DRIVERS OF INDIAN BPO – HUMAN RESOURCE MANAGEMENT

Poonam.J
JJTU, Scholar, Rajasthan.

Abstract
Change is a very important process for development. Organizational change is a change define the structured approach in an organization for ensuring that changes are slickly and productively implemented, and it result to achieve the everlasting benefits and growth of organization. This globalization business surroundings, organizations face speedy change like ever sooner than. Globalization and the constant innovation of technology result in a constantly evolving business environment. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. BPO, Business Process Outsourcing, is the mantra of employment, the drone of present, and the pledge of future. Business process outsourcing ('BPO') has materialized as a key component of management strategy as a global supply chain of information and proficiency. In our study we only focused on Leaders as a change agent, Change as a process, Change management, and Leadership style/leaders for change management in IT/BPO, industry in India, which is generating a fresh growth prospectus and a widespread impact on the country.

Key Words:-Leadership as an Instrument, BPO Industry, Leadership in Change Process, Resistance to Change.

Introduction

Right from the untimely years of its existence, the Indian BPO industry has been shaped with these hackneyed links—Sore & Sweet – **Sore** is night shifts, repetitiveness of work, attrition, digestive disorders and **Sweet** —a cool work environment and college like atmosphere which make youth more attractive to work in BPO. Team Work is the base of BPO work & Team Leader is the Source of that Base. While night shifts and the resultant health issues and attrition haven't gone away and continue to be among the biggest anxiety. Now there is need for leaders / Team Leaders to come forward for a new face of the Indian BPO industry this all means that BPO job is a serious career and not a 'stopgap arrangement'.

"The world disgust change, still it is the only Mantra that has brought achievement and progress". Managing change means acknowledging transition from the old condition to new condition. "Change management is the route, apparatus and method to manage the people-side of change to achieve the desired business outcome": Tim Creasey .

Huge and Educated Workforce

Call centers in India have a biggest number of qualified, Technical forces, IT Qualified, trained, skillful and knowledgeable professionals. India has the biggest English-speaking population after the USA. India's huge and well-qualified workforce has been one of India's main remunerate over other countries. India will continue to have a well-educated and huge job seeker, because India has an ever increasing number of educated graduates and a large number of flourishing training industries. These factors make sure that India's resources will keep escalating over the Cumming years.

Most of the organizations are mandatory to accept changes in order to survive for a longer period of time. They are required to face challenges and keep pace with change to the local, national and global uprising of new technology and competition, change in the economic scenario and growth opportunity, if they want to survive. Everyone knows that change is not going to take place at once.

BPO in India mainly faces three typical obstacles in the growth process. These are inception in a tumultuous environment, growth in a challenging situation and change in a resistant climate. Resistances emerges in some or the other form. Every organization has to gone through visible or invisible resistance to change. Resistance to

change is mostly affected by the normal human reaction. This includes mainly fear of future, modern challenges, risk of new adoption, Fear of failure, unwillingness to accept the new things and Disbelief in change agent or a Leader. Reference to National Association of Software and Service Companies (NASSCOM), the whole cause behind India's achievement in ITES/ BPO industry are:

- Ample, trained, English-speaking workforce, which is being collaborative with ITES hubs such as Singapore and Ireland.
- Competitive telecom and infrastructure availability which are on par with global standards.
  Enhanced hub on providing quality output standards.
- A comfortable & Understandable tax makeup, which chairs the ITES/BPO industry on balance with IT services companies.
- Practical and positive policy environment which give confidence for ITES/BPO investments and make policies & rules easier to follow.

Resistance to Change
Human Behavior is very complicated to define it is a very sensitive issue .Every Humans have , varying nature good and bad habits , fear of failure ,need for control, need to please , etc. This cause can disrupt ones efforts to achieve success. Resultant, these habits produce imprudent reactions that are no longer healthy and adaptive. Of course one does not adopt change due to negative or perpetual emotions for to be "Remain same", this type of environment discourage change.

Factors influencing Change Resistance

Aims of the Study
The aim of the study is to explain a clear understanding of how leadership facilitates as an instrument to bring change in the process of change in an BPO organization and also the change management process.

Objective of study
1. To ascertain the importance of leadership in a BPO organization.
2. To categorize leadership qualities for a stress free & effective process of change.
3. To exemplify the significance of leadership for change management.
4. To classify the resistance blocks and play a role of mechanism in incorporation or exclusion of résistance block.

Research Methodology
 Research Design: A descriptive research design study is used to study the relationships in question & the survey method is followed for the study.

Data Collection: primary and secondary data is considered.
Primary data is gathered using questionnaire as a tool for data collection. **Secondary data** is collected from books, journals, magazine, reports and websites.
Sampling population (Place selected): The respondents are selected from Mumbai. Therefore, the population of sample is the BPO employees in Mumbai.
Sample size: Total 200 BPO Leaders respondents are surveyed in Mumbai.
Data Analysis: Data collected through "Structured Questionnaire". A few suggestions are made at the end for improvement in life style of BPO employees with the efficient Leader in any change management.

Role of leader in Change Management
"Leadership". Leaders are known as "Champions of Change"- as it is the top management of any organization who keep the process of change going on and maintaining the operational reliability of the organization (Nadler & Nadler, 1998).

