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A STUDY ON THE JOB SATISFACTION OF THE EMPLOYEES OF BPO SECTOR**V. SAVITHA****HEAD****DEPARTMENT OF BUSINESS ADMINISTRATION
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COIMBATORE****ABSTRACT**

Job Satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. The aim of the present study is to identify the Job Satisfaction factors related to employees of BPO sector. The target population for this study consists of non-voice BPO professionals from BPO organizations. The present study used a questionnaire to identify the level of Job Satisfaction among the BPO employees, investigating the relationship between three main categories namely occupation, lifestyle and life events. The first category assesses occupational stress and investigates the level of satisfaction, with diverse aspects of work. The second category concerns stress related to lifestyle and evaluated topics such as satisfaction with social life, family life and living environment. The third category of questions assesses life events. The result of factor analysis on job satisfaction factors related to employees in the BPO sector identified eight factors through the results of extraction of factors. The factors dimensions identified are as facilities at Work Place, Freedom and inter personal relationship, Financial and Non-financial benefits, Work Flexibility and Security, Nature of Job, Workplace Ambience, Professional Development and Work Tools and Promotion. In order to improve the job satisfaction of employees it is important to create a friendly environment in the work place, take initiative to give feedback of work to employees, pay scale and promotion may be revised and changed, according to the years of experience gained and telecommuters can work from home (teleworking), and employees in different locations and on different schedules can work together as 'virtual teams'.

KEYWORDS

job satisfaction, telecommuters, business process outsourcing, employee satisfaction.

INTRODUCTION

The Policy of economic liberalization in 1991 made urban India a major hub of various foreign industries. Within a short span of time India became a major hub of Information Technology services (IT) and communication technologies under the mushrooming of globalization. Business Process Outsourcing has emerged as India's new sunshine sector and the country is now one of the prominent electronic housekeepers to the world, taking care of a host of routine activities for multinational firms. The boom in BPO activities has prompted policy planners to view this sector as one of the potential avenues to absorb the growing mass of educated unemployed (Mahapatra and Jena, 2012). Companies that work in knowledge based environment with competitions, customer-gaining, responsibilities and varieties should compete on creative and responsible human resource as a competitive tool, because satisfied and full-energy personnel are the most important source of organization (Morad, et al., 2012).

Job Satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees (Aziri, 2011). Job Satisfaction is a critical issue for every organization because satisfied employees are reportedly known good performance and vice versa (Abdul and Khan, 2012). The key to job satisfaction is, in fact, in the fit between the objective conditions of the job and the workers expectations. The better the fit between expectations and job reality, the greater the satisfaction and vice versa (Rafael and Enrique, 2005).

REVIEW OF LITERATURE

Employee satisfaction has become an important corporate objective in recent years. The issue of employee satisfaction needs in depth study in service organizations like BPO companies in India wherein not much research work has been done in this regard despite an alarmingly high rate of employee attrition (Dinesh and Prabhash, 2007). Research results by Aamodt (2007), indicates that satisfied employees tend to be committed to an organization and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict Job Satisfaction and Organizational Commitment among blue collar workers, reported that Promotion, Satisfaction, Job Characteristics, Extrinsic and Intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to Commitment. Job satisfaction is a very important attribute which is frequently measured by organizations. Salary was found to be the prime factor for motivation and job satisfaction of salaried employees of the automobile industry (Preeti and Kavia, 2012). The results showed that compensation was ranked as the number one element for job satisfaction. It was discovered that management & friendly staff relationships contribute to the level of job satisfaction (Rajeswari and Devika, 2015). The present study investigates the reason behind employee satisfaction and the reviews discussed justify the reason of the BPO employee's satisfaction on the job.

OBJECTIVE OF THE STUDY

To identify Job Satisfaction factors related to employees of BPO sector.

HYPOTHESIS OF THE STUDY

There is significant difference in the job satisfaction factors influencing employees of BPO industry.

POPULATION OF THE STUDY

The target population for this study consist of non-voice BPO professionals from BPO organizations of Coimbatore.

