

Job Satisfaction among BPO Employees: A Comparative Study of Males and Females

Divya Punj

Asst. Professor, School of Management, Graphic Era Hill University, Dehradun, Uttarakhand
India 248002

Abstract

This study investigates the job satisfaction levels of female and male employees working in the Business Process Outsourcing (BPO) industry. The purpose of the study is to identify any differences in job satisfaction between male and female employees and explore the elements that lead to these differences. Job satisfaction is an essential factor in the retention and motivation of employees in any industry. Several studies have investigated the factors that contribute to JS among employees in different industries. However, few studies have explored JS among BPO employees, particularly the differences between female and male employees. Possible outcomes of the research can aid BPO companies yearn for advances in the work culture, job characteristics, and work-life balance policies to increase employee job satisfaction levels. Furthermore, the area itself highlights the need for gender-specific interventions to address the different needs and preferences of male and female employees in the BPO industry. The study had considered sample of 206 respondents (employees of BPO) to compare the level of job satisfaction among male and female employees of BPO and concludes that there is a significant difference in job satisfaction level among male and female employees of BPO.

Keywords: *Gender Differences, BPO Sector, Gender-Sensitive Practices, Employee Well-Being, Employee Retention, Demographic Strategies, Job Environment.*

Introduction

BPO is the practice of outsourcing non-elemental business activities, such as customer service, accounting, and IT services, to specialized service providers in low-cost countries. The BPO industry has experienced rapid growth over the last few years and has become an important addition to the global economy. The BPO industry has been known for providing employment opportunities for many young graduates, particularly in developing countries. However, the industry has also been criticized for its low pay, poor working conditions, and long working hours. Studies have shown that the BPO industry has a high attrition rate because of low JS levels among workers. Gender disparities in the workplace are a persistent problem in many industries, including the BPO industry. Despite the increasing number of women in the workforce, women are still underrepresented in leadership positions and often face discrimination and bias in the workplace. Moreover, studies have shown that women are more likely to experience job dissatisfaction than men.

Given the growing importance of the BPO industry and the need to retain and motivate employees, it is essential to understand the job satisfaction levels of female and male employees in the industry. Understanding the factors that contribute to job satisfaction can help companies identify areas for improvement and develop effective strategies to retain and motivate their employees. Job satisfaction is an essential factor in the retention and motivation of employees in any industry. Several studies have investigated elements that add to JS of workers in different industries, including the BPO industry. However, the research gap lies within the fact that only a few studies have explored the JS levels of employees in the BPO industry comprehensively.

Considering the importance of JS for talent retention and motivation, it is essential to understand the factors that contribute to JS among BPO workers. Understanding the elements which contribute JS can help companies identify areas for improvement and develop effective strategies to retain and motivate their employees. In addition to understanding the factors that contribute to JS among BPO employees, it is also essential to explore the role of demographics, such as age, gender, education, and experience, in job satisfaction levels. Previous studies have shown that demographic factors can play a significant role in JS levels among employees in various industries.

For example, studies have shown that older workers tend to report higher levels of JS than younger workers. Moreover, women tend to experience lower levels of JS than men due to various factors, including gender-based discrimination, unequal pay,

and limited career advancement opportunities. This study explores the demographic angle in the JS within BPO employees in the demographic of gender.

Literature Review

The purpose of this article by Sengupta (2011) is to investigate the association between job-related and demographic characteristics and employee satisfaction among BPO employees in India. Satisfaction among workers was shown to have a substantial positive association with interpersonal relationships, career growth, compensation, corporate rules, conditions of employment, and legitimacy, according to correlations. Satisfaction among workers was shown to be significantly influenced by relationships with others, advancement in career, compensation, sex, transparency, and power, according to regression analysis. The research's real-world implications include assisting organisations in appropriately gauging employee happiness based on employment-related and social information. The study's sociological ramifications include assisting professionals in making sound administrative decisions. Bacea and Bordean (2016) state that employees' inclination to stay in BPO organisations in Romania has not been researched, even though their number has increased dramatically in recent decades. This study is an initial move towards determining the motivating elements that drive attrition in the BPO business. The study relies on an examination of the questionnaires completed by 169 staff members from three outsourcing firms in Cluj-Napoca, Romania. The paper's primary objective is to identify the most significant aspects that

impact a worker's inclination to stay with the organisation.

