



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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TO STUDY THE FACTORS AFFECTING JOB SATISFACTION LEVEL IN THE SELECTED BPO COMPANIES IN NCR REGION

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ABSTRACT

To meet the challenges of globalization and to remain competitive throughout, the BPO industry needs to constantly work upon the areas that can create a difference from an HR perspective; an effective HR practices in all the departments of the BPO companies can make all the difference. In the present study, employees are asked to indicate their level of satisfaction for different aspects of their job. In all, nineteen items are included in this part of the questionnaire. Factor Analysis is performed by calculating eigenvalues of Variance-Covariance matrix of the nineteen statements of job satisfaction in the questionnaire. The present study is aimed to analyse job satisfaction variables to find out which ones can help the BPO industry to combat the future challenges. It presents the HR environment and true picture of the factors of the satisfaction prevailing in the BPO companies.

KEYWORDS

Job satisfaction, BPO Companies, HR Practices, HRM.

INTRODUCTION

Employees' satisfaction with their jobs offers important clues concerning the culture and growth of an organization. The kind of culture that prevails in any BPO company is dependent upon the Human resource policies being practiced by the top management. These policies, in turn will shape the specific human resource practices, being adopted. Through this, the satisfaction of employees, especially at managerial levels, is affected to a large extent. Out of both personal and organizational factors, as determinants of Job Satisfaction, it has been seen that between the two sets of factors, organizational factors play a decisive role in influencing Job Satisfaction.

RESEARCH METHODOLOGY

The main purpose of this study is to find out the factors important. In the present study a structured questionnaire for executives of selected BPO companies regarding job satisfaction (C. N. Daftuar's Job Satisfaction Scale) is used. This Job Satisfaction questionnaire-cum-scale contains 19 statements regarding the different factors which can affect the satisfaction level of a person.

Primary data is collected from the employees working in the six BPO companies under study. Simple random sampling is used to select approximately equal number of employees / executives from selected BPO companies under study. Sampling considers employees / executives working in selected companies. A total of 300 employees are approached, out of which 260 questionnaires are found to fit for further study. The present response rate is due to the personal contact approach followed by periodic follow-ups over telephone and personal visits.

The present study is aimed to analyse job satisfaction variables to find out which ones can help the BPO industry to combat the future challenges. For this purpose, the employees are asked to indicate their level of satisfaction for different aspects of their job. In all, nineteen items are included in this part of the questionnaire. Factor Analysis is performed by calculating eigenvalues of Variance-Covariance matrix of the nineteen statements of job satisfaction in the questionnaire to measure the level of job satisfaction of the employees in the BPO companies' under study. For extracting components eigenvalue is kept 1, i.e., only those factors are extracted which have eigenvalue at least one. Following this procedure, six factors are extracted which have eigenvalue at least one. The twenty statements of job satisfaction are grouped into six factors using factor analysis. These factors are further rotated to orthogonal rotation by using varimax approach.

REVIEW OF LITERATURE

Rakesh Agarwal and Nonika Bajaj (2008) worked on the **managing outsourcing process: applying six sigma**. The purpose of the study is to manage an outsourced project is easy but to provide client satisfaction is a difficult process. Outsourcing has been broadly accepted due to the extensive and useful business need they provide, even in those situations where the planning/decision support paradigm provided by the system poorly fits the business. The purpose of this paper is to propose an effective modeling methodology for managing the process of outsourced projects for the clients.

Stewart H.C. Wan Yuk-Hee Chan (2007) conducted a study on **Improving service management in outsourced IT operations**. The purpose of this paper is to first evaluate the effect of IT service management (ITSM) tools in a practical environment followed by sharing experience in developing management process modules in a service outsourcing model. In order to improve the fault correlation from business and user perspectives, the aim is to propose a framework to automate network and system alerts with respect to its business service impact and user impact for proactive notification to IT operations management.

Anand Kumar Jaiswal (2008) worked on a paper named **Customer satisfaction and service quality measurement in Indian call centres**. The purpose of this research is to examine customer satisfaction and service quality measurement practices followed in call centres. The study uses qualitative methodology involving in-depth interviews. The respondents were senior managers belonging to quality or operation divisions in four large call centres in India. It is found that service quality management in call centres disregards customers. The study suggests that call centre managers overly depend on operational measures. Customer orientation in assessing service performance is either low or absent in most call centres.

