WOMEN EMPLOYEES IN INDIAN BPO INDUSTRIES TOWARDS BALANCING THEIR PROFESSIONAL AND PERSONAL LIFE : SOME KEY ISSUES

Mona Ratnesh*, Shabana Sultana** & Ashish Ranjan Sinha***

Abstract: *The Business Process Outsourcing (BPO) sector is one of the fastest growing sectors in the global scenario. The sector is witnessed a significant growth in the Indian context also. One of the remarkable changes characterized by this sector in India is the entry of women. According to NASSCOM the number of women working in the IT-BPO sector grew over 60 percent in the last few years. Women are under great pressure as they acquire the responsibility of working professional with conventional role of the homemaker. Surveys and anecdotal facts show that workers in the BPO sector experience elevated levels of stress and its related consequences, primarily due to its contemporary work settings. In this study attempts have been made to understand how work and family related factors influence the work of women employees and their productivity in the organization. It also made an effort to find the various issues related to mental and physical health and safety of women working on continuous night shifts which affect their natural parity as work-life balance is an issue not just for employee but also for employers, organization and society as a whole.*

Key Words: *BPO , Work –life balance, Stress, Health*

INTRODUCTION

The present world might be characterized by radical advancement and accelerated growth and development in each conceivable field yet the opposite side of the coin identifies with the amplified working-hours. Intensified to that are contraptions like the web empowered versatile innovation which makes one available to the workplace 24X7. Therefore, the one sphere of life which most individual's disregard is keeping up a balance amongst work and family. Work and family are the two most critical spaces in a person's life and their interface has been the object of study for researchers around the world. There is a felt need to balance and integrate family needs and career requirements (Sturges & Guest, 2004 and research in the field of work family interface has increased dramatically in the past two decades (Frone, Yardley, & Markel, 1997). The changing social

---

*   Research Scholar, Humanities & Social Sciences Deptt., National Institute of Technology Patna

** Phd, Patna University

*** (HOD, Humanities & Social Sciences Deptt.), National Institute of Technology Patna

system emerging out of double professional couples, single parent families, an increasing number of parents with dependent care responsibilities for children, and ageing parents have all added to increasing research in the area of work life parity. In a transitioning society like India work-life equalization is continuously turning into a typical talk especially for women counterpart.

Women employment has become the symbol of economic viability and social status in modern day society. Be that as it may, in our nation the dissemination of modernism, still prevail with traditional perception about women. The winds of progress have touched them in their profession parts, however they stay untouched in their domestic parts. Working women needs to play out the juggling demonstration which incorporates numerous obligations at work, substantial meeting plans, business trips and dealing with the everyday routine obligations of life and home. Over the last decade, Indian culture has witnessed a surge in the contribution of women in the labor force, and IT- BPO is not untouched. BPO sector is growing at a fast pace and number of women employees continues expanding. The increasing number of women in the Indian IT-BPO workforce has prompted an escalating enthusiasm from the educated community and experts in the theme of work life parity, uniquely in view of its work culture.

BPO AND ITS WORK ENVIRONMENT

Business process outsourcing, the most promising Indian industry has been rising at a rate of 40-50 per cent since its commencement. With yearly income of USD60 billion, the youthful and elated Indian IT-BPO industry has contributed considerably to India's development story by imagining, reexamining and changing itself inside a limited ability to focus time. Organizational culture and work environment in BPOs are fundamentally different from customary associations as the client-oriented nature of work repeatedly challenges the conventional originations of control and coordination. It is fast-paced with a 24/7 operations leading to "possibilities for novel modes of conceptualizing and organizing work, leading to discernible changes in work cultures" (Tripathy, 2006: 3). For the most part, organizational culture is extremely informal; admin and employees work collectively. The work in Call Centre is exceptionally pressurized, nearly observed and tediously routinized. There are 'call quotas' for both inbound and outbound services, as much as 300 calls a night in some BPOs. In spite of all these, the BPO employees are supposed to disclose their nationality and even their names; they use a ersatz name as per the customer's country they are serving. This makes the issues of dual personality, by being westerners by evening and Indians by day. BPO employees were in severe personal dilemmas because of dual identity. There is a stern time and motion regime with limited time (2-3 minutes) for making and answering call of customers, limited breaks and no interaction with employees while at work. Apart from the call quotas, call interceptors are there to monitor

the calls along with the close circuit cameras positioned everywhere (Ofreneo, *et. al.*, 2007).

