

A STUDY OF FACTORS INFLUENCING JOB SATISFACTION AMONG THE BPO EMPLOYEES OF HYDERABAD

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ABSTRACT

Human Resources are vital part of any organization and its importance and necessity is recognized globally. Human resources are regarded as the heart and soul of the organization. Four M's are available for any business; they are Men, Materials, Money and Machinery. Out of these Human Resources are the only live resources which make the other M's work. So labour is the most crucial factor of production. Hence the satisfaction of labour in the job is very essential to achieve the targets and increase the revenues. The productivity increases with job satisfaction. BPO's which is one of the fast growing sectors in India should make the optimum use of the human resources in order to withstand in the growing competitiveness in the industry. BPO's especially depend on the skills of the people and their knowledge. So they should use these resources wisely. This study lays an emphasis on the factors influencing the job satisfaction amongst the employees in the BPO's. The study was conducted through a self designed questionnaire on 60 employees of different BPO's in Hyderabad, after reviewing and analyzing the literature based on job satisfaction. The research results identified that, more stress to achieve the targets, working in odd hour, pay scale created a negative impact on the levels of job satisfaction among the employees. The results suggested in this paper may help the management in changing perspectives toward the employees in their organizations.

Keywords: Human Resources, Job Satisfaction, BPO, Productivity.

Introduction

In the recent years, BPO's have become one of the largest segments in India and also growing rapidly. The BPO operations emerged in Gurgaon in 1997 by GE and were followed by many new entrepreneurs. Job satisfaction basically refers to the attitudes of the employees towards their job. Job satisfaction is related to the humanitarian perspectives as they deserve to be treated finely and fairly at work. (Spector, 1997)

With the change in job patterns from hereditary to individual decisions, the term job satisfaction is vastly used amongst the current generation. Motivation and Satisfaction in job are closed linked to each other, but are two different attributes which are often confused. The satisfaction in the job comes from the levels of happiness of the individual in the job. The elements of job satisfaction are regularly monitored by the organizations by using a rating scale. Whatever the job title, level or pay is a high level of productivity is achieved when the employee is satisfied in the job. Human resources play a vital role in any organization and they help in achieving the goals of the organization. Especially in BPO's employees are the point of contact to the customers and also they mediate between the company and the customer. Their satisfaction at job values a lot to the company as it improves the sales, revenue and reputation of the organization and over and above the employee becomes loyal to the organization.

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Background of Study

The employees in the BPO's especially in calls face a lot of stress and mental agony. They face several abuses including racial abuse from the customers. Most of the employees are even cursed verbally but still they get back to their normalcy and work. They face a lot of health issues like increased stress and weight and emotional harm. (Rankin, 2017)

In the article "Setback for BPO industry" Nasscom. (2007) published in The Times of India on November 4th 2007 expressed a shock and disappointment on the incident of murder of Jyoti Kumari Choudhary a young employee of one of the BPO's in Pune. This murder reflected on the greater need for security and safety at work and necessary action to be taken to avoid such crimes in future. (Nasscom, 2007)

In spite of completing two decades of BPO's, and many findings and suggestions by the researchers, this sector still face the same problems and struggle to overcome these. The management should understand the importance of job satisfaction of the employees and the impact of that on the business.

Definition of the Key Terms

- **Job Satisfaction:** Wide number of definitions exists for job satisfaction. Most prominent are those of Lofquist and Dawis (1969), Gruneberg (1979) and Spector (1997) and Locke (1969). According to Locke (1969), job satisfaction is a ". Pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values." (Locke, 1969)
- **BPO:** Business process outsourcing (BPO) is a type of outsourcing where a service provider of third party is employed to carry out the desired business functions in a company. It is the responsibility of that third party for carrying out all operations related to the business function.(CFI)