FACTORS OF JOB SATISFACTION

Communalities indicate the amount of variance in each variable that is accounted for. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. For principal components extraction, this is always equal to 1.0 for correlation analyses. Extraction communalities

are estimates of the variance in each variable accounted for by the components. The communalities in this table are all high, which indicates that the extracted components represent the variables well.

TABLE 1.1: TOTAL VARIANCE EXPLAINED

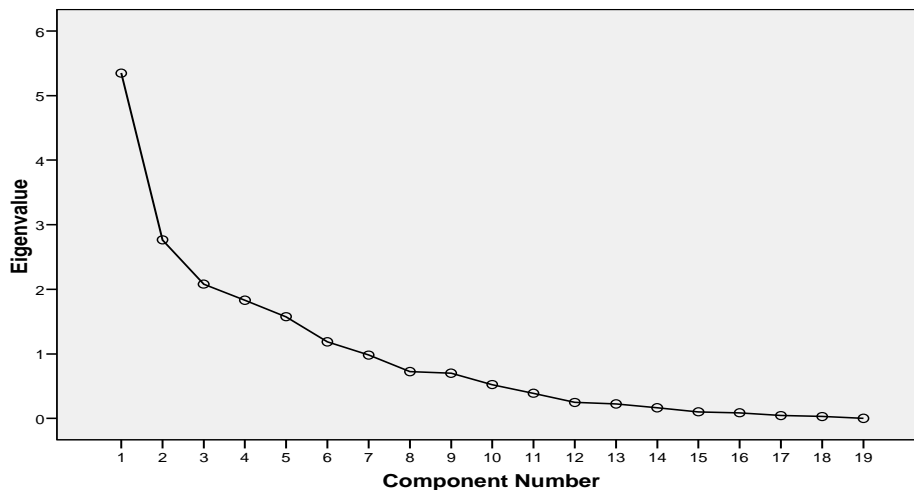
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.348	28.147	28.147	5.348	28.147	28.147	3.801	20.005	20.005
2	2.765	14.554	42.701	2.765	14.554	42.701	3.075	16.185	36.190
3	2.079	10.942	53.643	2.079	10.942	53.643	2.201	11.582	47.772
4	1.830	9.632	63.275	1.830	9.632	63.275	2.086	10.982	58.754
5	1.575	8.291	71.565	1.575	8.291	71.565	1.931	10.161	68.914
6	1.186	6.244	77.809	1.186	6.244	77.809	1.690	8.895	77.809
7	.981	5.161	82.970						
8	.725	3.814	86.783						
9	.701	3.688	90.471						
10	.524	2.759	93.230						
11	.389	2.048	95.278						
12	.248	1.303	96.581						
13	.223	1.176	97.757						
14	.164	.865	98.622						
15	.102	.534	99.156						
16	.086	.452	99.609						
17	.044	.231	99.840						
18	.029	.152	99.992						
19	.002	.008	100.000						

Extraction Method: Principal Component Analysis.

This table 1.1 gives eigenvalues, variance explained, and cumulative variance explained for the factor solution. The % of Variance column gives the ratio, expressed as a percentage, of the variance accounted for by each component to the total variance in all of the variables. The eigenvalues greater than 1 are to be extracted, so the first six principal components form the extracted solution. The second section of the table shows the extracted components. They explain nearly 79% of the variability in the original nineteen variables, so considerably reduce the complexity of the data can be considerably reduced by using these components.

GRAPH 1.1: SCREE GRAPH

Scree Plot



The graph 1.1 shows the extraction of the components on the steep slope. The first six components are the part of steep slope. The components on the shallow slope contribute little to the solution. The components nine to nineteen are the part of shallow slope. The big drop occurs between the sixth and ninth components, so first six components are used for further analysis. The scree plot confirms the choice of six components.

TABLE 1.2: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	5095.161
	Df	171
	Sig.	.000

This table 1.2 shows two tests that indicate the suitability of the data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. High value (.688) indicates that a factor analysis is useful with data. Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that variables are unrelated and therefore unsuitable for structure detection. Small value (less than 0.05) of the significance level indicates that a factor analysis is useful with data.