In BPOs the access of employees is firmly confined to their work vicinity and common places are specified for amusement and refreshment. The structure keeps them from an excessive number of lavatory and recesses. The interaction between casual work environment and the compelling rationalization of work makes the work culture alluring but simultaneously its confining and restraining to the BPO employees. Call center employees are expected to express positive emotions and restrain negative emotions like aggravation, resentment, and annoyance, in their communications with customers so as to construct a desired state of mind in the customer.

'If not given a healthy expressive outlet, this emotional repression can profoundly affect a person psychologically'. (Zapf *et al.*)

Call centers in India are both domestic and international, but the prominence arises in transnational call centers wherein the clients are from developed countries like USA, UK, and elsewhere. Due to the difference in time zones between India and such countries, most work is performed during night hours corresponding to a time suitable to their international customers.

According to the NASSCOM report, the Indian IT-BPO sector has experienced a rapid development, as it has stayed up to date in terms of product and services required by the international markets. Having learnt the ropes rapidly in the innovation part, which was customarily never at any point a fortress for India, the nation has now situated itself as an IT hub, a sourcing destination for ITEs - BPO items and administrations that spell trust, high caliber, and cost-adequacy. The ITEs - BPO industry has positioned itself into a process-oriented, best practices-centered and aptitude rich element that has gained support with worldwide clients.

As per NASSCOM the expected contribution of this sector will be 10 per cent of India's GDP and 14 per cent of service sector revenues, by 2020. (Source : Impact of IT-BPO Industry on the Indian Economy and Society)

The Indian IT-BPO sector is also characterized for the generation of employment. Almost 2.2 million direct employment and 8 million indirect employment has been created by this sector. By 2020, the projected statistics may relied upon to go up to 10 million and 20 million respectively.

Strangely, the job opportunities have touched diverse areas of society, going past the metros. Almost 58 per cent of the workforce are from Tier 2/3 urban communities with 56 per cent representatives are key bread earners. The NASSCOM study demonstrates that by 2020, four million individuals will be specifically utilized by the IT-BPO industry from Tier 2/3 areas, a 20-fold bounce in the quantity of employees working. Apart from that, this industry has been

among the first to realize the impact of gender inclusivity on business success by offering equal opportunities to women. Out of the IT-BPO industry's total workforce, 40 per cent was constituted by women in FY2008, and has reached around 45 per cent by 2010 (NASSCOM Foundation, 2008; NASSCOM, 2009). By 2020, five million women are expected to join the IT-BPO workforce. NASSCOM's research also shows that 26 per cent of the female employees were chief wage earners, while 20 per cent were at the managerial level or above. (Source: http://www.nasscom.in/impact-itbpo-industry-indian-economy-and-society)

WOMEN IN THE TRANSNATIONAL BPO's

Due to rapid growing economic demands of Indian middle-class families, a number of women are obliged to play the part of a flawless house maker, an perfect mother and a professionally oriented employee, all in the meantime.

Indeed the sector is growing at a breakneck velocity over of 50 per cent per annum in terms of employment, employing thousands of young erudite workers from all over the country, it is inculcating social, health and ergonomic issues on an unprecedented extent.

What makes the BPO's employment so alarming and invasive is the unique nature of the industry. Because of the distinction in time zones amongst India and such nations like UK and USA, most work is performed during night hours relating to a time appropriate to their international clients.

Call-time pressure , managing unfriendly clients, perusing scripted conversation on the telephone interminably, observation of call activities, and always be ready for delivering good customer service while at the same time meeting time targets were observed to be vital source of employment anxiety, stress and work life imbalance.

Though the work opportunities in the transnational Call Centre are enthralling and it is very accepted among the young Indian women, they are in intersection with spatial and temporal constructs of gender in India (Tara and Ilavarasan, 2009).

The work in a BPO becomes challenging for women due to the dual responsibility of work and family. Working in these sectors changes the role of the women employees in so many of ways. It challenges and changes the situation of the women by physically taking her away from home and family. Even though they are physically present at home during daytime, they have not much enough time to spend with their family (Patel, 2006). The married women employees have to transact with the dual responsibility of personal and professional life.

