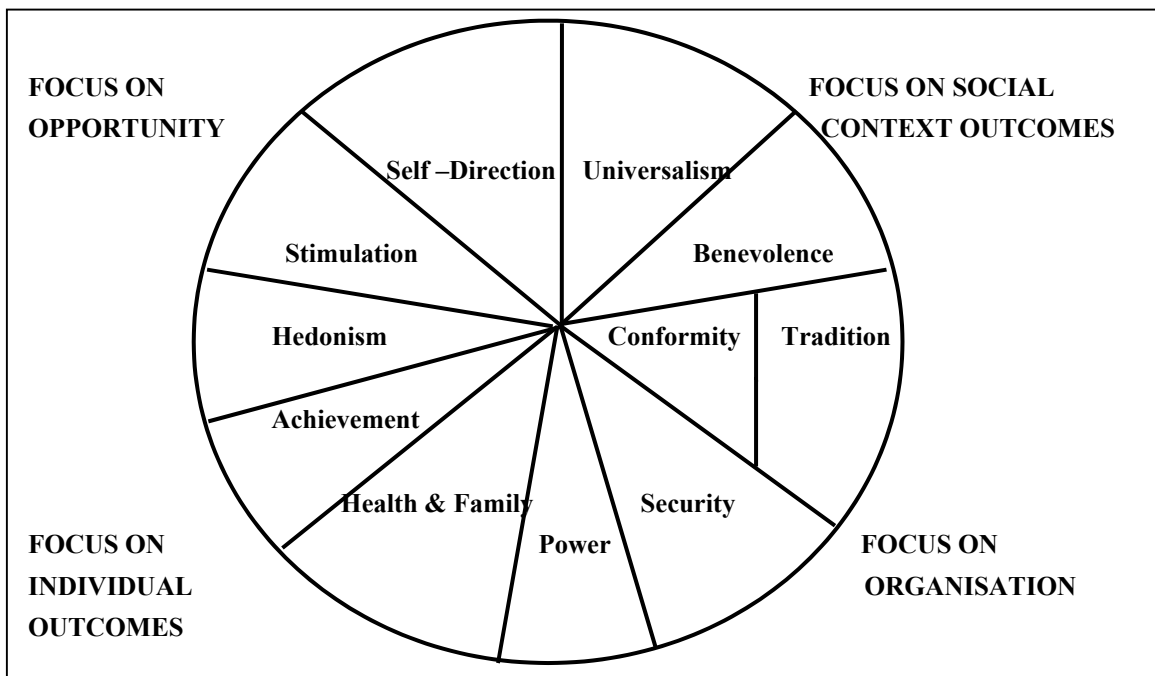


Figure 2. Representation of modified Value Types in two-dimensional space based on Schwartz Model (Researcher's proposed model).

The Schwartz Model in circular form and in the present study it is represented in addition with quadrants without any change in the nomological network. The quadrants are designed keeping in the view of the paradigmatic explanation of value types. Schwartz's Model did not address the issue of health and family components of value system. The security is considered as a component of focus on organization. However, in the case of Indian context, the individual value priorities are related to family and clan in the form of extended family culture (Hofstede, 1980 a, 1980 b) and in the opinion of the researchers and experts it should find place in individual contexts of outcome as there is no social security system available in India and an individual has to plan or depend on immediate family for social security. Individual health as an important dimension evolved due to attrition rates relate to physical well being in BPO industry, and Braithwaite and Law (1985) strongly emphasized need for fitness value or health value to be included in the value type. Based on these suggestions

health and family values are included in the scheme of representation. The tradition and conformity are shown as separate segments in Schwartz's value types, however, specifying that values that are adjacent and most similar.

4. Research Methodology

4.1 Instrument Design

A set of statements representing values as elaborated in the table 1 are identified with the help of five focus group interviews each consisting of seven members working in BPO organizations. Different statements pertaining to eleven values are documented with repetitions are removed. List of eighty-five statements are identified. Ten human resource managers are requested for opinion and forty five statements are identified for different values. It is tested with twenty five employees for face validity and forty five statements are formed to the appropriate.

4.2 Sampling Procedure and Questionnaire Administration

The sample unit consists of the front line employees of BPO who come in contact (voice or email or chat) with the customers directly. They are generally referred to as a customer service representative, telephone sales or service representative, rep, associate, consultant, engineer, operator, technician, account executive, team member, customer service professional, staff member, attendant, specialist or in some firms as agent. The promotion to higher levels is considered from this level and approximately 85% of the employee strength in any BPO organization is from this level. For the purpose of research, employees with a minimum of two years of experience only are considered, since values are likely to be inculcated within that period. However, on that point there is no empirical evidence for this assumption. The BPO space is controlled by both Indian organizations and Multinational organizations catering to both Indian and International client base. Thus, both cases of organization are included in the survey.