Literature Review

- Ritu Narang and Alka Dwivedi (2010) Studied to develop a scale which measures the job satisfaction of knowledge workers. Data was collected from 511 knowledge workers and analysed a 30-item scale consisting a Cronbach alpha value 0.93 and the reliability of subscales ranging from 0.93 to 0.54 . The instrument that was validated consists organizational support, competitive excellence, repressive management practices, fair and transparent management and supervision and guidance. Regression analysis has shown the comparative importance of various dimensions. (Narang & Dwivedi, 2010)
- Shantha, A.Aruna. (2019). Conducted a research on 360 full time employees of shipping and logistics sector of the ACB Maritime Agencies, Colombo in Sri Lanka. Their research exposed that most of the employees could not have a proper work life balance as they were not satisfied with their job. They worked with high stress and deadlines which resulted in lower efficiency and effectiveness to work reduced which lead to a poor work life balance. (Shantha, 2019)
- Johanim, Johari & Fee Yean, Tan & Tan, Zati&Iwani, Tjik & Zulkarnain,. (2018), in a survey on 302 teachers in public schools in the Northern Region of Peninsular Malaysia , found that work life balance and autonomy had a vital impact on the job performance. (Johanim, et.al, 2018)
- Abdul Raziq, Raheela Maulabakhsh (2015) had conducted a research to analyse the impact of working environment on job satisfaction. From their survey of 210 employees in education, banking and telecommunication sector in the city of Quetta of Pakistan indicated that there exists a positive relation between job satisfaction and working environment and a higher levels of job satisfaction can be obtained by providing good working environment. (Raziq & Maulabakhsh, 2015)
- Nidhi Maithel and Vishal Gupta (2013) investigated the major factors affecting the job satisfaction by conducting a survey on 110 female BPO employees of Dehradun, India and found that rewards and training are the major factors that influence the job satisfaction. (DR.Chaubey, Maithel, & Gupta, 2013)
- Sangita Gorde (2018) , in her work mentioned about the significance of job satisfaction on the call center workers and it was interpreted in the research that majority of respondents were dissatisfied with job security , working hours and conditions at work , job status , family and social life. (Gorde, 2018)

- Alamdar Hussain Khan and Muhammad Aleem (2014) in their research also found that the variables like promotion, pay, nature of work and working conditions are major factors of job satisfaction. (Khan & Aleem, 2014)
- SajalKabiraj, MerajNaem (2011) in their survey conducted on 106 BPO employees found out that there is a high correlation between compensation and job satisfaction. (Kabiraj & Naem, 2011)
- Spector (1997)in his work stated 14 factors that influence the job satisfaction they are communication , recognition , personal growth, promotion opportunities, appreciation, security, nature of the work, coworkers, Job conditions, policies and procedures , recognition, fringe benefits, supervision and organization(Spector, 1997)
- Tomažević, Nina and Seljak, Janko and Aristovnik, Aleksander (2014): in their research stated that Employee satisfaction is influenced and determined by organizational-support-related factors, demographic factors and job-related factors and employees are highly dissatisfied with security and salary issues. (Tomažević, et.al, 2014)
- Dr. A.Ramasethu (2015) in his research paper stated that most of the employees desired to have more welfare measures and are dissatisfied with remuneration and leave policy. Also higher percentage of employees has shown a concern towards health factors. A research was conducted in HCL BPO CHENNAI on 350 employees. Aafterhis research work at HCL BPO, CHENNAI concluded in his research paper that though the company ensured the utmost job satisfaction to the employees , the employees are still dissatisfied and majority of the employees are looking forward for more welfare measures. (Dr.Ramasethu, 2015)
- Gorde, Sangita. (2018) during her research on job satisfaction in a call center in Pune, India found out that most of the employees there are satisfied with their pay, work recognition, interrelations with peers and managers. Most of the employees are dissatisfied with working hours, conditions at work, security of job, job status and work life balance. (Gorde, 2018)
- S.Krishnaraj, Dr. A. Ramachandran (2014) during their research on the quality of work life in the BPO's in Coimbatore, India found that the physical well being of the employees in the organization is at stake and the stress faced by them had an impact on their health. Some of the employees are dissatisfied with the transportation facility provided by the company. (Krishnaraj & Dr.Ramachandran, 2014)

Herzberg Theory States that, the Job Satisfaction Basically Depends on



Research Methodology

A quantitative research was conducted and identified the factors that impact the job satisfaction among the employees working in BPO's and how the dependent variable in this study which is job satisfaction is dependent on the independent variables like Pay, Carrier progression, Fringe benefits, Bonus, Working conditions, Shift hours and Work life balance

Objective

The basic objective of the paper is to trace out the factors influencing the job satisfaction amongst the employees in randomly selected BPO's in Hyderabad.

Research Design

Research design is the most crucial part of the research project. It states the methods of sampling used, instruments applied and the method of research. A descriptive research design is used in this research.

Data Collection

A primary data which is first hand data is collected. A self designed questionnaire covering 16 points for the purpose of this research was framed.

Sampling Techniques

The data is collected from employees through convenience sampling method and snowball methods using Google forms.