SAMPLING FRAME

In the first-stage, simple random sampling was used to select 17 BPOs out of 53 available BPOs in Coimbatore region. In the second stage, for the sampling purpose, employee list was obtained from the human resource department from each of the 17 BPOs and from the consolidated list list of 7600 employees, 430 employees

are selected through simple random sampling which is about 5% of the total employee strength out of 7600 employees. The sample comprises of both genders with varied background and occupational characteristics.

METHODOLOGY

The instrument used for this study is a questionnaire. Job Satisfaction were measured with 35 variables taken from psychological stress dimensions questionnaire (Lynne, et. al, 1999), grouped under constructs namely Satisfaction with work schedule, Satisfaction in work, Satisfaction with level of responsibility, Satisfaction with level of support, Job context and Physical work environment, with an response on 4 point scale. The present study used this questionnaire to identify the level of Job Satisfaction among the BPO employees, investigating the relationship between three main categories namely occupation, lifestyle and life events. The first category assesses occupational stress and investigates the level of satisfaction, with diverse aspects of work. The second category concerns stress related to lifestyle and evaluated topics such as satisfaction with social life, family life and living environment. The third category of questions assesses life events.

ANALYSIS OF JOB SATISFACTION VARIABLES

To identify the job satisfaction factors influencing employees of BPO Industry, factor analysis was done. The hypothesis developed is that there is significant difference in the job satisfaction factors influencing employees of BPO industry. In order to have a better understanding about job satisfaction, Factor analysis is used to group the different experience of the employees and make it easier to understand. Factor analysis is not only an important tool to identify the important factors, but also to reduce the factors. In this study, Factor analysis is employed using extraction method of principle component analysis under Varimax with Kaiser Normalization method to find the factor loadings and the number of components or groups is identified with Eigen value more than one. Further, based on Eigen the factors are grouped. There are thirty-five statements considered to identify the reflection of job satisfaction among BPO employees. These thirty-five statements are classified into eight components or groups because their Eigen values are more than one (6.70, 3.59, 2.98, 2.58, 2.17, 2.08, 1.95 and 1.53). The table below describes the results of Factor Analysis in terms of Factor loading for the various statements relating to job satisfaction and their groups.

The result of Factor Analysis is discussed below:

TEST OF KMO AND BARTLETT’S TEST OF SPHERICITY

The use of KMO and Bartlett’s test of sphericity is primarily essential to measure sample adequacy for using Factor Analysis.

TABLE 1: KMO AND BARTLETT’S TEST

Kaiser-Meyer-Olkin	Measure of sample adequacy	0.86
Bartlett’s test of Sphericity	Approx. Chi-square	9777.04
	DF	595.00
	Sig	0.00

Table 1 provides the details of KMO analysis. The KMO score is greater than 0.6 which suggests that the data is adequate for factor analysis.

TABLE 2: CLUSTERING OF REASONS INTO FACTORS ON PRIORITY BASIS

Factor Dimensions	Reasons	Rotated factor loadings
Factor I: Facilities at Work Place (19.14%)	Drinking water	0.63
	Restroom	0.72
	Canteen	0.77
	Room temperature	0.81
	Quality of air	0.79
	Ventilation	0.75
	Condition of computer	0.75
	Timely rectification of computer problems	0.76
	Conditions of headset	0.82
	Noise coming through headset	0.75
Factor II: Freedom and inter personal relationship (10.25%)	Furniture	0.48
	Type of decision you have to make	0.59
	Number of decisions you have to make	0.52
	Level of responsibility given to you	0.71
	Communication and support between you and your colleagues	0.65
	Communication and support between you and your supervisor	0.71
Factor III: Financial and Non-financial benefits (8.51%)	The confidence your immediate superior has in you	0.73
	Time allocated for: Lunch	0.82
	Time allocated for: Breaks	0.80
	Salary	0.61
Factor IV: Work Flexibility and Security (6.50%)	Incentive system	0.52
	Work timings	0.69
	Rigidity of work schedule	0.74
Factor V: Nature of Job (6.19%)	J Job security	0.52
	L Level of challenge	0.51
	T The nature of work or the tasks	0.55
	Training provided	0.75
Factor VI: Workplace Ambience (5.94%)	Provision of required software	0.52
	Layout of work Space	0.72
Factor VII: Professional Development (5.57%)	Lighting level	0.64
	Your choice of profession	0.74
Factor VIII: Work Tools and Promotion (4.38%)	Appraisal system	0.49
	Hours of overtime	0.54
	Availability of necessary hardware	0.42
	Promotion schemes	-0.64