Most of the BPO employees are suffered from circadian rhythm sleep disorders because the sleep-wake internal clock setting is at odds. They would

actually be sleeping while at work. Employees in night shifts are not able to take their sleep sufficiently during day time and hence may prone to cumulative sleep debt which may leads to sleep deprivation. Sleep deprivation negatively affect the health of women employees it can result in tiredness, frequent mood changes, impaired vigilance, decreased cognitive functioning , and a predisposition to infections.

In order to keep awake against the body natural rhythm, they start smoking and drink innumerable cups of tea, coffee and cigarettes, which subsequently become a cause of their health problems (Singh and Pandey, 2005).

In a study conducted in Delhi-NCR, 51.4 per cent BPO employees were observed to be sleepier as contrasted with non-BPO workers (20.5 per cent). Another study from Bangalore too emphasized that drowsiness was considerably at higher side among employees working in night shift than with day shift workers in BPOs. It also revealed an astonishing finding that night shift employees have an greater risk of developing cardiovascular disease.

As per study conducted by Associated Chambers of Commerce and Industry of India (ASSOCHAM) 60 per cent of employees reported hypertension with sleep disorders, almost 50 per cent of women employees having menstrual-related issues, 45 per cent of having respiratory sickness and digestive issues.

Surveys also revealed that, in only one-third of the employees are having immaculate resistance of night shifts and rotating hours of work all through their working life. Roughly 20 per cent of shift workers are expected to move to day work due to turbulence in their circadian rhythm, with sleep disturbances.

WORK-LIFE BALANCE CHALLENGES AND COPING STRATEGIES

The nature of the BPO industry emerged as a sector within the theme of the work family balance issues, most of women emphasizing that the Call-time pressure, managing unfriendly clients, perusing scripted conversation on the telephone interminably, observation of call activities, and always be ready for delivering good customer service while at the same time meeting time targets, odd working hours, affected the work family balance. We have conducted a pilot survey through sending mail to few women employees who are working different transactional BPOs particularly NCR (Delhi) Some excerpts of the few mails are as follows :

'Until I release completely I would work. This implied working until the following day with no rest. I created Repetitive Strain Injuries, had serious pain and I endured a considerable amount.' (Rachana Aahuja)

'In my extra time I would like to watch TV or a film, however I can't do that for a really long time, as my eyes begin throbbing after having looked at a PC monitor whole the day. Some time its difficult to manage when I need to sign in for 1 to 1 ½

hours for dealing with US customers. This abandons me with less extra time during the week. It is the detriment of this occupation yet in most IT- BPO firms you would need to put in these working hours.' (Lipika)

'My job required odd working hours. This made my life very hectic and had its impact on the work family balance: I started dumping household stuff on my husband and not able to do my share of work.' (Soumya Singh)

Additional working hours were at the expense of home time, while high work intensity or work pressure may result in fatigue, anxiety or other adverse psycho-physiological consequences that can affect the quality of home and family life (White, Hill, McGovern, Mills, & Smeaton, 2003). The narratives from the women clearly support this finding.

Women also had their strategies to adopt to the difficulties to accomplish the work- life balance. This involve prioritizing commitments and personal self-management. One of the method for dealing with the work life balance issues was to prioritize commitments within the work and family domains, in the short term and the long term. The statement below shows how a woman prioritized her career interests at work:

'The most vital thing is prioritizing between personnel and professional life on a day to day premise and on the longer term also. The key issue is the amount of time one willing to spend. Capability itself is a restriction. A few people have more stamina and are more determined. One have to have an idea of his capacity of doing.'(Shaheen Ali)

Other women undoubtedly prioritized their family over work and acknowledged that they would willingly put their profession on hold. These strategies empowered the women to accomplish their desirable work - life balance. The statements underneath show how and why women prioritized family over profession.

'We deliberately settle on a choice in the matter of what has need. On the off chance that I was exceptionally aspiring and needed to be the best inside an organization then I would not have picked this way, I would have taken an alternate course. I feel that I am not impeded with work. I am ready to control things at work. Now I just do the job well and the rest is family time. I feel it is essential to stay at home. My thought on it is that you can feel the difference in my child. My presence at home had a positive impact on the family. This resulted in satisfaction of staying at home.' (Arpita Choudhary).