Sample Size

The population taken for this research was the employees in BPO sector of Hyderabad. A total of 60 employee's opinion was collected for the research.

Limitations

- Job satisfaction is based on attitudes of the people, so may vary at anytime.
- Time factor was constrain for in depth study.
- Only quantitative research was conducted and based on that the results were given. A qualitative search if implemented would have given more effective results.
- Primary data was collected and accuracy of the information depends on how genuinely it was given.
- The criteria's and choices may change based on stages of life and individuals.

Scope

- This research gives information about job satisfaction methods.
- It helps to identify the levels of satisfaction of employees in BPO'S.
- It helps the employer to assess the levels and areas of dissatisfaction among the employees.

Analysis

A structured questionnaire used for this research consisted of 19 questions divided into 3 Parts.

Part A was multiple choice questions which covered the information about Gender with choices of Male, Female, Others. Age which is grouped into 18-29 years, 30-39 years, 40-55 years, 55+Years. The department of work like Collections, Sales, Settlement, Disputes, HR, and other departments. Experience in the present job based Less than a year, 1-3 Years, 4-6 Years, more than 6years. Working hours like early morning shift, Morning shift, Afternoon shift, Evening shift, Night Shift, Late night shift. Finally the information about their CTC with options >1lakh, between 1-2 lakhs, between 3-4 lakhs, <4lks was collected.

Part B consisted of questions based on Likert Scale with Strongly disagree(1), Somewhat Disagree(2), Neutral (3), Somewhat Agree(4), Strongly Agree(5). The questions covered in this part are about job profile, training, scope for improvement, team work, management, health and stress.

Part C had the questions about the satisfaction levels and had scales as 1- Extremely dissatisfied, 2- Dissatisfied, 3- Neutral, 4. Satisfied, 5. Extremely Satisfied). They are about training satisfaction, satisfaction on pay, Carrier progression, Fringe benefits, Bonus, Working conditions, Working hours, Job security, Safety at work and finally the overall satisfaction level.

Part A

1	Gender	Number	Per cent
	Male	42	70
	Female	18	30
2	Age Group		
	18-29yrs	15	25

	30-39yrs	22	37
	40-55yrs	17	28
	<55	6	10
3	Current department		0
	Collections	15	25
	Sales	17	28
	Settlement	12	20
	Disputes	10	17
	HR	2	3
	Other departments	4	7
4	Experience		
	<1year	10	17
	1-3 Years	19	32
	4-6 Years	22	37
	>6 years	9	15
5	Shift Time		
	Morning shift	5	8
	Afternoon shift	6	10
	Evening shift	11	18
	Night Shift	16	27
	Graveyard shift	22	37
6	Current CTC		
	<1lakh	3	5
	Between 1-2 lakhs	18	30
	Between 3-4 lakhs	26	43
	>4lakhs	13	22

Table 1: Gender

	Number	Percent%
Male	42	70
Female	18	30

Table 2: Age Group

	Number	Percent%
18-29yrs	15	25
30-39yrs	22	37
40-55yrs	17	28

Of the total sample size of 60, 70% are Males and 30% are Females. Maximum number of respondents 37% is between the age group of 30 to 39 years. Followed by 40 to 55 years of age group which is 28%. 25% are between 18 to 29 years and only 10% are above 55 years.

Table 3: Shift Time

	Number	Percent%
Morning shift	5	8
Afternoon shift	6	10
Evening shift	11	18
Night Shift	16	27
Graveyard shift	22	37

Table 4: Current CTC

	Number	Percent%
<1lakh	3	5
Between 1-2 lakhs	18	30
Between 3-4 lakhs	26	43
>4lakhs	13	22

Of the respondents 37% work in the graveyard shift, 27% in the night shift, 18% in the evening shift, 10% in the afternoon and only 8% in the morning shift. 43% of the respondents earn a CTC between 3 to 4 lakh per annum. 30% between 1 to 2 lakhs, 22% above 4 lakhs and only 5% earn less than 1lakh per annum.

