

The Role of Well-being in Supporting Women Professionals in the BPO Sector: An Exploratory Investigation

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ABSTRACT

Women friendly policies in organisation is the most important aspect any organisation should consider. As the research already suggests that, of the total population working in BPO, one third of the employees are women. Major concern for every women employee is seeking professional growth and development, promote gender diversity, safe and Inclusive environment, transparency, flexibility. Nowadays every organisation is keen on retaining top talent while it is equally important to the organisation to promote women friendly policies which will motivate the women employees to sustain in the organisation in the long run.

Keywords: BPO, Gender Diversity, Women Employee, Transparency, Flexibility.

Introduction

Well-being refers to physical, mental and social emotional wellness of women and their overall quality of life from birth through old age. The employee well being refers to the holistic state of an individual's physical, mental and emotional health at work. It encompasses factors like job satisfaction, stress level and work life balance. Employee well being is considered as a crucial component of workplace productivity and employee retention.

As we know that more than 1/3rd of the women employees work for BPO sector, balancing their work life is a major challenge triggering the modern generation. Work life imbalance can sometimes lead to mental disorders affecting the person's confidence and work productivity. Working days of approximately twelve billion are lost every year due to depression and anxiety alone. Due to such mental distress there is a negative impact on family, career life and society. Hence a study is conducted to observe and identify if employees are working in a set-up which gives a feel of psychological safety, meaningful work and relationships.

Objectives

- To understand various well-being policies and practices adopted in BPO units
- To assess the impact of employee wellbeing on performance of women employees:
- To Know the expectations and opinion of employees towards the well being practices to be adopted in the organisation.
- To evolve effective suggestions to improve job satisfaction through employee well-being practices

Methodology

Primary Data

- The process of collecting the data directly from the first hand source is a primary data. Selected 25 BPO companies from Karnataka were chosen for the study.
- 400 responses were collected for the study.

Secondary Data

Annual Reports of NASSCOM, Reports of IBEF (iNdia Brand Equity Foundation) were used to analyse the growth of ITES-BPO in terms of employment provided and turnover of ITES-BPO.

Various sources like NASSCOM, Fundoo Data, Ambition Box websites were referred to understand the details of BPO companies selected for the study.

- Questionnaire was designed using Google Form and online survey was used as a mode of collecting the data
- Stratified random sampling and Snow ball sampling techniques were used for the data collection
- Descriptive statistics, principal component analysis was used for analysing the data

Perceptions on Well-being of Women Employees

Perceptions on Well-being of Women Employees was measured by 12 statements measured on 5 point Likert Scale – (Strongly Disagree 1, Disagree 2, Neutral 3, Agree 4, Strongly Agree 5).

Reliability of 12 statements under Organisational Well-being of Women Employees was measured by Cronbach's Alpha which was found to be 0.977 which is acceptable (Hair, Etal.,)

Assessment of 12 statements on perception was done based on mean values with Mean ≤ 3 which signifies low, 3.1 – 4 which signifies high and 4.1 -5 signifies very high.

Overall assessment of Perceptions on Well-being of Women Employees was done by obtaining a score by averaging the response of the respondents on 12 statements.

	1.0		2.0		3.0		4.0		5.0		Total		
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Mean	Standard Deviation
Organization has a major role to play in making workplace a safe and healthier place for employees	30	7.5%	13	3.3%	53	13.3%	143	35.8%	161	40.3%	400	4.0	1.2
Wellness programme for employees play an important role in improved health	19	4.8%	10	2.5%	67	16.8%	148	37.0%	156	39.0%	400	4.0	1.0
Organization has good health insurance package for employees	23	5.8%	11	2.8%	78	19.5%	156	39.0%	132	33.0%	400	3.9	1.1
Workplace wellness programmes reduce rate of absenteeism	19	4.8%	9	2.3%	81	20.3%	127	31.8%	164	41.0%	400	4.0	1.1
Wellness programmes at workplace boosts employee productivity	18	4.5%	3	0.8%	85	21.3%	141	35.3%	153	38.3%	400	4.0	1.0
Work load affects your mental and physical well-being leading to stress	23	5.8%	14	3.5%	90	22.5%	130	32.5%	143	35.8%	400	3.9	1.1
Stress coping strategies are implemented to promote employee well being	17	4.3%	12	3.0%	115	28.8%	136	34.0%	120	30.0%	400	3.8	1.0