4.3 Sample Frame

The sample frame consists of employees working in BPO organizations in Chennai having work experience of two years on the date of filling the questionnaire.

4.4 Sample Size Determination

Different value statements identified are rated with the lowest agreement anchored in 1 and higher in 5. Bartlett, Kotrlik, and Higgins (2001) suggested suitable sample size calculation for scaled variables. For present research alpha level is set a priori at 0.05 and the level of acceptable error at 5%. The estimated standard deviation of the scale as 0.5. Cochran's sample size formula for categorical data is:

$$\text{Sample Size (n)} = \frac{t^2 p^2 q^2}{d^2}$$

$$n = (1.96)^2 (.5)^2 (.5)^2 / (0.05)^2 = 384.$$

The value of 1.96 gives t-value for selected value of alpha level of .025 in each tail. (The alpha level of .05 indicates the degree of danger that the true margin of error may exceed the acceptable tolerance of error). Where (p) (q) that is an estimation of variance equal to .25. Where d is the acceptable margin of error of proportion being estimated equal to .05 and it is the error that the researcher is willing to accept. The sample size estimate is suitable for approximate population of 10,000 employees, employed in BPO with more than two years of experience.

4.5 Factor Analysis

For the present study, the questionnaire is distributed to eight hundred employees working in different types of BPO organizations in Chennai city with at least two years of experience are selected for questionnaire administration. Four hundred and eighty responses obtained are found to be completed with all details representing 60% of response rate. Bartlett's Test for Sphericity indicated ($\chi^2_{(df=861, N=480)} = 5486.421, p=.000$), that the factor analysis can be used for analysis. Kaiser-Meyer-Olkin Measure of sampling adequacy indicates a Value of .738, pointing that factor analysis is an appropriate tool. The factors explained 59.85% of total variation in the data. Factor loadings are set under a varimax rotation to obtain a fuller view of the factor loadings.

Table 2. Total variance explained for different components of value priorities

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.412	12.886	12.886	3.078	7.327	7.327
2	4.362	10.386	23.272	2.986	7.110	14.437
3	2.169	5.163	28.435	2.303	5.482	19.920
4	1.984	4.724	33.159	1.922	4.575	24.495
5	1.569	3.737	36.896	1.842	4.385	28.880
6	1.406	3.347	40.242	1.801	4.287	33.167
7	1.381	3.287	43.530	1.708	4.066	37.233
8	1.310	3.120	46.649	1.665	3.965	41.198
9	1.276	3.039	49.688	1.647	3.921	45.119
10	1.194	2.843	52.531	1.575	3.751	48.870
11	1.150	2.738	55.269	1.567	3.731	52.600
12	1.126	2.680	57.949	1.547	3.684	56.284
13	1.095	2.608	60.557	1.517	3.611	59.895

Extraction Method: Principal Component Analysis.

Nomenclature for Value Priorities Dimensions

Factor loading greater than .4 is selected for each factor. The nomenclature for each of the factors is arrived.

Table 3. Value priorities dimensions identified through factor analysis

Factor Loading	Factors	Primary Representation	Eigen Value	Percentage of Variance
.667	Factor 1 Family is not the most important concept in the global environment.			
.749	Health considerations are not very important.	Low priority for family and health	5.412	12.886
.665	Preventive health care is not workable in 365*24*7 work environment.			
.698	Factor 2 Current working style leads to a comfortable life.			
.579	Work style must act as stimulant to active life.			
.609	Self-respect is upheld in the workplace.	Comfortable and active life with self and	4.362	10.386
.654	BPO gives room for mutual help and welfare.	reliance and responsibility		
.437	We cannot be dishonest in BPO related work.			
.428	Individual responsibility is the topmost concern in BPO			
.546	Self-reliance is more demanding.			
.479	Factor 3 No time left for developing true friendship.	Routinized work environment devoid of true friendship,	2.169	5.163