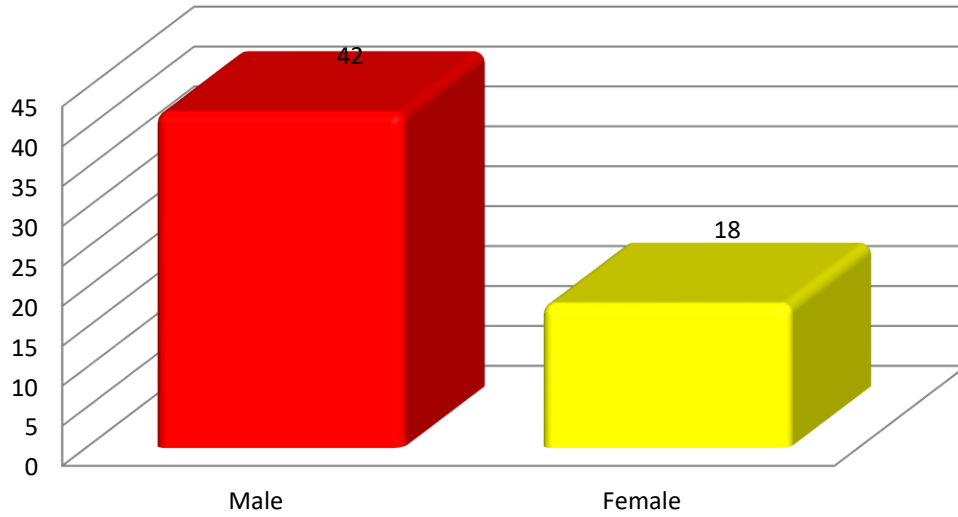


Chart 1 Gender

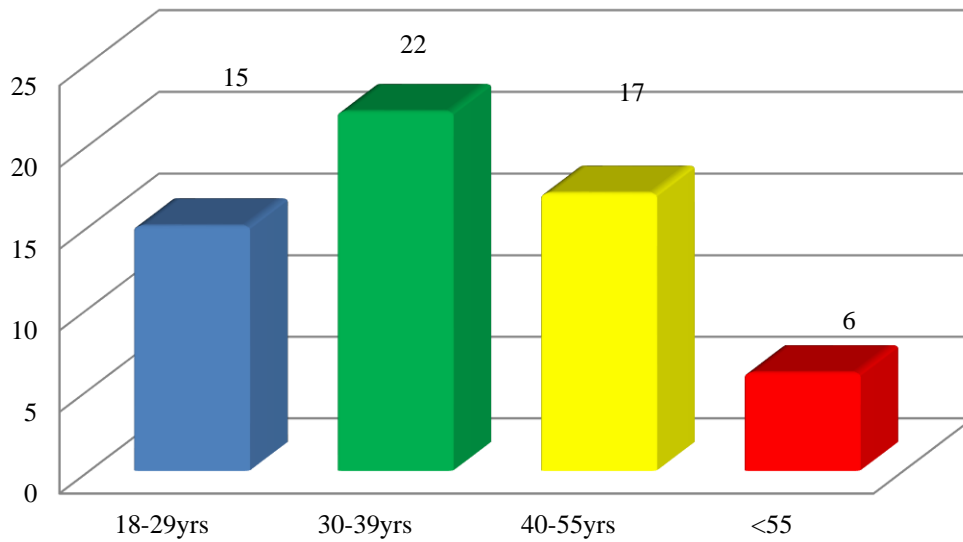


Chart 2 Age Group

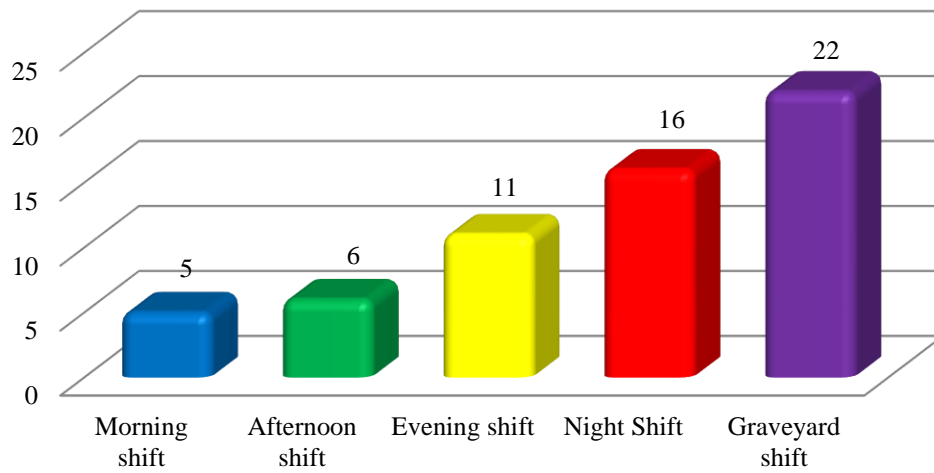


Chart 3 Shift Time

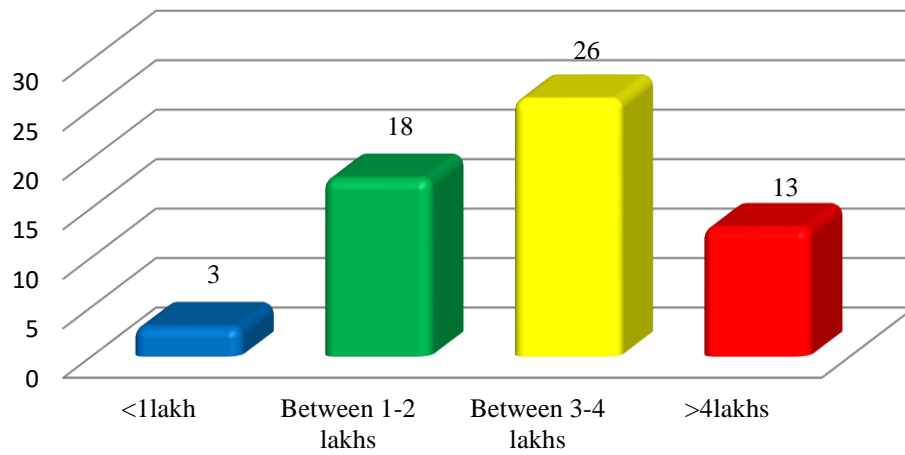


Chart 4 Current CTC

Part-B

Table 5: I am Provided with Proper Training to do My Job

	Number	Percent%
Strongly disagree	7	12
Somewhat Disagree	6	10
Neutral	3	5
Somewhat Agree	23	38
Strongly Agree	21	35

Table 6: The Amount of Work Expected of Me is Reasonable

	Number	Percent%
Strongly disagree	14	23
Somewhat Disagree	18	30
Neutral	3	5
Somewhat Agree	13	22
Strongly Agree	12	20

Table 7: There is a Team Work in the Department

	Number	Percent%
Strongly disagree	8	13
Somewhat Disagree	13	22
Neutral	5	8
Somewhat Agree	18	30
Strongly Agree	16	27

Table 8: My Working Hours Impact my Health

	Number	Percent%
Strongly disagree	5	8
Somewhat Disagree	4	7
Neutral	2	3
Somewhat Agree	11	18
Strongly Agree	38	63

Table 9: I Feel Stressed at Job

	Number	Percent%
Strongly disagree	5	8
Somewhat Disagree	4	7
Neutral	2	3
Somewhat Agree	9	15
Strongly Agree	40	67