Organisation has open channel of communication to discuss issues relating to psychological issues	20	5.0%	28	7.0%	95	23.8%	135	33.8%	122	30.5%	400	3.8	1.1
Improved Workplace ambience will increase the productivity of employees	17	4.3%	7	1.8%	84	21.0%	144	36.0%	148	37.0%	400	4.0	1.0
Programmes on Health and Hygiene/ Nutrition are organised for employees	23	5.8%	32	8.0%	92	23.0%	123	30.8%	130	32.5%	400	3.8	1.2
Yoga /meditation /fitness programmes are a part of employee well- being	24	6.0%	28	7.0%	107	26.8%	103	25.8%	138	34.5%	400	3.8	1.2
Giving high priority to employee wellbeing embraces positive change	20	5.0%	8	2.0%	85	21.3%	121	30.3%	166	41.5%	400	4.0	1.1
Perceptions on Well-being of Women Employees												3.9 2	.95

In the above table it is observed that:

- 40.3% and 35.8% strongly agree and agree that Organization has a major role to play in making workplace a safe and healthier place for employees with the mean of 4.0 +_1.2
- 39.0% and 37.0% strongly agree and agree that Wellness programme for employees play an important role in improved health with the mean of 4.0 +_1.0
- 33.0 % and 39.0% strongly agree and agree that organization has good health insurance package for employees with the mean of 3.9 +_1.1
- 41.0% and 31.8% strongly agree and agree that Workplace wellness programmes reduce rate of absenteeism with the mean of 4.0 +_1.1
- 38.3% and 35.3 % strongly agree and agree that Wellness programmes at workplace boosts employee productivity with the mean of 4.0 +_1.0
- 35.8% and 32.5% strongly agree and agree that Work load affects your mental and physical well-being leading to stress with the mean of 3.9 +_1.1
- 30.0% and 34.0% strongly agree and agree that Stress coping strategies are implemented to promote employee well being with the mean of 3.8 +_1.0
- 30.5% and 33.8% strongly agree and agree that Organisation has open channel of communication to discuss issues relating to psychological issues with the mean of 3.8 +_1.1
- 37.0 % and 36.0% strongly agree and agree that Improved Workplace ambience will increase the productivity of employees with the mean of 4.0 +_1.0
- 32.5 % and 30.8% strongly agree and agree that Programmes on Health and Hygiene/ Nutrition are organised for employees with the mean of 3.8 +_1.2
- 34.5% and 25.8 % strongly agree and agree that Yoga /meditation /fitness programmes are a part of employee well- being with the mean of 3.8 +_1.2
- 41.5% and 30.3% strongly agree and agree that Giving high priority to employee wellbeing embraces positive change with the mean of 4.0 +_1.0

All the above statements have the mean value more than 3 which shows that respondents have high level of perceptions on all 12 statements

Overall assessment of Well-being of Women Employees

Overall assessment was done by obtaining the score by averaging the responses of the respondents on 12 statements

Assessment of Well-being of Women Employees was done based on mean value wherein if the mean value ≤ 3 then it is low, if mean value is between 2.1- 4 then it is high and if it is between 4.1 – 5 then the organisational Well-being of Women Employees is very high in the organisation as it is given below

≤ 3	Low
3.1 -- 4	High
4.1 - -5	V. High

Perceptions on Well-being of Women Employees

	Frequency	Percent	Mean	S.D
Low	85	21.3	3.92	.95
High	121	30.3		
V. High	194	48.5		
Total	400	100.0		

Analysis

21.3% of respondents perceived well being of women employees as low in their organisation ,30.0% perceived well being of women employees as high and 48.5% of the respondents perceived Well-being of Women Employees as very high in the organisation . Hence overall mean value was $3.92 \pm .95$

In the above section analysis of 12 statements of Well-being of Women Employees was shown elaborately. Attempt is made to segregate 12 statements as primary components and secondary components using Principal component analysis

Principal component Analysis

• Principal component Analysis- wellbeing of women employees

The following table 4.55 depicts the data based on perceptions of wellbeing of women employees for analyzing principal components. An attempt is made to segregate 12 statements as primary components and secondary components using Principal component analysis