'Once you get married people having some expectation with you and it's become difficult for any newly wedded women to maintain a balance between her work and family due to contemporary setting of work culture in BPOs. Even I am not able to spend quality time with my husband and family. So I decided to quit.' (Anushka Kumari)

'Now my career phase is a plain thing, a flat terrain. This is due to my whims, however I might want to go back to what I was before. At this point of time full time employment may be difficult. The balance has worked out fine. An IT-BPO occupation is not 9 to 5, but rather now I can work just these hours. This is not helping my profession goals, but rather that is my choice.'(Sagarika Roy)

Interestingly the interviews raised important questions about their parameter of success both at work and at home. An rising category was personal self-management, which appeared to be a strategy to achieve the work family balance. To achieve the work family balance requires what Ibarra (2004, p. 15) calls 'reinvention'.

SOCIAL LIFE OF WOMEN EMPLOYEES

ITs -BPO employment brings insecurities and vulnerabilities among employees by reducing their interpersonal interactions and social collaborations.

The nocturnal working hours prompted the women representatives being cut off from their social life alongside the double responsibility of work and family. Because of the family obligations particularly with married women employees, appropriate rest during the day turned into a noteworthy concern. In a study on the transnational Call Center workers in Delhi, Gurgaon and Noida discovered that the women employees had no social life or communication with individuals in the family.

Ninety percent of the women employees were not able to poise between her personal and professional life. With due respect to the women employed in the BPO sector, it has been contended that women do not encounter significant change in the societal position inside the family because of the secondary status given to the women employed in BPO sector. (Kelkar *et al*, 2002; Pande, 2005).

In perspective of the work culture, the occupation timings and the work load, needs some kind of social help either from the family, companions, work environment or from the society if a women wants to retain her job in this sector. For unmarried women family members and relatives are the main source of social support while on account of married women employees it will be the life partner and the in-laws. Parental support is essential for retention of the women work force in this sector.

The instrumental backing is given by the mother while the sympathetic support for occupation is given essentially by the father (Tara and Ilavarasan, 2009). In India, the confined worldly mobility of women is connected with the societal position of both the women and her family and it will be feasible for the ladies to work in night moves just if the parental backing is accessible to them (Patel, 2006).

Numerous employees felt socially distanced, totally cut-off from their family and companions circle attributable to nighttime work. Some additionally whined of having little time to go through with their relatives despite the fact that they were physically present at home during daytime. All these are the real sources of anxiety among women employees employed in BPOs. Call Center workers and leads to difficulty in structuring family and social interactions (Wilson, et. al., 2007).

BPOs employees are a discrete section in themselves and by Indian norms such work is viewed as whimsical night move, a young employee base and western lifestyle including holidays. With high expandable wages at a young age, they effortlessly turn to smoking and drinking. By many employees smoking was considered to be an instant solution to release their stress. A study in Kolkata revealed that 63% employees had multiple addictions (smoking, bitting tobacco, liquor, and other forms). As much as 56% of the ''more than one pack-a-day'' smokers and 61% of the ''more than one peg-a-day'' drinkers worked in call centers.

Poor dietary patterns like skipping meals, gorging, and too much drinking of coffee and other beverages were reported. Drug use and dangerous sexual conduct were additionally evident among them. Another study reported 42% employees resorted to adopt 'new lifestyle patterns' like late night partying, smoking, boozing, drug-addiction, staying away from family or live-in relationships. In order to keep awake against the body natural rhythm, they start smoking and drink innumerable cups of tea, coffee and cigarettes, which subsequently become a cause of their health problems (Singh and Pandey, 2005).

BPOs has a poor image because of the safety aspects and the odd hours, it is much more difficult for a married woman employees to get approval to work late hours. She may face problems with domestic chores while she is away or trying to catch up her sleep during daytime. Besides, spending quality time with the husband and children is reduced and is the biggest sacrifice.

SECURITY AND SAFETY OF WOMEN EMPLOYEES

Mobility is a critical issue for women employed in this industry due to nocturnal nature of job. To be out at night is considered improper and unsafe for women. So, in order to make the night shift employment possible for the women, the BPO sector uses corporate strategies such as use of transportation facility with male security guards to carrying women to and fro home and office in late nights. In case, there is a male colleague present, then there is no need for male security guard but the male colleague will have to be dropped at last. This reflects the ways in which both the BPO industry and its women employees negotiate a presence in public sphere. The changes in women employees mobility brought out by the international BPO employment reflects a dichotomy that provides women a way to venture outside the family in ways not experienced by previous

generations women, but rather in the meantime it depends on keeping up gendered access to spaces outside home. Although the presence of middle class women in the urban landscape represents a break in the traditional norms, their mobility and spatial access is based on regimes of surveillance and control (Pandey, 2006). The women are an integral part of BPO and Call Center industry, thus it is the moral responsibility of an employer to tackle these challenges and problems.