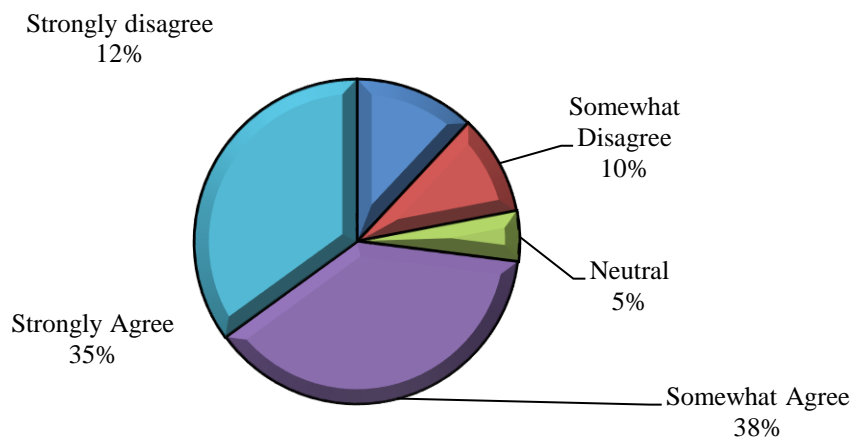


Chart 5 Training Provided

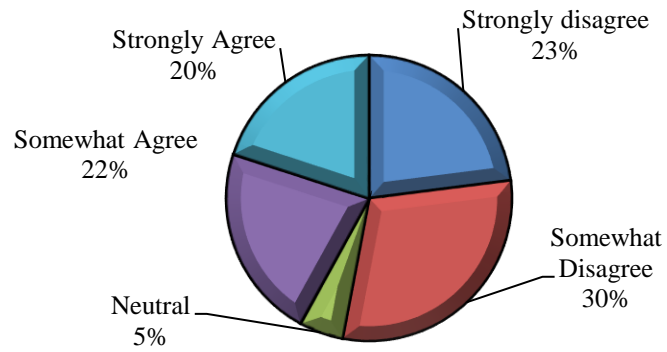


Chart 6Amount of work expected is reasonable

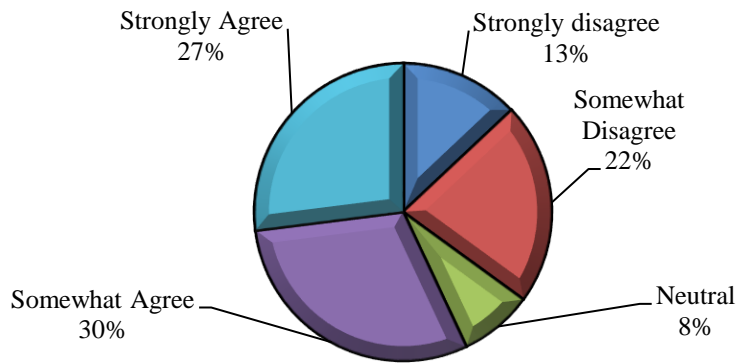


Chart 7 Team work in the department

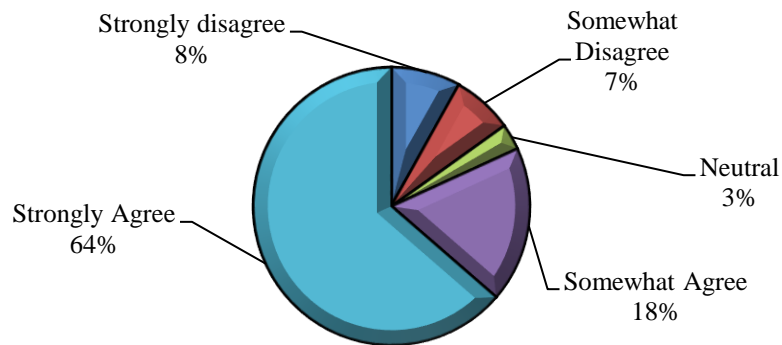


Chart 8 Impact of working hours on health

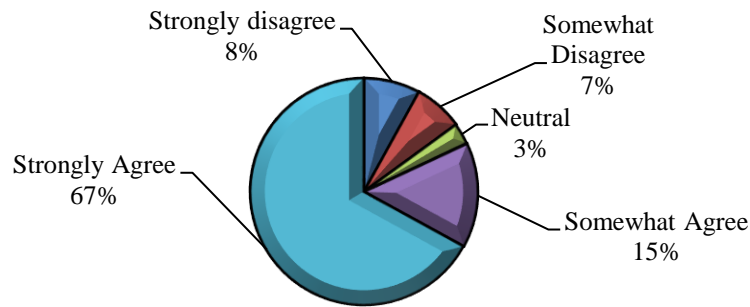


Chart 9 Stressed at Job

The employees in the BPO join the jobs irrespective of their educational qualification. During the research it has been analysed that of the respondents 35% strongly agree that they were trained properly before taking up the job 38% somewhat agree, 12% of the respondents strongly disagree for training provided, 10% somewhat disagree and 5% remained neutral for the question.

23% of the respondents strongly disagreed that the amount of work expected out of them is reasonable. On the other hand 20% of the respondents strongly agree that the amount of work expected out of them is reasonable. 22% somewhat agree for this, 30% somewhat disagree and 5% remained neutral. When it comes to team work, 27% of the respondents strongly agree that there is a team work in the department, 30% somewhat agree, 13% strongly disagreed to the fact that there is team work in the department, 22% somewhat disagree to it and 8% remained neutral to this.

63% of the respondents strongly agree that their working hour impact their health, 18% somewhat agree on this, 8% strongly disagree, 7% somewhat disagree and 3% remained neutral.

67% of the respondents strongly agree that they feel stressed at job, 15% strongly agree, 8% strongly disagree, 7% somewhat disagree and 3% remained neutral.

Part C

This part of the questionnaire is based on the satisfactory levels in the job on different aspects.

