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RELATIONSHIP BETWEEN JOB SATISFACTION AND OTHER PSYCHOSOCIAL VARIABLES: A COMPARATIVE STUDY OF MALE AND FEMALE EMPLOYEES OF BUSINESS PROCESSING OUTSOURCING (BPO) SECTOR

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ABSTRACT

The present study deals with gender difference in job satisfaction among the business processing outsourcing sector (BPO) employees. Attempts were also made to assess their interpersonal relationship, psychological sense of well being and, level of happiness and coping style. The sample size was 50 divided into 2 groups (male- 25 and female- 25). Each group was consisted respondents age ranging between 22-35 years and having minimum 2 years of job experience. The data were collected from BPO sector of private company located at Kolkata. Job satisfaction scale, interpersonal relationship inventory, Subjective well being inventory, Oxford happiness inventory and coping checklist II were administered to assess the level of job satisfaction, quality of interpersonal relationship, subjective sense of well being, level of happiness and coping style of the employees. It is revealed that female workers were found to be more satisfied than male workers in their job and in case of subjective sense of well being the same result has been found. A significant difference between the gender has been revealed in job satisfaction and subjective sense of well being. Furthermore, significant correlation has been found between job satisfaction and subjective sense of well being for the entire group of selected sample and a significant correlation could not be drawn between job satisfaction and the other variables except sense of well being for the present sample. The results of the present study can be fruitful for further research studies.

KEYWORDS

business processing outsourcing sector, job satisfaction, male and female employees, psycho-social variables.

INTRODUCTION

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of **Locke (1976)**, who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304) (**Locke, E.A. (1976)**). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not (**Spector, P.E. (1997)**). It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). **Spector (1997)** lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision).

A more recent definition of the concept of job satisfaction is from **Hulin and Judge (2003)**, who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioural components (**Hulin, C. L., & Judge, T. A. (2003)**). Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences (**Moorman, R.H. (1993)**).

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (**Tomažević, N.; Seljak, J.; Aristovnik, A. (2014)**).

The Business Process Outsourcing (BPO) sector is one of the fastest growing sectors in the global scenario. India's BPO industry is known for its massive turnover and its huge employment base. Current environment is the business environment as it is giving birth to the corporate advancement in the country. This sector is also becoming the part of the Indian economy as the tremendous growth of the BPO sector over the past few years has resulted in considerable changes in the lives of its young workforce. In India, almost 70% of the total youngest population is doing job in BPO sector. Employment in the BPO sector has meant that young adults are reaching their career milestones and financial goals much earlier than before. Survey and evidences reported that the level of job satisfaction of the BPO sector employees varies from different area to area of the working environment. Repetitive tasks, such as responding to telephone calls more than 100 times a shift have resulted in absenteeism among the many employees of this sector and these kind of long term responses may lead to determine the level of job satisfaction which may affect the other areas of functioning such as happiness level, inter-personal relationship, coping capability, sense of well being etc. A growing number of employees also experience physical and emotional problems such as panic attacks, depression, relationship problem, alcoholism and sleeping and eating disorders.

REVIEW OF LITERATURE

Several research being studied in the field of Job Satisfaction, show that there are gender differences in job satisfaction. It has been studied that though women's role at work are lesser in position and pay, they have lesser complains of dissatisfaction at work. Job Satisfaction depends on the job characteristics, family responsibility and personal expectation of the employees (**Flarencis et. al, 2010**). A lot of studies state that women face greater work load stress leading to a lower overall satisfaction compared to men. There is a significant gender difference seen in time management, organisational support, job pressures and pay and increment (**Hodson Randy, 1989**). The employees' personality and attitude towards women and their growth in the company matter a lot in experiencing a higher job satisfaction as it will not make a difference in one's job satisfaction if being supervised by a woman (**Belsky et.al, 1985**).

There has been a recent interest in exploring factors influencing job satisfaction with a specific focus on gender differences. **Clark (1997)** used a large-scale survey to test the proposition that men and women in identical jobs should be equally satisfied. Study results reported that the average job for females was lower in stature and income than for males, yet females reported higher levels of job satisfaction. **Sousa-Poza and Souza-Poza (2003)** report similar findings from a national household panel survey in the Britain. In a study among women working in the private banking sector, **Metle (2001)** found that job satisfaction declines with increasing levels of education. **Metle (2001)** argues that higher levels of education tend to increase employee goal and income expectations. Women participating in the study reported gender discrimination in seniority and qualifications.

Men and women working in gender-balanced groups have higher levels of job satisfaction than those who work in homogeneous groups. Employees who work in groups comprised of mostly men tend to show the lowest levels of job satisfaction, and those working in groups of mostly women fall in the middle of the gender-balanced and mostly-men groups (**Fields & Blum, 1997**).