Table 2 gives the rotated factor loadings and the percentage of variance explained by the job satisfaction factors. Out of the 35 different job satisfaction statements, 8 factors have been extracted and these 8 factors put together explain the total variance of these statements to the extent of 67.35 %. In order to reduce the number of factors and enhance the interpretability, the factors are rotated. The rotation increases the quality of interpretation of the factors. There are several

methods of the initial factor matrix to attain simple structure of the data. The varimax rotation is one such method to obtain better results for interpretation and the results are given in 50.

Using factor analysis, the job satisfaction statements were reduced to 8 factors. The results of extraction of factor are summarized in Tables 4.23. 11 statements were grouped together as factor I and accounts to 19.14% of the total variance. 6 statements constituted factor II and accounts 10.25% of the total variance. 4 statements constituted factor III and accounts 8.51% of the total variance. 3 statements were grouped together as factor IV and accounts 6.50% of the total variance. 5 statements constituted factor V and accounts 6.19% of the total variance. 2 statements constituted factor VI and accounts 5.94% of the total variance. 2 statements were grouped together as factor VII and accounts 5.57% of the total variance. 3 statements constituted factor VIII and accounts 4.38% of the total variance. Thus the factor analysis condensed and simplified the 35 statements and grouped into 8 factors explaining 67.3% of the variability of all the 35 statements of job satisfaction.

The factor dimensions identified are as below:

FACTOR I: FACILITIES AT WORK PLACE

The employees are satisfied with the provision of facilities provided in the work place. Factors such as drinking water facilities, restroom, canteen, room temperature, quality of air, ventilation, condition of computer, timely rectification of computer problems, condition of headset, noise coming through headset and furniture are grouped as Factor I. Employees provided with the above facilities tend to show response in a positive way, indicating good level of motivation.

FACTOR II: FREEDOM AND INTER PERSONAL RELATIONSHIP

Freedom and interpersonal relationship among employees give a sense of satisfaction and relieves from work pressure. Factors that are identified under group II are type of decision an employee need to take, number of decisions taken and level of responsibility given. Employees satisfied with these factors will be committed to work showing reduced effect on turn over intention.

FACTOR III: FINANCIAL AND NON-FINANCIAL BENEFITS

Factor III includes time allotted for lunch and breaks, salary and incentive, related to the personal nature or temperament of the employee. Many a time, employees leave organizations because of certain personal reasons that they don't divulge. The unfriendly attitude of the organizations in giving extended working hours to the employees for an extremely long period pressurizing the employees to meet targets within stipulated time and low salary package irritates the employees and is responsible for job dissatisfaction. In a study by Hai et al., (2008) to evaluate the influence of pay increase on job satisfaction in the Chinese military, it was found that pay is an important factor affecting overall satisfaction. BPO workers in India also need greater flexibility in their work than they currently have.

FACTOR IV: WORK FLEXIBILITY AND SECURITY

The factors grouped under this category are work timings, rigidity of work schedule and job security. One of the most important factors responsible for job dissatisfaction in BPOs is the obscurity of career path. Poor work timings and job insecurity is an important factor clubbed here.

FACTOR V: NATURE OF JOB

Level of challenge, nature of work or tasks, training provided and provision of required software are clubbed as nature of job factor. The nature of job being challenging makes employees feel free from boredom. The employees trained by organizations will show improvement on job performance. Availability of required software is a must for BPO employees to carry out their task. The employees will feel motivated and will get a sense of belonging to the organization. Hence, all the factors are grouped as one factor.