Table 10: Pay

	Number	Percent%
Extremely dissatisfied	25	42
Dissatisfied	19	32
Neutral	3	5
Satisfied	8	13
Extremely Satisfied	5	8

Table 11: Carrier Progression

	Number	Percent%
Extremely dissatisfied	23	38
Dissatisfied	21	35
Neutral	4	7
Satisfied	7	12
Extremely Satisfied	5	8

Table 12: Fringe Benefits

	Number	Percent%
Extremely dissatisfied	20	33
Dissatisfied	23	38
Neutral	3	5
Satisfied	8	13
Extremely Satisfied	6	10

Table 13: Bonus

	Number	Percent%
Extremely dissatisfied	20	33
Dissatisfied	23	38
Neutral	3	5
Satisfied	8	13
Extremely Satisfied	6	10

Table 14: Working Conditions

	Number	Percent%
Extremely dissatisfied	8	13
Dissatisfied	10	17
Neutral	2	3
Satisfied	21	35
Extremely Satisfied	19	32

Table 15: Shift Hours

	Number	Percent%
Extremely dissatisfied	35	58
Dissatisfied	10	17
Neutral	2	3
Satisfied	8	13
Extremely Satisfied	5	8

Table 16: Work Life Balance

	Number	Percent%
Extremely dissatisfied	38	63
Dissatisfied	11	18
Neutral	3	5
Satisfied	3	5
Extremely Satisfied	5	8

Only 8% of the respondents are extremely satisfied with the pay that they are receiving but 42% are extremely dissatisfied with the pay scale. 13% are satisfied, 32% dissatisfied and 5% remained neutral.

Regarding carrier progression, 38% of the respondents are extremely dissatisfied, 35% are dissatisfied, 12% are satisfied and 8% are extremely satisfied, 7% remained neutral.

10% of the respondents are extremely satisfied with the fringe benefits that are being given in the organizations, 13% are satisfied whereas 33% are extremely dissatisfied, 38% are dissatisfied and 5% remained neutral.

10% of the respondents are extremely satisfied with the bonus that they receive, 13% are satisfied whereas 33% are extremely dissatisfied, 38% are dissatisfied and 5% remained neutral.

Regarding working conditions in the organizations 32% are extremely satisfied, 35% are satisfied on the other hand 17% of the respondents are dissatisfied with the working conditions, 13% of them are extremely dissatisfied and 3% remained neutral.

Of the respondents 8% are extremely satisfied with the shift hours, 13% are satisfied where are 58% are extremely dissatisfied with the shift hours, 17% are dissatisfied and 3% remained neutral.

8% are extremely satisfied with their work life balance, 5% are satisfied where are 63% are extremely dissatisfied with the work life balance, 18% are dissatisfied and 5% remained neutral.

