

COMPETENCY BASED MANAGEMENT : AN ANALYSIS OF JOB SATISFACTION AMONG EMPLOYEES OF BPO INDUSTRY

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ABSTRACT

Due to the stressful work environment prevailing in BPO companies, the physical and mental well-being of the employees is at stake. Hence, a compact model should be developed by which it can determine factors which enhances employees' job satisfaction and improves productivity and thus make them better corporate citizens. The majority of the organizations find it difficult to maintain skilled workers. As information technology has gone from common to established during the last twenty (20) decades, retaining experienced information technology (BPO) employees has become more complicated. Consequently, this study focused on investigative job satisfaction among information technology (BPO) employees in Salem city in Tamil Nadu. The primary objective of this study is to ascertain the levels of job satisfaction amongst information technology employees at an IT (information technology) and BPO (Business processing outsource) sector. The purpose of this study is to analyse job satisfaction among BPO employees. The sample group (N= 100) consisted of permanent and contract male and female extending across the following occupational classes: Individual contributor, junior level management, Middle level management, senior level management. The findings of the present study exposed that the construct variables can be grouped in to five constructs namely, "salary", "promotions", "working condition", "co-workers and the work life balance itself". The researcher has used Descriptive statistics to analyze and measure job satisfaction. The study concludes with some brief prospects that the businesses need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal development and development. Hence, it is vital for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

Keywords : Job Satisfaction, Descriptive statistics, productivity, BPO Industry, Working condition, Work life balance.

Introduction

Job satisfaction, as a general thought, depends on the contract among an individual's totality of attitudes, happiness, behavioral patterns, emotional responses, social roles, and other individual personality that bear over long episode of time and that person's work atmosphere.

The work an individual performs goes beyond an income, it shows status and arrogance, and the bottom line is job satisfaction. The further thought is that people who work in information technology fields are fairly different from other people in their approach to

occupation; they do work for money, but they often do the same kind of work just for pleasure. This one characteristic may well make the difference between what factors change job satisfaction in other workers

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and what factors may be more significant, not as much of significant or exceptional to BPO workers.

Problem and Purpose of Study

A dilemma the majority of BPO organizations face is how to maintain skillful employees. As information technology has left from common to establish over the past twenty decades, retaining skillful BPO employees has become more complex. Organizations are paying their knowledgeable workers privileged and higher salaries, rising bonuses and vacation to no benefit. BPO workers continue to job skip, and this disturbs the companies and other organizations money, time, human capital and productivity. This study is proposed to acknowledge what BPO workers require to have job satisfaction and to focus on the BPO employees in a specific area of the Salem city in Tamil Nadu. The discussion of job satisfaction in the BPO atmosphere typically devolves into recognizable different issues: the type of work being done, working conditions and the environments in which BPO employees are most essential and universal. In other words, the argument of the job satisfaction of BPO employees sounds very much similar to a discussion of what makes any employee more satisfied with his or her profession, but it is possible that, due to the narrow variety of temperaments and individuality character exhibited by BPO employees, this particular group of workers may have a different and individual range in which they position what factors of job satisfaction are most significant to them. This study therefore seeks to summarize and analyze the ways and techniques that organizations could apply as they employ the core competencies and resources, they possess in a strategic approach for the stipulation of job satisfaction.

Review of Literature

Niranjana and Pattanayak (2005) tried to explore the dynamics of organizational citizenship behavior, learned optimism, and organizational ethos represented by OCTAPACE in service and manufacturing organizations in India. The manufacturing sector was found to have a better work culture whereas service sector had high organizational citizenship behavior and learned optimism.

Singh (2009) revealed a significant difference

between high and low work culture groups which is related to their satisfaction with management.

The possible reason for it being the obligation towards others produced a sense of responsibility within individuals which made them more satisfied when compared to low scorers on this dimension.

Vagh (2010) highlighted that most of the employees of Municipal Corporation of Saurashtra Region were not satisfied. Employees of the Municipal Corporations have many questions and there is a strong need to give the attention on solution of employee's questions as and when it arises.

Adeniji (2011) in his study on Organizational Climate and Job Satisfaction among Academic Staff in some selected Private Universities in Southwest Nigeria. The study was based on the responses received from 293 respondents of five private Universities in the South-West Zone of Nigeria. The results showed a positive relationship between organizational climate and job satisfaction. Herzberg's Two-Factor theory was used as a framework for this study

Dev (2012) in his study on Public and Private Sector Banks found that clients of private sector banks are more satisfied than those of public sector banks in most of the dimensions except Interest rates and other Charges and Accessibility whereas the clients of public sector banks are more satisfied than the clients of private sector. One area where both types of Banks are lacking the most is Customer orientation. Performance norms have also suffered in all types of banks. It was also observed that banks in India, especially the public sector banks need to equip themselves with the latest technology.

Gurusamy & Mahendran (2013), in their study found that Salary occupied the First Rank for determining job satisfaction compared to other major determinants. The study was conducted on 300 respondents and was limited to the automobile industries of India.