TABLE 1.3: ROTATED COMPONENT MATRIX(A)

	Component					
	1	2	3	4	5	6
Q2_1	.655	-.061	.258	-.172	.216	.316
Q2_2	.694	.468	-.117	.229	.197	-.119
Q2_3	-.261	-.015	-.136	-.254	.770	.259
Q2_4	.362	.370	-.483	-.132	.366	.119
Q2_5	.195	-.208	.011	.226	.716	-.144
Q2_6	.819	.080	.182	.225	-.201	-.308
Q2_7	.621	.113	-.046	.369	.287	-.265
Q2_8	.301	.708	.268	.024	-.190	-.211
Q2_9	-.015	.541	.441	.153	.532	-.242
Q2_10	.231	.132	.781	-.169	.065	.231
Q2_11	-.052	.121	.349	.175	-.157	.768
Q2_12	.011	-.859	.250	.017	-.028	-.008
Q2_13	.162	-.465	.115	-.076	.290	.657
Q2_14	.147	-.039	.794	.018	-.055	.164
Q2_15	.854	.087	.123	-.123	-.106	.204
Q2_16	.151	-.090	.083	.856	.031	.126
Q2_17	-.030	.251	-.159	.875	-.019	-.052
Q2_18	.513	.626	.245	.255	-.143	.097
Q2_19	.620	.634	.145	.127	-.121	.185

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 17 iterations.

The table 1.3 (called the Pattern Matrix for oblique rotations) reports the factor loadings for each variable on the components or factors after rotation.

TABLE 1.4: COMPONENT TRANSFORMATION MATRIX

Component	1	2	3	4	5	6
1	.749	.563	.232	.261	-.001	-.019
2	.233	-.419	.628	-.281	.011	.545
3	.295	-.240	-.343	-.017	.857	.059
4	.103	-.539	.048	.818	-.145	-.088
5	-.536	.374	.398	.396	.439	.254
6	.019	.140	-.523	.166	-.228	.792

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

The factor transformation matrix describes the specific rotation applied to the factor solution.

TABLE 1.5: PERCENTAGE VARIANCE EXPLAINED BY FACTORS (ROTATED AND UNROTATED)

Component	Unrotated Variance	Cumulative Variance	Rotated Variance	Cumulative Variance
1	27.829	27.829	10.892	10.892
2	7.902	35.731	10.722	21.614
3	6.617	42.349	9.347	30.961
4	5.739	48.087	7.275	38.236
5	4.657	52.745	6.636	44.872
6	4.490	57.235	6.439	51.311

For interpreting the better results of factors, the factor loading of 0.30 or above are considered to be significant and rotated matrix are taken into consideration. Table 1.5 shows that six factors are extracted from nineteen statements in questionnaire. These six factors jointly explain 77.809% of the behaviour Job Satisfaction Scale. The constituents of these factors are analysed in following exposition.

1. **Factor wise Analysis of Variables and Factor Loading**

FACTOR I

The first factor (F-I) explains 20.005% of total variance and is represented with loading of following ten variables as shown in Table 1.6:

TABLE 1.6: VARIABLES AND FACTOR LOADING FOR FACTOR –I (F-I)

Name of Variable	Loading
My work is suitably recognized in the organization.	.854
My job provides fair pay.	.819
My job provides adequate opportunities to be “somebody” in the community.	.694
My job provides adequate opportunities to do different thing from time to time.	.655
My job provides adequate opportunities for advancement on this job.	.621
I’m happy with my work as a whole.	.620
I’m happy with my company / organization as a whole.	.513
My job provides for stable employment in suitable ways.	.362
I’m happy with the working conditions.	.301

Drawing upon these variables, this factor can be appropriately named as **Evaluation of Employees’ Satisfaction Level**. All the variables can be well represented and covered under this name. Employee’s satisfaction level can be evaluated whether his work is suitably recognized in the organisation or not. Fair pay of his work and the opportunities during work helps in the evaluation of the employee’s satisfaction level. Further, happiness with work and company is helpful in checking satisfaction level. Stability and working conditions also indicates the satisfaction level. So, the name ‘Evaluation of Employees’ Satisfaction Level’ is justified.

FACTOR II

The second factor F-II explain 16.185% of total variance which includes the loading of the following variables as shown in Table 1.7 :

TABLE 1.7: VARIABLES AND FACTOR LOADING FOR FACTOR –II (F-II)

Name of Variable	Loading
I'm happy with my past advancements' in this organization.	.859
I'm happy with the working conditions.	.708
I'm happy with my company / organization as a whole.	.634
I'm happy with my work as a whole.	.626
I'm happy with the way my co-workers get along with each other.	.541
My job provides adequate opportunities to be "somebody" in the community.	.468
There are adequate opportunities for future growth (in efficiency).	.465
My job provides for stable employment in suitable ways.	.370

Depending upon these variables, the factor can be named as **Job Experience and Working Conditions**. Past achievements, happiness with organisation, work & co-workers and adequate opportunities for future growth are related with job experience and working conditions. So, the name 'Job Experience and Working Conditions' is very much justified.