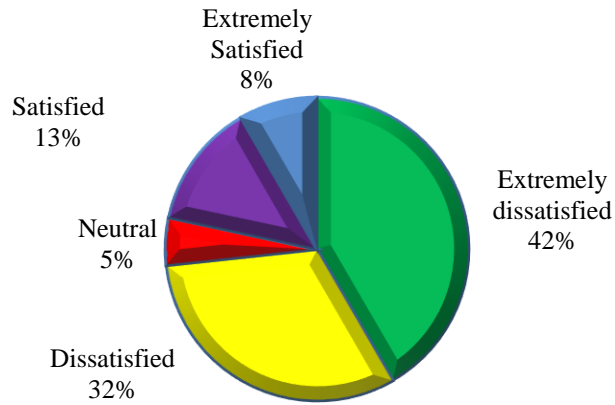


Chart 10 Pay

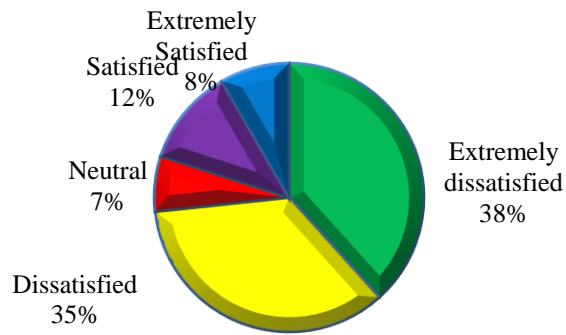


Chart 11 Career progression

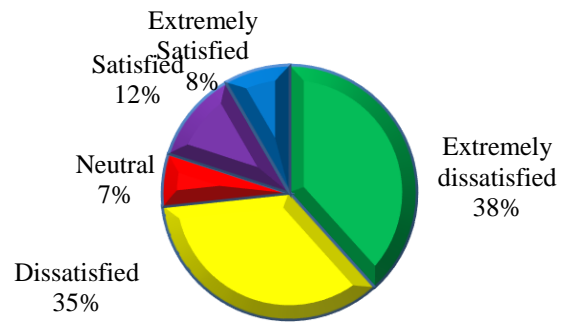
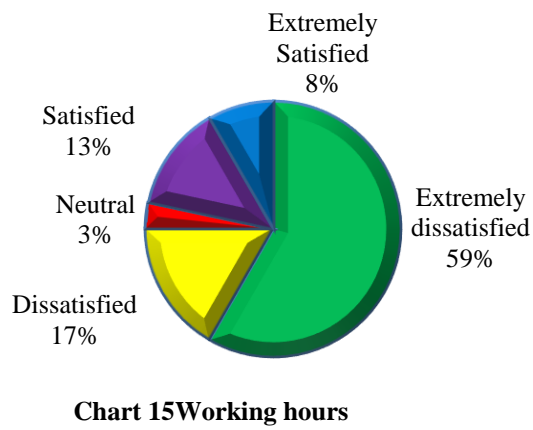
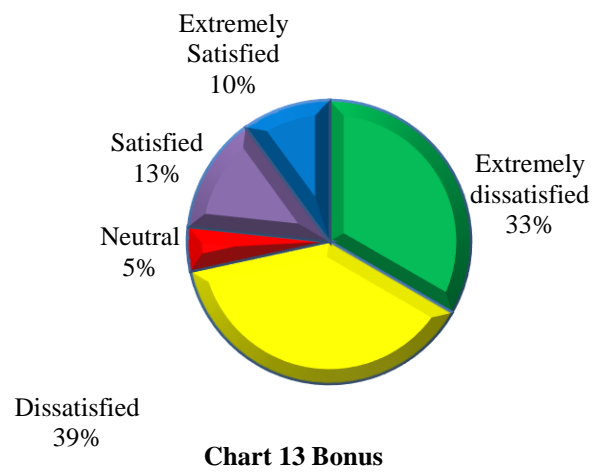
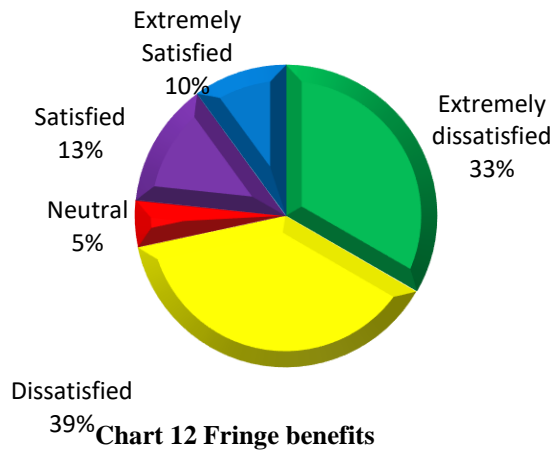


Chart 11 Career progression



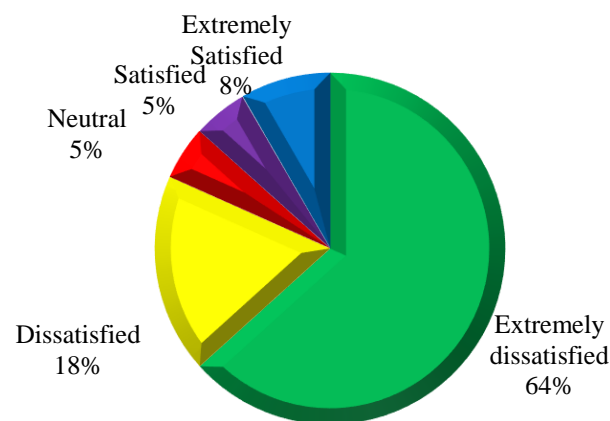


Chart 16 Work life balance

Conclusion

BPO jobs are more stressful. Most of the people in the BPO as per analysis work in the graveyard shifts and are not content with their timing. Moreover the employees also feel that the pay that they are receiving is not worth the work that they are rendering to the company. The shift timings also have an impact on the health of the employees and they cannot work for a prolonged period in the existing working conditions. So this may lead to high labour turnover. On the positive side are the working conditions, training and teamwork which are satisfied by the employees. Overall emphasis should be mainly laid by the organisations on the pay, Career progression and shift timings. They need some innovations to have a stress free workplace and have a healthy work life balance.

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