Kotter suggests –:"if you act without proper preparation, you could be in for a very bumpy ride."IT-BPO , and IT Enabled organization is non-stop work producing organizations. Attraction of job in BPO is the main attraction of youth. Youth must need a breaker in the high run of BPO job. Team leaders are the Breakers for the smooth and balance work, in the organization. Leader has to manage the coordination between the all employees as well as management. BPO work quality is famous for full of stress and continuous changes in the targeted job completion. In this crucial situation employees many times lose their patients, suffer from depression and become away from social and personal life. Ultimately all this affect the productivity and quality of work life. Here is the now main role of Management who act as good Leader & make comfortable Stress free employees, with the help of respective team leaders. One of the most valuable instruments to the IT-BPO organization for the well being of installs and adopts change is improving right follower-leader relationship. This developed and worth full relationship, if worked out then it reduces the obstacles towards change i.e. healthy relationship minimizes the resistance to change. Therefore it is the important duty of a leader to manage the people and make their efforts to be at their best in favor of change for an organization.

The efficient leader always works with strong will and correct step to move on towards development of an organization. His responsibilities will be more challenging and activities will be more generous. It's also important that organization's leaders continue to support the change. This includes existing staff irrespective of any category or designation and off ours upcoming leaders who are brought in. If top management loses the support of these people, organization might end up back where it started.

IT-BPOIndustries in India depends upon the quality and team work performance. To achieve a good team work, employees are in need of following things from management, where leaders play a very important role between management & employees.

How Leader take Care of BPO Employees
- **Managing Night Shifts**
  Night shifts have become an essential division of employees working in the BPOs. Companies have to to define policies for people coming in night shift, so that they continue to be fascinated and in fine health. Some of them could be:
- **Doctor's session:** Availability of doctors to advise employees about health problems and the ways and means to deal with them, one could also have dietitians to provide proper dietary advice.
- **Training and Counseling:** Employees should be providing worth full training and counseling sessions for employees on quality of work -life balance. The importance should be on not only doing great work, but also coordinating time effectively and chief a healthy work lifestyle.

- **Job atmosphere:** This may sound ridiculous, but it is very important to have proper lighting in the office space for late night shifts. It is observed that low ingestion of light can cause to depression and loss of Vitamin D. Therefore in this change circumstances leader has to ensure about facilities that employees get healthy atmosphere.
- **Family attachment:** One diverse drawback of night shifts is the sense of incomprehension with friends and family members. These changes in the life of employees must be cared by Leader and focus on this problem and extend innovative solutions to deal with it. Supplementary holidays like those for family functions and festivals can go a long way. For all this leader has to convineacae the management

BPO Companies make certain about safe transportation to its employees working in night shift. Many times sudden hindrance come while security guards escorting women to their homes, now time is come to make new changes for transportation of BPO Employees especially women staff. Leaders have to give value this matter and needs to ensure that their employees reach home safe and sound.

Suggestions & Recommendations
IT-BPO is the organization which is examples of transformation of a traditional organization into a learning organization; the elementary required core is leadership. That can clarify the vision and mission of the organization, employees to complete their targets and help them to get settled in new innovative and learning environment (Singh, 2011). It's also important that organization's leaders keep on sustaining the change. This values existing staff irrespective of any category or designation and off ours forthcoming leaders who are brought in. If top management loses the support of these people, organization might end up back where it started. It is the important quality of the leader to "walk the talk." What you do is far more important – and believable – than what you say. Exhibit the kind of behavior that you want from others.
CHANGE is nothing strange to leaders, or their activities. We understand by now that organizations cannot be just eternally "managed," following yesterday's practices to achieve success. Now and then business conditions change and so yesterday's assumptions and practices no longer work. There must be innovation, and innovation means change.

Awards and Appreciation
Leaders accept the talent and quality of his peers and agree with change environment by finding the ways in which employees are valued can make a considerable impact on the efficiency of the organization, and is at the heart of the employment relationship. Not become accustomed to this modern change will have a negative effect on the motivation, dedication and self-confidence of employees. So BPO Leaders need to tender performance-based awards, which mostly take account of presentation bonuses, gain-sharing and non-monetary recognition. Leaders of modern IT-BPO fields ought to initiate to handle people and his peers at work in a friendly way, approach them with respect and valuing their contribution. If organization & Leader improve the psychological wellbeing and health of the employees, then it resultant in the upcoming future the organization would make more revenue as well as employee retention.Hence, BPO companies need to provide quality healthcare benefits that are affordable for employees. They also need to provide sufficient time off to recover from illness or disability.

Conclusion
Performing a leadership role in change management is not so easy. Leadership is the tool which determines that how to achieves the goals and objectives of change initiatives which required for the organization and also how managed people in order to assimilate their efforts. The victory of an organizational change depends upon the change leader. People in the organization influenced by change leader and anticipate that he will plan, communicate, guide and support so that change initiative is made successful.

In spite of, the rising awareness on the employment latent of the booming sector, the long-term implications is still in a promising stage. Indian companies occupied in Business Process Outsourcing have a lot of potential and India is measured to be the preferred country of origin by many western companies desiring to outsource their

business processes. India has a lot of potential, mostly due to the low wage costs, long working hours, the availability of educated resources and English speaking capabilities in comparison with western companies to secure these benefits. Indian BPO can lead to a world where Understanding if we can learn to identify the types of roles needed to guide a group or an organization in a certain situation, and then find the correct person for the job. An important mission in the coming years for BPO-ITEs will be the training and testing of future leaders.

In conclusion, the BPO sector has had a positive and negative impact on the workforce and it is the job of the industry leaders to ensure that the positives outnumber the negatives and see it to that there is a healthy balance between work and personal lives for the employees.

"Simply put, effective change begins when leaders begin to change themselves."

--James O'Toole.

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