Agarwal and Mehta (2014) conducted significant study on the three levels of the IT sector within Bengaluru, Delhi NCR, and Pune. They also attempted to determine if performance assessment and working environment have a relationship with work fulfilment and whether these factors play any impact when individuals in the IT industry decide to quit an organisation. The authors also investigate and identify additional external as well as internal variables that may be contributing to substantial retention in the IT business. KR and Kamalanabhan (2010) state that their aim was to test a theoretical model that connects variables such as demographics of workers, internal as well as external work environments, and staff turnover of ITES/BPO workers. Based on the research gaps highlighted, the study intends to investigate the impact of additional factors such as substitute job availability and organisational loyalty on the intention to leave. According to the findings, organisations should focus on how to create organisational commitment, improve job happiness, minimise stress at work, and give assistance to enable staff retention. The conclusions of this study will give data that management professionals as well as scholars will find beneficial.

Kotteeswari and Sharief (2014) examine organisational coping measures, such as fostering a supportive organisational climate, work enrichment, and organisational role clarity, which can assist alleviate stress in BPOs. They find that employee participation and involvement are the foundations of a supportive organisational climate, whilst work

enrichment increases content aspects and core job qualities. When employees are unclear about what they are expected to perform, organisational role clarity can assist alleviate stress. The role analysis approach assists both managers and workers in analysing a job's function and expectations. Employees benefit from career planning and counselling, stress management courses and employee assistance initiatives, flexible time, and task sharing. They also conclude that these tactics can aid in stress reduction by decreasing ambiguity, conflict, and overload.

Aiswarya and Ramasundaram (2012) analyse the influence on business climate as a predictor of job satisfaction on female IT professionals within Chennai. The sample is 598, and the link between the variables, namely, work-family conflict as a mediator between Organisational Climate as a factor and JS as a result, is objectively calculated using statistical techniques.

The study by Kanwar, Singh, and Kodwani (2009) aimed to investigate the impact of work-life balance and burnout on job satisfaction in the IT-ITES industry. The study used a sample of 313 employees from different organizations in India. The results showed that work-life balance was positively related to job satisfaction, while burnout was negatively related to job satisfaction. The study also found that burnout partially mediated the relationship between work-life balance and job satisfaction. The study by Akshatha and Akash (2017) focused on the impact of job satisfaction on job productivity among women employees in Business Process Outsourcing (BPO) organizations in India. The study used a sample of 40 employees

using random sampling. The results showed a significant positive correlation between job satisfaction and job productivity. The study suggested that job satisfaction was an important factor that could improve job productivity among women employees in the BPO industry.

The study by Kanwar, Singh, and Kodwani (2012) aimed to explore the relationship between JS, commitment towards organisation, and exit inclination among employees in the IT and ITES sector in India. The sample consisted of 313 workers from the National Capital Region, Delhi, India. The results concluded a great positive relation between JS and organizational commitment, and an ample amount of negative relation amongst JS and exit intent. The study suggested that job satisfaction was an important factor that could influence the commitment of employees to their organization and their intent to leave the organization. Mahal (2014) explores BPO employees and JS levels between a gender demographic. The study found that there were huge differences within gender in JS, with male employees reporting good levels of JS than female employees. The author suggests that this may be due to the gendered nature of work in the BPO sector, with men tending to occupy more senior positions and having more control over their work.

Suneja and Kumar (2011) examine the factors that influence employee satisfaction in ITeS-BPO companies. The study found that factors such as job security, career advancement, and WL balance were the most significant indicators of JS among employees. The authors suggest that companies can improve employee satisfaction by providing opportunities for

career growth, offering flexible work arrangements, and ensuring job security.

Chaubey, Maithel, and Gupta (2013) focus on titular elements affecting JS among women employees in the sector of services and trade, with inclination to BPO. The study indicated that elements such as WL balance, pay and benefits, and job security were significant indicators of JS among female workers. The authors suggest that companies can improve job satisfaction among female employees by addressing these factors and implementing gender-sensitive policies. Verma, Bhal, and Vrat (2013) explore the impact of gender-sensitive practices on JS and stress levels. The study found that gender-sensitive practices, such as flexible work arrangements and support for work-life balance, were positively related to JS, and negatively with employee stress levels. The authors suggest that companies can improve employee well-being and JS by implementing gender-sensitive policies and practices.

Overall, the literature review highlights the importance of factors such as job security, career growth, work-life balance, and gender-sensitive practices in determining job satisfaction among BPO employees, particularly female employees. The studies suggest that companies can improve employee satisfaction and well-being by addressing these factors and implementing policies and practices that promote gender equality and work-life balance.

Objective

1. To compare the level of job satisfaction among male and female employees of BPO.

Hypothesis

Null Hypothesis: *There is no significant difference in job satisfaction level among male and female employees of BPO.*

Alternate Hypothesis: *There is a significant difference in job satisfaction level among male and female employees of BPO.*

Methodology

The study had considered sample of 206 respondents (employees of BPO) to compare the level of job satisfaction among male and female employees of BPO. A standard questionnaire was distributed to the respondents to collect the data using purposive sampling. The analytical and statistical tool, chi square test was used to get appropriate results.