Women safety is a big issue and off late only after the Delhi incident it got the kind of attention it deserved. Despite of that, the safety measures taken in small and medium IT firms are inadequate. India is a rising economy and can not ignore the security concerns of its women workforce weather they are in IT or elsewhere.

CONCLUSION

It has been observed that IT- BPO employees are facing a hail of problems in all three spheres of life whether it is physical, mental, and social, due to their unique nature of job profile. Job in transnational BPOs beside high compensations and alluring facilities that a normal graduate would never imagine in India, also carry with insecurities and vulnerabilities.

The women employees experience a number of health issues including psychological stress. Women adopt distinctive ways and strategies to deal with the high level of anxiety that they face, with certain level of success.

The odd working hours and the extremely pressurized workplace with the burden of dual identity, distorted lifestyles and the western accent elevates the physical and mental health issues among women employees. Due to the dual responsibility of personnel and professional life, the women employees are not able to catch up their adequate sleep and rest, this condition is more pathetic with the married ones ultimately it may lead to reproductive risk which cause spontaneous abortion, pre-term birth and lowered birth weight.

In order to work throughout the night women employees become addicted to tea, coffee and even smoking which further multiplies the health problems. Along with the physical and mental problems, the transnational BPO employment also leads to social and security problems. In India the BPO employment is not considered much respectable profession for women due to its contemporary work setting and predefined notions for Indian women's mobility. The Call Centre employment often interferes with the women's marriage prospects. After marriage most of the women are able to balance their personnel and professional life. Either they want to quit or switch.

The BPO employment leads to social and mental isolation of women employees from their family, relatives and social networks. Women are alienated from their family, relatives and friends, and having a dual personality as westerners by night

and Indians by day. Therefore, though the transnational BPOs acts as an agent of empowering the women by making them financially independent at young age and improving their spatial and temporal mobility but it also brings health problems, psychological strain and social issues.

SUGGESTIONS

Employees must be allowed to take breaks as frequently to reduce eye strain, voice loss and general stress. The Health and Safety (*Display Screen Equipment Regulations* 1992), also recommends regular breaks from the workstation and telephone.

Employees at BPOs should be provided frequent drinks of water to avoid voice problems and dehydration. Tea or coffee can exacerbate stress levels. Canteens of BPO should be equipped with healthy diet like snacks of fruit or raw vegetables rather than crisps and fizzy drinks.

Specific labour laws should be enacted and implemented for the women employees of this sector Although BPO sector are covered under labour laws and state governments are appropriate governments with powers to deal with violation of labour laws.

Security of women in BPOs are given atmost important they should be provided shuttle vans with proper GPRS system so that the location of van should be monitored by the employer.

In BPO specially for women employees policies of flexible working hours should be implemented. They should be allowed to choose what best suits their immediate needs.

Evidence reinforces the need for employers to address workload and work schedules as root causes of work- life imbalance. A holistic approach to designing interventions is needed acknowledging that work and family are not a separate sphere.

Since the working hours of BPO are itself troublesome for health of women employee and it is against the law of biological clock so it is important that healthy and friendly organisational climate should be maintained otherwise cascading effect will occur against the health of women employees.

Supervisors play a critical role in work- life balance. The most important aspect in this regard is the development of 'supportive managers' – who are good communicators, focus on output rather than hours, show respect for employees, and support their career development.

References

Bellman, S., Forster, N., Still, L. and Cooper, C.L. (2003), "Gender differences in the use of social support as a moderator of occupational stress", Stress and Health, Vol. 19 No. 1, pp. 45-58.

Choudhary SB, Rao V, Suneetha S. (2003; 7: (3), pp 2–4). Attitude alters the risk for development of repetitive strain injuries in software professionals. Indian J Occup Environ Med.

Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). "Developing and testing an integrative model of the workefamily interface". Journal of Vocational Behaviour, 50, 145e167.