FACTOR VI: WORKPLACE AMBIENCE

Layout of work space and lighting level are grouped as workplace ambience factor. In the findings of Lumley, et al., (2011), who states that employees value certain conditions of work, and that if these conditions are evident and congruent with the individual's own needs, employees will be more satisfied and committed and less likely to leave the organization. Hence this study gives importance to workplace ambience to support and believe that the employees work for the betterment of the organization.

FACTOR VII: PROFESSIONAL DEVELOPMENT

Choice of profession and appraisal system is clubbed as professional development factor. An employee's aspirations and career goals can receive careful attention during performance appraisal meetings. Without inquiring into an employee's personal life, a supervisor can nevertheless explore ways to enhance the compatibility between the worker's commitment of organization and the employee's other life commitments. Through such means, the organization personalizes its relationship to each employee and provides support, while also expressing appreciation for their contributions. To further engage employees and win their commitment through performance management programs, to have overall professional development, considerations must be shown to treat organization's employees.

FACTOR VIII: WORK TOOLS AND PROMOTION

Hours of overtime, availability of necessary hardware and promotion schemes are considered as work tools and promotion factor. The related attitude of job satisfaction of the employees to show effective response on job performance is the option of promotion at workplace. Employees overburdened and provided with inefficient hardware facilities will show negative response in the workplace indicating job dissatisfaction among them. Organizations concentrating on the above said factors are sure to create an environment friendly situation.

The result of factor analysis on job satisfaction factors related to employees in the BPO sector identified eight factors through the results of extraction of factors. The factors dimensions identified are as facilities at Work Place, Freedom and inter personal relationship, Financial and Non-financial benefits, Work Flexibility and Security, Nature of Job, Workplace Ambience, Professional Development and Work Tools and Promotion. Hence, it can be concluded that there is significant difference in the job satisfaction factors influencing BPO employees.

SUGGESTION

Creating friendly environment in the work place will enable employees to have greater satisfaction. Managers must take initiative to give feedback of work to employees. Breaks and refreshments in between working hours will make the employees to feel refreshed and thereby help to reduce eye strain, neck ache and head ache to avoid stress. Pay scale and promotion may be revised and changed, according to the years of experience gained, to make the employees satisfied on the job. As income has a direct effect on the turnover intention of the employees, organizations must identify the employee needs to make them continue on the job.

Organizations must adhere to facilities like drinking water, restroom, canteen, maintenance of proper room temperature, quality of air, ventilation, conditions of computer, timely rectification of computer problems, condition of headset, proper headsets and furniture. Employees tend to show response in a positive way, indicating good level of motivation to organizations attending to the above requirements. Creating freedom of interpersonal relationship inside the organization will give sense of satisfaction among employees and will relieve them from work pressure. Employees satisfied with these factors will be committed to work, showing reduced effect on turnover intention. Many a time, employees leave organizations because of certain personal reasons that they don't divulge. This can be curbed by a friendly attitude of the organizations by providing flexibility of working hours, proper breaks within working hours, not pressurizing the employees to meet targets within stipulated time and by providing a good salary package. The low cost and portability of computers, together with the ubiquitous availability of the internet, will enable employees to work away from a designated place. Telecommuters can work from home (teleworking), and employees in different locations and on different schedules can work together as 'virtual teams'. This will enable organizations to satisfy the employees. Self-managing work teams require a clear and engaging direction, performance goals, demographic and skill diversity, an optimum size, stable membership, group rewards, as well as coaching style of leadership and easy access to informational material and training resources.

CONCLUSION

One of the most important factors responsible for job dissatisfaction in BPOs is the obscurity of career path and job insecurity, organizations giving assurance towards the career of the employees can easily earn satisfied employees. Organizations must make the job challenging for the employees to make them feel free

from boredom by providing training programs to show improvement on job performance. Availability of required software is a must for BPO employees to carry out their task. The employees will feel motivated and will get a sense of belonging to the organization by the provision of such direct requirements on the job.

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