Statements		Factor Loading	
		Primary	Secondary
Organisation has a major role to play in making workplace a safe and healthier place for employees	q ⁷⁰	.877	-.319
Wellness programme for employees play an important role in improved health	q ⁷¹	.906	-.248
Organisation has good health insurance package for employees	q ⁷²	.899	.048
Workplace wellness programmes reduce rate of absenteeism	q ⁷³	.896	-.209
Wellness programmes at workplace boosts employee productivity	q ⁷⁴	.907	-.178
Work load affects your mental and physical well-being leading to stress	q ⁷⁵	.858	-.160
Stress coping strategies are implemented to promote employee well being	q ⁷⁶	.862	.249
Organisation has open channel of communication to discuss issues relating to psychological issues	q ⁷⁷	.524	.800
Improved Workplace ambience will increase the productivity of employees	q ⁷⁸	.923	-.103
Programmes on Health and Hygiene/ Nutrition are organised for employees	q ⁷⁹	.437	.828
Yoga /meditation /fitness programmes are a part of employee well- being	q ⁸⁰	.817	.137
Giving high priority to employee wellbeing embraces positive change	q ⁸¹	.898	-.072
% of variation		76.2 %	6.9 %
Bartlett's test of Sphericity		X ² = 6161.005 df= 66 P <.000	
KMO Measure of Sampling Adequacy		0.932	

Kaiser Meyer Olkin (KMO) measure of sampling adequacy determines suitability of the data to carry out principal component analysis. It is observed that KMO =0.932(is greater than 0.5) which is greater than acceptable threshold. Principal component analysis also shows that Bartlett's test of sphericity is significant with $p < 0.000$. Hence sample is adequate and all the assumptions are satisfied.

Principal component analysis shows that Bartlett's test of sphericity is significant with $p < 0.001$ & KMO = 0.932 (which is greater than 0.5). All the assumptions satisfied.

The primary statement of Well-being of Women Employees

Organisation's role in making workplace a safe and healthier place for employees (Factor Loading 0.877)
Wellness programme for employees play an important role in improved health (Factor Loading 0.906)
Good health insurance package provided by the organisation for its employees (Factor Loading 0.899)
Workplace wellness programmes has reduced the rate of absenteeism (Factor Loading 0.896)
Wellness programmes at workplace boosts employee productivity (Factor Loading 0.907)
Work load affecting mental and physical well-being of an employee leading to stress (Factor Loading 0.858)
Stress coping strategies implemented to promote employee well being (Factor Loading 0.862)
Improved Workplace ambience will increase the productivity of employees (Factor Loading 0.923)
Yoga /meditation /fitness programmes are a part of employee well- being (Factor Loading 0.817)
Giving high priority to employee wellbeing embraces positive change (Factor Loading 0.898)

The Secondary statements of Well-being of Women Employees

Organisation has open channel of communication to discuss issues relating to psychological issues (Factor Loading 0.800)
Programmes on Health and Hygiene/ Nutrition organised for employees (Factor Loading 0.828)

Source: Data analysis using SPSS

Among all the principal component analysis, Organisation's role in making the workplace a safe and healthier place for employees. (Factor Loading 0.877), Wellness programme for employees play an important role in improved health. (Factor Loading 0.906), Good health insurance package provided by the organisation for its employees. (Factor Loading 0.899), Workplace wellness programmes have reduced the rate of absenteeism. (Factor Loading 0.896), Wellness programmes at the workplace boosts employee productivity. (Factor Loading 0.907), Workload affecting mental and physical well-being of an employee leading to stress (Factor Loading 0.858), Stress coping strategies implemented to promote employee wellbeing. (Factor Loading 0.862), Improved Workplace ambience will increase the productivity of employees. (Factor Loading 0.923), Yoga /meditation /fitness programmes are a part of employee well-being. (Factor Loading 0.817), Giving high priority to employee wellbeing embraces positive change. (Factor Loading 0.898) are primary statements of organisational climate under principal component analysis which are highly favourable. It can be summarised that of the 12 statements 10 fall under the primary factors which are highly favourable and 2 fall under the secondary factors which are less favourable.

Scope for Further Study and Conclusion

- There is a further scope for conducting research in this area, as this study was only confined to well established companies and only female employees
- Average employee has to balance many responsibilities in their professional life and personal life, which inevitably leads to tension and stress. Employers can do their part to ease employees' stress and improve mental health by implementing wellness policies that make your workplace an environment where employees want to be.
- Creating a wellness plan that addresses emotional health, physical health, mental health, social wellness and spiritual health will ensure that your employees are healthy in all areas of their lives.
- Hence improving employee well being isn't just an exercise in altruism. Employees who care for employee health and well being see numerous measurable benefits from higher productivity and profitability to lower turnover and fewer safety incidents

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