Gupta A. Health, social and psychological problems of women employees in BPO: A study in [India] 2012. [Last cited on 2013 Jan 3].

Available from: *http://paa2012.princeton.edu/papers/121676*

Ibarra, H. (2004). Working identity: Unconventional strategies for reinventing your career. USA: Harvard Business School Press.

Impact of IT-BPO Industry on the Indian Economy and Society *(http://www.nasscom.in/impact-itbpo-industry-indian-economy-and-society?fg=71038)*

Kelkar Govind, Girija Shrestha, and Veena Nagarjan.2002. IT industry and Women's agency : Explorations in Bangalore and Delhi, India. Gender, Technology and Development 6(1), 63-82.

Ng.C, and Mitter, S. (2005). "Valuing Women's Voices: Call Center Worker s in Malaysia and India". Gender, Technology and Development , 9(2): 209-233.

NASSCOM and McKinsy. (2005). Extending India's Leadership in of Global IT and BPO industries . NASSCOM –McKinsey, New Delhi.

NASSCOM Foundation. (2008). Indian IT/ITES Industry (2007-2008) : impacting economy and society : NASSCOM, New Delhi.

NASSCOM. (2009). Study on Women in the IT- BPO Industry.

Available at: *http://www.nasscom.in/Nasscom/templates/NormalPage.aspx?id=52743 (Accessed on 20.03.2011).*

NASSCOM. (2011). Domestic IT-BPO . Available ht:http://www.nasscom.in/domestic-itbpo. (Accessed on 20.03.2011)

Ofreneo, E. R., Ng, C. and Pasumbal, M.L., (2007). "Voice for the Voice Workers: Addressing the IR Concerns in the Call Center/BPO Industry of Asia". Indian Journal of Industrial Relations, 42 (4):534-557.

Pande, R.(2005). "Looking at Information Technology from a Gender Perspective: A Look at Call Centres in India". Asian Journal of Gender Studies 11(1): 58-82.

Patel, R. (2006). "Working the Night Shifts : Gender and the Global Economy". An International e journal or Critical Geographies, 5(1), 9 - 27.

Shift work and reproductive health

Scandinavian Journal of Work, Environment & Health Vol. 24, Supplement 3. New challenges for the organization of night and shift work: Proceedings of the XIII International Symposium on Night and Shift Work, 23—27 June 1997, Finland (1998), pp. 28-34.

Singh, P., and Pandey, A. (2005). "Women in Call Centers". Economic and Political Weekly , XL (7): 684-688.

Sturges, J, & Guest, D. (2004). "Working to live or living to work ? Work/life balance early in the career". Human Resource Management Journal, 14(4), 5e20.

Tara, S., and Ilavarasan, V.P. (2009). "I would not have been working here! : Parental Support to Unmarried daughters as Call Center Agents in India". Gender, Technology and Development, 13 (3): 385-406.

Tolentino, M. (2008). The Effects of Call Center Shift work on Marital Relationship. UndergraduateThesis. Quezon City: University of the Philippines.

Tripathy, K. (2006). A Study on the Work-life of BPO Employees and the various Human Resource Practice in a BPO – A case Study of Convergys. ICFAI Business School: Pune, Aundh.

Vaid M. Health and Population Innovation Fellowship Programme Working paper No. 10. New Delhi: Population council; (2009). [Last cited on 2013 Dec 12]. Exploring the lives of youth in BPO sector: findings from a study in Gurgaon.

Available from: http://www.popcouncil.org/pdfs/wp/India_HPIF/010.pdf

White, M., Hill, S., McGovern, P., Mills, C., & Smeaton, D. (2003). "High performance management practices, working hours and work-life balance". British Journal of Industrial Relations, 41 (2), 175e195.

Williams, C. (2008). Work-life balance of shift workers. Perspectives on Labour and Income 9(8):5–16.

Wilson Robert S., Krueger Kristin R., Arnold Steven E., Schneider Julie A., Kelly Jeremiah F., Barnes Lisa L., Tang Yuxiao, Bennett David A. Loneliness and Risk of Alzheimer Disease. Archives of General Psychiatry. 2007;64:234–40.

Zapf D, Isic A, Bechtoldt M, Blau P. (2003; 12:(3), pp11–40) What is typical for call centre jobs. Job characteristics and service interactions in different call centres? Eur J Work Organ Psychol.