.673	Life becomes more mechanical.	love and affection.		
.717	Love and affection are slowly vanishing			
.682	Obedience and politeness are replaced by self-respect and decency.			
Factor 4				
.609	Competition is the only attribute associated with development.	Competition for development with no personal beliefs	1.984	4.724
.691	Currently working requires for most individual contribution.			
.537	Religious beliefs have no place in current work.			
Factor 5				
.449	There is little room for personal jealousy in the workplace.	Team work with no personal jealousy	1.569	3.737
.689	Competency in subjects studied has no relevance.			
.519	Team discussion and solution replace faultfinding and admonishing.			
Factor 6				
.525	There is no need to develop special capabilities for BPO.	Low intelligence and low capability requirement	1.406	3.347
.728	High level of intelligence is not required in BPO.			
Factor 7				
.669	Work environment offers equal opportunity for all.	Equal opportunity	1.381	3.287
.667	The brotherhood has a major place in the workplace.			
Factor 8				
.587	Work must lead to lasting contribution to society.	Lasting contribution to society with intellectual pursuits.	1.310	3.120
.783	Intellectual pursuits pave way for acquiring intelligence.			
Factor 9				
.462	Personal life in work does not guarantee freedom of choice.	Mutual dependence	1.276	3.039
.831	Constrained interpersonal relations lead to lower output.			
Factor 10				
.729	Excitement at work is not important.	Non-enforcement of morality in personal relationships	1.194	2.843
.544	There is no meaning of enforcing morality in personal relations.			
Factor 11				
.752	Leisurely pursuits are directed towards pleasure rather than salvation.	Hedonistic	1.150	2.738
Factor 12				
.800	Beauty and aesthetic values have no role in global economy	Low aesthetic	1.126	2.680
Factor 13				
.713	Personal advancement with focus on creativity and self-reliance.	Personal advancement with self direction	1.095	2.608

Extraction Method: Principle Component Analysis

Thirteen factors extracted. Total variance explained = 59.89%.

For better understanding of factor representation process, primary representation is given to summarize different variables in the factor loading. Some of the variables are designed in negative form based on recommendation that having negative statements help in better response or else there will be a problem of “end-piling”. In order to have uniformity of analysis we need to convert them. For this purpose, the mean values are subtracted from the highest value possible that is five. In the process, the primary representation changes with respect to these dimensions.

Table 4. Change in the mean values to reflect the value dimensions

Primary Representation	Changed Representation	Mean	Changed Mean
Low Health care and low need for family, hard work and broadmindedness.	Health care and need for family, hard work and broadmindedness.	2.742	2.258
Routinized work environment devoid of true friendship, love and affection.	Stimulation	3.433	1.567
Low intelligence and low capability requirement	Intelligence and capability requirement	2.9771	2.0229
Excitement and no enforcement of morality	Excitement	2.7729	2.2271
Low Aesthetic	Aesthetic	3.2292	1.7708

Table 5. Identification of value types relating to factor analysis output and mean values

Primary Representation	Value priorities	Mean Values
Health care and need for family, hard work and broadmindedness.	Health, family value	2.258
Comfortable and active life with self-reliance and responsibility.	Tradition and Conformity value	3.3601
Work environment devoid of true friendship, love, and affection.	Stimulation value	1.567
Competition for development with no personal beliefs.	Achievement value	3.402
Teamwork with no jealousy.	Benevolence value	3.542
Low intelligence and low capability requirement.	Competence value	2.0229
Equal opportunity and brotherhood.	Universalism value	3.4292
Lasting contribution to society with intellectual pursuits.	Accomplishment value	3.4979
Mutual dependence.	Helpful value	3.1604
Excitement.	Excitement value	2.2271
Hedonistic	Hedonism value	3.325
Aesthetic values	Aesthetic value	1.7718
Personal advancement with self direction	Self direction value	3.1875

At work place, there is less emphasis on aesthetic values, stimulation, competence, excitement and health and family values.

4.6 Definitions of Dimensions of Value Types

1. These following definitions for values are given in the context of the BPO work environment. i. Health, family and broad-mindedness value: Fitness, fulfilling family life with broad-mindedness by being tolerant of different ideas and beliefs with a mature understanding of life.

2. Tradition and Conformity value: Preservation and enhancement of self and others; submission to life's circumstances with self-respect, self-reliance, honesty and individual responsibility. Restraint of actions inclinations and those impulses are likely to harm others and violate social norms.
3. Stimulation value: Excitement, novelty, challenge in life with risk taking.
4. Achievement value: Personal success through demonstrating competence according to social standards.
5. Benevolence value: Preservation an enhancement of the welfare of people with whom one is in frequent contact.
6. Competence value: Consistently developing skills that ensure success.
7. Accomplishment value: Striving for higher order goals by contributing to society in the process acquiring intelligence.
8. Universalism value: Understanding, appreciation, tolerance and protection for the welfare of all people and nature.
9. Helpful value: Willing to be cooperative, supportive, obliging and caring others.
10. Excitement value: Enthusiasm and experience of exhilaration
11. Hedonism value: Pleasure and sensuous gratification for oneself indicating enjoyment of food, leisure and so on.
12. Aesthetic value: Appreciation of artistic and visual beauty.
13. Self-Direction value: Independent thought and action choosing, creating and exploring.

As it may be observed power and security are not obtained in the schema of values. It may be discerned that other values such as aesthetic value, competence value, helpful value, excitement value found place instead of power and security as given by Schwartz (1994). It may be discerned that security and power values may have diffused as these set of values requiring further study. The value priorities benevolence, accomplishment, and Universalism represent higher mean values. Stimulation, aesthetic, competence, excitement and health, family and broad-mindedness in that order represent the lowest values. Further analysis is undertaken to obtain better insights. These are arranged based on the paradigmatic explanation given and the following figure is designed.