Pook, Füstös, and Marian (2003) surveyed 932 employees in Eastern Europe to explore the impact of gender bias on job satisfaction. Results suggest that women are less likely to receive help from their managers toward advancement and are less satisfied than men with the work they performed. This may be the result of being assigned less-challenging tasks, non-commensurate with their backgrounds.

Using data from the U.S. National Study of the Changing Workforce, **Bender, Donohue, and Heywood (2005)** report that overall women have higher job satisfaction than men and have higher job satisfaction in workplaces dominated by women. However, men and women value job flexibility differently, and once this difference is controlled for, gender composition in the workplace plays no role in determining job satisfaction of women.

IMPORTANCE OF THE STUDY

Gender difference in Job satisfaction is a major concern for organisations in today's global workforce and has been widely studied throughout Organisational Psychological and Managerial literature. The main purpose of the study is to explore the gender difference in job satisfaction among the business processing outsourcing (BPO) sector employees and its relations to their inter-personal relationship, sense of well being, level of happiness and coping style.

OBJECTIVES

1. To find out the significance of difference between the mean of male and female BPO sector employees in the level of job satisfaction.
2. To find out the significance of difference between the mean of male and female BPO sector employees in the interpersonal relationship.
3. To find out the significance of difference between the mean of male and female BPO sector employees in subjective sense of well being.
4. To find out the significance of difference between the mean of male and female BPO sector employees in the level of happiness.
5. To find out the significance of difference between the mean of male and female BPO sector employees in the coping style.
6. To find out the significant correlation between job satisfaction and interpersonal relationship among the employees working under BPO sector.
7. To find out the significant correlation between job satisfaction and sense of well being among the employees working under BPO sector.
8. To find out the significant correlation between job satisfaction and level of happiness among the employees working under BPO sector.
9. To find out the significant correlation between job satisfaction and coping style among the employees working under BPO sector.

HYPOTHESIS

1. There is a significant difference between the mean of male and female BPO sector employees in the level of job satisfaction.
2. There is a significant difference between the mean of male and female BPO sector employees in the interpersonal relationship.
3. There is a significant difference between the mean of male and female BPO sector employees in subjective sense of well being.
4. There is a significant difference between the mean of male and female BPO sector employees in the level of happiness.
5. There is a significant difference between the mean of male and female BPO sector employees in the coping style.
6. There is a significant correlation between job satisfaction and interpersonal relationship among the employees working under BPO sector.
7. There is a significant correlation between job satisfaction and sense of well being among the employees working under BPO sector.
8. There is a significant correlation between job satisfaction and level of happiness among the employees working under BPO sector.
9. There is a significant correlation between job satisfaction and coping style among the employees working under BPO sector.

RESEARCH METHODOLOGY

• RESEARCH DESIGN

This existing study is descriptive in its nature. Well, descriptive research can be defined as describing some particular situation, some phenomena or something. Descriptive researches are those which define the current situation instead of inferring and making judgments (**Creswell, 1994**). The core goal of the descriptive research is to verify the developed hypotheses that reveal the current situation. This kind of research offers information about current scenario and emphasis on the elements that effect the job satisfaction. Furthermore, the current research is comparative in nature, evaluating the Gender differences in Job Satisfaction experienced by male and female employees of BPO sector.

• SAMPLE AND DATA

In order to gather data for understanding job satisfaction, a sample of 50 respondents was asked to take part in a self-administered questionnaire. The respondents for the current study were BPO sector employees. The total size of the sample was 50 and divide into two groups of gender (male- 25, female-25). The present research uses a non-probability sampling technique that is convenience sampling. Convenience sampling is a procedure that gains and gathers the appropriate information from the unit of study or sample that are suitably accessible (**Zikmund, 1997**).

• DATA COLLECTION TOOLS AND MEASURES

1. Job satisfaction was measured using job satisfaction scale by **B.C. Muthayya (1973)**. The scale consisted of 34 items. The answer categories for each of the items were agree (A), not sure (NS), disagree(D) and not applicable(NA). The split-half reliability coefficient of the scale is 0.81. The score range is 0-68.
2. Inter-personal relationship was measured by applying interpersonal relationship inventory (**Tilden, 1990**). The scale consisted of 39 items and these items are divided into 3 domains such as social support, reciprocity and conflict. The test retest reliability for one 2 weeks is found to be 0.91(social support), 0.84(reciprocity) and 0.81(conflict).
3. Sense of well being was measured by applying subjective well being inventory (**Dupey, 1970**). The scale consisted of 40 items and can be scored by attributing the values 3, 2 and 1 to response categories of positive items and 1, 2 and 3 to the response categories of negative items. The minimum and maximum scores that can be obtained are 40 and 120. The test retest reliability for one month is found to be 0.91.
4. Level of happiness was measured using oxford happiness inventory (1980s). This inventory consisted of 29 items and each item having four incremental levels of response, numbered from 0 to 3. The items receive the score same as the response given by the subjects, for e.g., response of 1 gets a score of 1. The higher score denotes the higher level of happiness. The score ranges between 0-57. The alpha reliability for the test is found to be 0.92.
5. Coping was measured by coping checklist II (**Rao et.al, 1989**). The test retest reliability for a period of one month is 0.74 and the internal consistency is 0.76.