FACTOR III

The third factor F-III covers 11.582% of the total variance and indicates the loading of the following variables as shown in Table 1.8 :

TABLE 1.8: VARIABLES AND FACTOR LOADING FOR FACTOR –III (F-III)

Name of Variable	Loading
Social conditions are appropriate for the job with in the organization.	.794
My job provides me a feeling of accomplishment.	.781
My job provides for stable employment in suitable ways.	.483
I'm happy with the way my co-workers get along with each other.	.441
I'm happy with the general management of the company.	.349

Relating with these variables, the factor can be named as **Relationship with Organisation and Social Satisfaction**. All the variables are covered and represented by this heading. Appropriateness of social conditions for the job, feeling of accomplishment, stable employment, happiness with way of co-workers and happiness with general management are related with the factor named 'Relationship with Organisation and Social Satisfaction'. So, the name 'Relationship with Organisation and Social Satisfaction' is justified.

FACTOR IV

The fourth factor F-IV is able to explain 10.982% of total variance which indicates the significant factor loading of the following variables as shown in Table 1.9 :

TABLE 1.9: VARIABLES AND FACTOR LOADING FOR FACTOR –IV (F-IV)

Name of Variable	Loading
I'm happy with the company's policies.	.875
I'm happy with the kind and amount of responsibilities assigned to me.	.856
My job provides adequate opportunities for advancement on this job.	.369

Depending upon these variables the factor can be named as **Job Content**. The entire variables can be explained under this name. Happiness with company policies, happiness with the responsibilities, and adequateness of the opportunities for advancement are related with the factor name given above. So, the name 'Job Content, is justified.

FACTOR V

The fifth factor (F-V) contributed the variance of 10.161% of total variance which indicates the significant factor loading as shown in Table 1.10:

TABLE 1.10: VARIABLES AND FACTOR LOADING FOR FACTOR –V (F-V)

Name of Variable	Loading
My supervisor is quite competent in making decisions.	.770
My job provides adequate opportunities to do something that makes use of my abilities.	.716
I'm happy with the way my co-workers get along with each other.	.532
My job provides for stable employment in suitable ways.	.366

Depending upon these variables the factor can be named as **Working and Supportive Culture**. Supervisor's competitive decision making, adequate opportunities to use abilities and co-workers get alongness strongly supports the factor name given. So, the name 'Working and Supportive Culture' is justified.

FACTOR VI

The sixth factor (F-VI) contributed 8.895% of total variance with significant factor loading of following variables as shown in Table 1.11 :

TABLE 1.11: VARIABLES AND FACTOR LOADING FOR FACTOR –VI (F-VI)

Name of Variable	Loading
I'm happy with the general management of the company.	.768
There are adequate opportunities for future growth (in efficiency).	.657
My job provides adequate opportunities to do different thing from time to time.	.316
My job provides fair pay.	.308

Depending upon these variables the factor can be named as **Growth and Development Opportunities**. All variable are supporting this name. Happiness with the general management, adequate opportunities for future growth and adequate opportunities to do different things support the factor name. So, the name of factor 'Growth and Development Opportunities' is justified.

TABLE 1.12: MAJOR COMPONENTS OF CRM AT ORGANIZATIONAL LEVEL

Factor	Name
F- I	Evaluation of Employees' Satisfaction Level
F-II	Job Experience and Working Conditions
F-III	Relationship with Organisation and Social Satisfaction
F-IV	Job Content
F-V	Working and Supportive Culture
F-VI	Growth and Development Opportunities

CONCLUSION AND SUGGESTION

The nineteen statements of job satisfaction are grouped into six factors using factor analysis. These factors are further rotated to orthogonal rotation by using varimax approach. The factors are named as following: **Evaluation of Employees' Satisfaction Level; Job Experience and Working Conditions; Relationship with Organisation and Social Satisfaction; Job Content; Working and Supportive Culture; and Growth and Development Opportunities.** These major factors are very important from job satisfaction point of view. The HR policy makers of the BPOs must consider these factors as important issues as these drive satisfaction most.

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