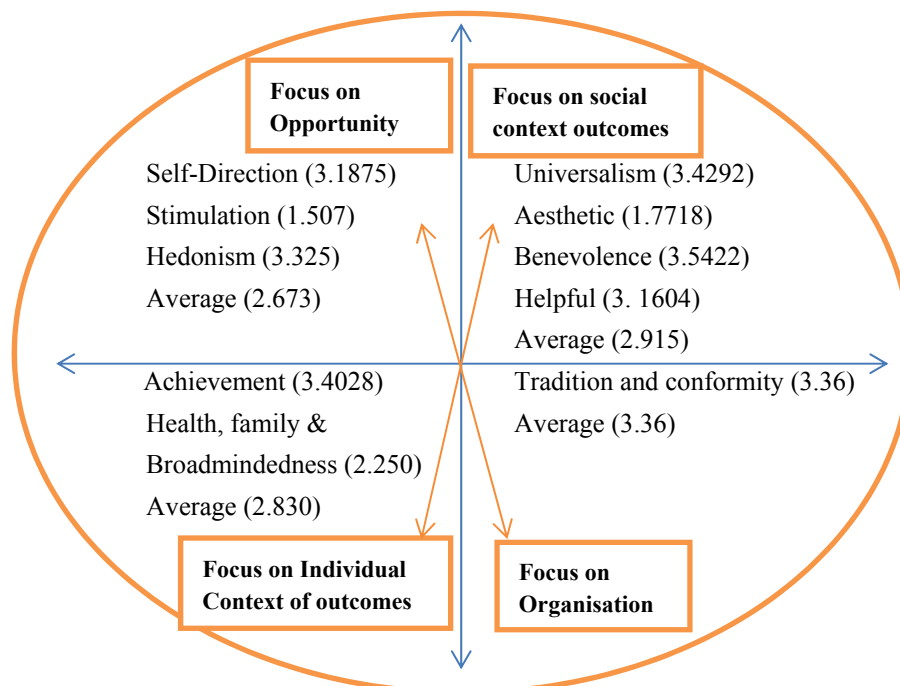


Figure 3. Representations of values of BPO employees

Different dimensions and their mean values are given in the four quadrants and their representations are as follows.

4.7 Social Context of Outcome versus Individual Context of Outcome Paradigm

The first quadrant represents moderately higher values in Universalism, benevolence and helpful values indicating that higher focus on the social context of outcomes are balanced with the lower values of health, family, and broad-mindedness. The lower value on health-family-broad-mindedness group, which is an individual context outcome, is also due to higher values on achievement. The highest individual oriented achievement with the higher stress work environment has two impacts- loss of health, family and broad-mindedness and more of the social context of outcomes. This aspect gives rise to need for work life balance.

4.8 The Fourth Quadrant-Focus on Opportunity –Focus on Organization Paradigm

The work is routinized, with no time left for developing true friendship, love, and affection indicating low value of simulation. There is a higher value for hedonistic (3.325) at work place combined with higher disposable income. This is balanced by moderately higher value of tradition and conformity. While tradition and conformity value of the individual pulls the employee in one direction, hedonism sometimes pull him or her in other different direction. The higher mean value for tradition and conformity (3.361) with value of hedonism (3.32) indicates that one value has to be foregone while promoting another. Higher hedonism is achieved at this cost of lowering tradition and conformity as well as family values. This may not be desirable as the existing tradition may be leverage at no extra cost.

5. Conclusion

Technology did provide higher living standards. However, employees of information technology enabled services experience one of the downsides technological oriented high performance environment. The values system of BPO employees appear to be fragmented with thirteen different values being expressed compared to that of ten values priorities that are documented. The change in the value system does not support the view that the employees are turning towards hedonistic ways of satisfying themselves as value priorities such as conformity and tradition, competence value, helpful value and aesthetic values are the focus of employees. These movements in value indicate that there is a need to nurture tradition and conformity, helpful value and competency value. The human resource interventions based on work life balance (Guest, 2002) suggested are,

1. Honoring the traditional values of the employees and facilitating his or her custom and culture and build it in tune with organizational culture. The practices of parties and weird allowances such as dating allowance need to be given up as they are not in line with the tradition.
2. Enable the employee to improve competence by means of registering for several classes that may not require full time work.
3. Facilitate balance with emphasis of home and work and in the process measure consequences such as work satisfaction, life satisfaction, well being and less tension.
4. Ensuring least spillover of work to home and abode to mold and ensure better behavior at work and family.
5. Design objective indicators such as maximum number of hours including the commutation, free time and household uses.
6. With the aid of these interventions the employee attrition may be brought down to a large extent.

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