• STATISTICAL TOOL

Descriptive statistics and correlation statistics were done using SPSS (version 16.0).

RESULTS**TABLE- 1**

Showing the difference in mean (M), standard deviation (SD) and 't' values between male and female BPO employees for selected variables. (n=50, male=25, female=25).

variables	MALE		FEMALE		't' value
	M	SD	M	SD	
JOB SATISFACTION	30.08	6.81	38.48	6.17	4.571**
INTERPERSONAL RELATIONSHIP	140.09	8.16	138	6.84	0.876
SENSE OF WELL BEING	82.24	14.29	71.60	11.87	2.862**
HAPPINESS	54.68	5.17	52.12	7.40	1.149
COPING	16.24	4.01	18.28	5.36	1.522

**p<0.01, *p<0.05

TABLE- 2: SHOWING THE PRODUCT MOMENT CORRELATION COEFFICIENT VALUE BETWEEN JOB SATISFACTION AND OTHER VARIABLES FOR THE TOTAL GROUP

Variables	'r' value
Job satisfaction-interpersonal relationship	0.200
Job satisfaction-sense of well being	0.553**
Job satisfaction-level of happiness	0.054
Job satisfaction-coping	0.133

**p<0.01, *p<0.05

DISCUSSION

It is revealed from the result table that the female BPO employees are more satisfied to their job than the male BPO employees as the mean of the female is found to be greater than the mean of male employees. In case of inter personal relationship the result reveals that the male BPO employees are slightly better in their interpersonal relation than the male employees which indicates that the male BPO employees are slightly more sociable than the female but it is noticeable that the differences between the two groups for interpersonal relationship is very close. Thus it can be interpreted that the male and female employees experiences the same quality of interpersonal relationship in social aspect. For the variable subjective sense of well being the male employees are found to quite better than the female employees and the same result have been found in the measurement of happiness of the employees. In case of coping style, the mean of female employees is found to be slightly greater than the male employees.

In the measurement of significant difference between the male and female BPO sector employees for the selected variable a unique co-combination of difference is revealed in the result. A significant difference between the two groups of employees has been found in the level of job satisfaction and subjective sense of well being which indicates that there a difference between the two groups of employees for the level of job satisfaction and subjective sense of well being. There may have the impact of equal pay scale, gender inequality norm, social acceptance of both sexes for the work etc. Furthermore, in case of interpersonal relationship, level of happiness and coping there is no significant difference has been found between the two groups of employees.

In case of relationship among the selected variables it is observed that job satisfaction is significantly correlated with the subjective sense of well being only among the variables of BPO SECTOR. So it can be said that the professional life and personal life is maintained separately by the employees of the BPO sector. So that the relationship between the job satisfaction and other psychosocial variables except sense of well being are not found to be significantly correlated with each other.

CONCLUSION

1. There is a significant difference between the mean of male and female BPO sector employees in the level of job satisfaction.
2. There is no significant difference between the mean of male and female BPO sector employees in the interpersonal relationship.
3. There is a significant difference between the mean of male and female BPO sector employees in subjective sense of well being.
4. There is no significant difference between the mean of male and female BPO sector employees in the level of happiness.
5. There is a significant difference between the mean of male and female BPO sector employees in the coping style.
6. There is no significant correlation between job satisfaction and interpersonal relationship among the employees working under BPO sector.
7. There is a significant correlation between job satisfaction and sense of well being among the employees working under BPO sector.
8. There is no significant correlation between job satisfaction and level of happiness among the employees working under BPO sector.
9. There is no significant correlation between job satisfaction and coping style among the employees working under BPO sector.

LIMITATIONS OF THE STUDY

1. Respondent's opinions are dynamic; they keep changing from time to time.
2. Some of the respondents might not have given the actual information due to fear of being disclosed.
3. The study was conducted with the limited number of respondent due to time constraint.
4. Study may be obsolete because of changing environment and needs.
5. Satisfaction level to various factors may differ from person to person.

SCOPE FOR FURTHER RESEARCH

This research can be applied to large no of sample more effective generalization including the other work related factors to understand the indicators of job satisfaction among the employees working under BPO sector.

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