Rashid Saeed et al., (2014), in his study found promotion, pay, fairness and working condition to be the key factors that contribute to employee job satisfaction. The study was conducted on 200 telecom



sector employees of Pakistan. It was concluded that money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan.

Job Satisfaction in the BPO Profession

The typical job satisfaction factors relevant to BPO employees presently are: recompense, reimbursement, flexible hours, the preference to telecommute, having an excellent, superior and delightful colleagues, employees, having the opportunity to learn and enhance their skills, being acknowledged for their work and having opportunities to press forward within the organization. BPO workers, though, tend to focus on different job satisfaction factors than the ones that satisfy other kinds of employees. The ubiquity of BPO in current era warrants the sympathy of job satisfaction in the BPO profession as it relates to the employees' level of job satisfaction in relation to productivity in the organization. As the company atmosphere continues to develop at a rapid rate, organization of each type of industry continues to search for fresh ideas and achievable central part competencies and new skills in BPO employees. An organization needs to take occupied benefit of the skills and knowledge of their BPO employees; it must allocate BPO employees more suitably, which will construct a better intellect of success and job satisfaction among BPO employees.

Working Conditions of BPO Employees

Emphasis on the quality of the work environment is also important simply because this is a place where workers spend most of their time outside their home. Long hours are often spent in the working environment by BPO employees. The organizations should help employees fight on-the-job-stress which can improve job satisfaction of its workers and thereby reduce turnover. There are still other work situations that are used to determine job satisfaction, and these typically include how a company handles conflict, benefits, fair policies, level of interaction between management and employees, job security, provision and availability of working tools and resources for performing tasks, growth and advancement opportunities in addition to flexibility, vacation, sick leave with pay, paid holidays, volunteer opportunity, comp days, leave of absence, maternity leave, paternity

leave, training and development.

With all the above mentioned, it is

easy to see why one's work situation is

seen as the most important determinant of job satisfaction by many researchers.

Methodology

The study was undertaken to analyze the job satisfaction amongst information technology (BPO) employees in Salem city in Tamil Nadu. Both primary and secondary data have been used to attain the objectives of the study. The macro aspects of the study are based on the published articles and unpublished works on the theme etc. exclusively in the study books, journals and bulletins are considered to collect data. The primary data was collected by administering the structured questionnaire and interview schedule in an unofficial environment to the BPO professions. 100 BPO employees (1/2) were chosen randomly chosen out of 200 BPO employees in Salem city. The study being purely descriptive, on problematical models and tools were used. The simple statistical tools like percentages and averages used to analyze the data.

Objectives of the Study

The foremost objectives of the present article were to identify the job satisfaction amongst Business process outsourcing (BPO) employees in Salem city in Tamil Nadu.

Job Satisfaction amongst Business process outsourcing (BPO) Employees

The present paper entitled "Job Satisfaction amongst Business process outsourcing (BPO) employees in Salem city- A Sociological Approach" seeks to investigate empirically to point out realities pertaining to the working in BPO industries of Salem city. In doing so, it's focus is on the Job Satisfaction amongst Information Technology (BPO) employees, income, age, educational background, nature of working conditions, and social relationship between other colleagues. This would not only facilitate us to describe the job satisfaction of BPO professional but also to examine professional and other individuality with deference to the job satisfaction order.



Table 1
Occupational classification of the respondents

Occupational Classification					
Type of Industry	Individual contributor	Junior level management	Middle level management	Senior level management	Total
BPO	63	7	11	3	84
BPO	5	4	3	4	16
TOTAL	68	11	14	7	100

The table No.1 shows the occupational classifications of the sample. The occupational classes of the sample comprises of BPO employees who are working in BPO and BPO related industries at the Individual contributor level of respondents are (n=63 or 63%), junior level management of the respondents are (n = 7 or 7%) and middle level of respondents (n = 11 or 11%), senior level management respondents (n = 3 or 3%) professional's occupation. While in BPO (n = 5 or 5%) of the respondents are Individual contributor, junior level management respondents (n = 4 or 4%), middle level management respondents (n = 3 or 3%), and (n = 4 or 4%) of respondents are senior level management. A total of 1% (n = 2) did not indicate their occupational category.

Gender and Job Satisfaction

The distribution is also very similar to the age wise distribution on organizational policy. So we can infer that across sexes and different age groups, the consensus lies with organizational policy towards career development as very encouraging.

Table 2
Gender of the respondents

SI. No	Gender of the respondents		
	Male	Female	Percentage
1	72	28	100
Total	72	28	100

The table No.1.2 shows the proportion of the gender distribution of the sample. The sample was representative of a larger number of male respondents than that of female respondents. Male respondents

comprised of 72% (n = 72) compared to 28% (n = 28) female respondents. The high response rate with regards to the male respondents is attributed to the fact that the large number of males in this division is due to the nature of the work where employees are expected to lift profound boxes on an incessant foundation.