Findings

Table below is sharing general details of the respondents which shows males are contributing 62.6% to total 206 respondents where females are 37.4%. Among them 33.5% are below 35 yrs. of age, 35.0% fall in the category of 35-45 yrs. and 31.5% are above 45 years. 25.7% are managers, 20.4% are assistant managers, 24.8% are working as lead managers, 19.0% are customer manager and rest 10.2% are working at other position in BPO.

Table 1 General Details

Variables	No. of respondents	%age
Gender		
Male	129	62.6
Female	77	37.4
Total	206	100
Age (years)		
Below 35	69	33.5

35-45	72	35.0
Above 45	65	31.5
Total	206	100
Designation		
Manager	53	25.7
Assistant manager	42	20.4
Team leader	51	24.8
Customer manager	39	19.0
Others	21	10.2
Total	206	100

Table 2 Level of job satisfaction among BPO employees

BPO employees	Level of job satisfaction			Total
	Highly Satisfied	Less satisfied	Not satisfied	
Male	59	43	27	129
Female	11	21	45	77
Total				206
Value of Chi-square				34.0182
Degree of freedom				2
p value				0.00001

Table above is showing that among 206 respondents, 59 males are highly satisfied with their job, 43 are less satisfied and 27 are not satisfied with their job on the other hand, 11 female employees are highly satisfied, 21 are not satisfied and 45 are not satisfied with their job. Hence, null

hypothesis is rejected, and alternate hypothesis is accepted which says that there is significant difference in job satisfaction level among male and female employees of BPO.

Conclusion

Overall, the studies suggest that companies can improve job satisfaction among BPO employees, particularly female employees, by addressing these factors and implementing policies and practices that promote gender equality and work-life balance. By doing so, companies can improve employee well-being, increase job satisfaction, and enhance employee retention. Further research is needed to explore the effectiveness of different policies and practices in improving job satisfaction among BPO employees, particularly for female employees. The study was conducted to compare the level of job satisfaction among male and female employees of BPO and found that there is a significant difference in job satisfaction level among male and female employees of BPO.

References

- [1] Agarwal, R. N., & Mehta, A. (2014). Impact of performance appraisal and working environment on the job satisfaction and attrition problem in the Indian IT industry. *Paradigm, 18*(1), 73-85.
- [2] Aiswarya, B., & Ramasundaram, G. (2012). A study on interference of work-life conflict between organisational climate and job satisfaction of women employees in the information technology sector. *Asia-Pacific Journal of Management Research and Innovation, 8*(3), 351-360.
- [3] Akshatha, B., & Akash, S. B. (2017). Impact of Job Satisfaction on Job Productivity—With Reference to Selected Women Employees in BPOs. *International Research Journal of Commerce Arts and Science, 8*(10), 8-24.
- [4] Bacea, A., & Bordean, O. N. (2016). Employee job satisfaction and retention factors in outsourcing companies. *Managerial Challenges of the Contemporary Society. Proceedings, 9*(2), 97.
- [5] Chaubey, D. S., Maithel, N., & Gupta, V. (2013). Identifying factors affecting job satisfaction of female employees working in services sector with specific reference to BPO. *ZENITH International Journal of Business Economics & Management Research, 3*(6), 20-29.
- [6] Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009). Work—life balance and burnout as predictors of job satisfaction in the IT-ITES industry. *Vision, 13*(2), 1-12.
- [7] Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2012). A study of job satisfaction, organizational commitment and turnover intent among the IT and ITES sector employees. *Vision, 16*(1), 27-35.
- [8] Kotteeswari, M., & Sharief, S. T. (2014). Job stress and its impact on employees performance a study with reference to employees working in Bpos. *International Journal of Business and Administration Research Review, 2*(4), 18-25.

- [9] KR, S. R., & Kamalanabhan, T. J. (2010). A three-dimensional analysis of turnover intention among employees of ITES/BPO sector. *South Asian Journal of Management*, 85.
- [10] Mahal, P. K. (2014). Gender differences in job satisfaction among BPO employees. *commitment*, 1, 2.
- [11] Sengupta, S. (2011). An exploratory study on job and demographic attributes affecting employee satisfaction in the Indian BPO industry. *Strategic Outsourcing: An International Journal*, 4(3), 248-273.
- [12] Suneja, A., & Kumar, R. (2011). Factors Influencing Employee Satisfaction in ITeS-BPO Companies. *BVIMR Management Edge*, 4(2).
- [13] Verma, M., Bhal, K. T., & Vrat, P. (2013). Impact of gender sensitive practices on job satisfaction & stress levels. *The Indian Journal of Industrial Relations*, 286-297.