Educational Level and Job Satisfaction

Education plays a significant role in influencing, affecting and moulding the life of individuals. Due to high technological environment of the occupation in BPO industry, it is preferred to hire employees with proper educational qualification. This ensures that the excellence of the work provided is not compromised within a few cases.

Table 3
Educational Background of the respondents

SI. No	Educational Background	No. of respondents	Percentage
1	Graduate	51	51
2	Under Graduate	17	17
3	Post Graduate	32	32
TOTAL		100	100

The table No.1.3 shows 51% (n = 51) has an educational level of graduates, whilst 17% (n = 17) possess an educational level of under graduates, and twenty eight respondents (32%) has possess a post graduate qualification. One percent (0.5%) of the respondents did not indicate their educational qualification. It can therefore be concluded that the Directorates where the study was conducted mostly employs individuals with a graduation.

Marriage Status and Job Satisfaction

Due to exposure to western and cosmopolitan culture and financial freedom, the social outlook of BPO employees towards marital relationship can be reviewed to identify, if their sustained significant variances from the earlier generation. Individuals are supposed to get a change from habitual norms linked to masculinity and marriage along with BPO employees; somewhere.

There are a large number of women, working simultaneously very much for long hours and there they are exposed to western and so phisticated society.

Table 4
Type of Marriage

Sl. No	Type of marriage	No. of respondent	Percentage
1	Single	27	27
2	Married	72	72
3	Divorced	1	1
TOTAL		100	100

Since the data in table No 1.4, shows that type of marriage of the sample the majority of respondents (n= 35 or 35%) are single. (n= 63 or 63%) of the respondents are married, and only (n=2or2%) respondents had divorced. This indicates that marriage is almost universal in all age groups. Majority of respondents are married. Therefore there is no distinguishable difference in expressions of their thought towards marriage.

Span of Career and Job Satisfaction

Coming to the occupational variables, span of career of the respondents is positively associated with level of job satisfaction. The relationship is statistically significant at 0.01 levels.

Table 5
Span of career and job Satisfaction

Job satisfaction	Span of Career			Total
	Short	Medium	Long	
Medium	41	2	5	48
High	30	18	4	42
Total	71	20	9	100

Analysis of the data on span of career and job satisfaction indicate that one who spends more and more time in his/her occupation the level of job satisfaction increases. It could be observed from the data that, about 45(45) percent of the respondents with short span of career exhibit low level of job satisfaction, about 17 (17) per cent of the respondents with medium span of career exhibit high level of job satisfaction and about

5(5) per cent of the respondents with long span of career exhibit high level of job satisfaction. This could mean that as one spends more years in the organization. Work wise there is an increasing degree of job satisfaction. Increasing acquaintance with occupational field, and realization of its limitations might be attributed to this positive association. In the case of BPO organization could make better provision life security insurances other employees can have a peaceful retired life. Further, it is significant to note that; though there is no definite trend; data on status of occupational service and job satisfaction are significantly associated at 00.05levels.

Discussion

The study examines the job satisfaction among information technology (BPO) employees in the Salem city in Tamil Nadu state, area as there has not been any research this theme in this area. The location of the study is also significant as nowhere in the state are organizations more dependent upon knowledge employees than in Salem city in Tamil Nadu state, and no where is the job satisfaction level of knowledge workers more important. Thousands of studies have investigated job satisfaction in general, but the difference in this study is that it takes the factors that affect job satisfaction for all workers and narrows down those factors to the ones studies have shown to be most important to the job satisfaction among information technology (BPO) employees. The results of the study could provide a base line for succeeding studies in other Salem cities and towns, which may, eventually, indicate that the job satisfaction of BPO employees is influenced by the city in which they live, giving insight into less obvious, but important, basic factors perhaps exclusive to BPO workers. The results of the study were presented in tables. The results of this study indicate that general satisfaction is significantly associated with satisfaction levels about independence and fundamental factors.

Conclusion

This study examined job satisfaction among Information Technology (BPO) employees in the Salem city in Tamil Nadu state, neighbourhood. The purpose

of this study is to quantify the job satisfaction level of BPO workers in the Salem city, area, paying particular attention to two of the most important factors of job satisfaction for BPO workers: self-rule and the occasion for progress. It is, consequently, suggested that future research with a larger sample is essential in order to measure the purpose of these findings to the general population of the BPO employees. A further suggestion for future research would be to carry out the survey using a shorter questionnaire to keep away from high numbers of deserted surveys. But perhaps the survey delivery platform company could be persuaded to allow participants to return to the study more than once, giving people the opportunity to answer a few questions per trip so that it's more convenient for them. Future research should compare results of job satisfaction among information technology (BPO) employees in the organized sector with the job satisfaction of those in the unorganized sector. Presently, the researcher is oblivious of any other survey of job satisfaction of BPO workers having been done on those in the Salem city area, thus this study plays a major part in adding knowledge to the BPO employees' database.

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