

International Multidisciplinary
Research Journal

Golden Research
Thoughts

Chief Editor
Dr.Tukaram Narayan Shinde

Publisher
Mrs.Laxmi Ashok Yakkaldevi

Associate Editor
Dr.Rajani Dalvi

Honorary
Mr.Ashok Yakkaldevi

Golden Research Thoughts Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board. Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Regional Editor

Manichander Thammishetty

Ph.d Research Scholar, Faculty of Education IASE, Osmania University, Hyderabad

International Advisory Board

Kamani Perera

Regional Center For Strategic Studies, Sri Lanka

Mohammad Hailat

Dept. of Mathematical Sciences, University of South Carolina Aiken

Hasan Bakfir

English Language and Literature Department, Kayseri

Janaki Sinnasamy

Librarian, University of Malaya

Abdullah Sabbagh

Engineering Studies, Sydney

Ghayoor Abbas Chotana

Dept of Chemistry, Lahore University of Management Sciences[PK]

Romona Mihaila

Spiru Haret University, Romania

Ecaterina Patrascu

Spiru Haret University, Bucharest

Anna Maria Constantinovici

AL. I. Cuza University, Romania

Delia Serbescu

Spiru Haret University, Bucharest, Romania

Loredana Bosca

Spiru Haret University, Romania

Ilie Pinteau,

Spiru Haret University, Romania

Anurag Misra

DBS College, Kanpur

Fabricio Moraes de Almeida

Federal University of Rondonia, Brazil

Xiaohua Yang

PhD, USA

Titus PopPhD, Partium Christian University, Oradea, Romania

George - Calin SERITAN

Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi

.....More

Editorial Board

Pratap Vyamktrao Naikwade

ASP College Devrukh, Ratnagiri, MS India Ex - VC. Solapur University, Solapur

Iresh Swami

Rajendra Shendge

Director, B.C.U.D. Solapur University, Solapur

R. R. Patil

Head Geology Department Solapur University, Solapur

N.S. Dhaygude

Ex. Prin. Dayanand College, Solapur

R. R. Yalikal

Director Management Institute, Solapur

Rama Bhosale

Prin. and Jt. Director Higher Education, Panvel

Narendra Kadu

Jt. Director Higher Education, Pune

Umesh Rajderkar

Head Humanities & Social Science YCMOU, Nashik

Salve R. N.

Department of Sociology, Shivaji University, Kolhapur

K. M. Bhandarkar

Praful Patel College of Education, Gondia

S. R. Pandya

Head Education Dept. Mumbai University, Mumbai

Govind P. Shinde

Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai

G. P. Patankar

S. D. M. Degree College, Honavar, Karnataka Shaskiya Snatkottar Mahavidyalaya, Dhar

Chakane Sanjay Dnyaneshwar

Arts, Science & Commerce College, Indapur, Pune

Maj. S. Bakhtiar Choudhary

Director, Hyderabad AP India.

Rahul Shriram Sudke

Devi Ahilya Vishwavidyalaya, Indore

Awadhesh Kumar Shirotriya

Secretary, Play India Play, Meerut (U.P.)

S. Parvathi Devi

Ph.D.-University of Allahabad

S.KANNAN

Annamalai University, TN

Address:- Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India

Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.aygrt.isrj.org



IMPACT OF JOB SATISFACTION ON RETENTION OF EMPLOYEES IN BPO INDUSTRY



Ankita Chaturvedi¹ and Kanchan Sangwan²

¹Head, Sr. Assistant Professor, Dept. of Accounting and Taxation, The IIS University, Jaipur.

²Research Scholar, Dept. of Accounting and Taxation, The IIS University, Jaipur.

ABSTRACT

Human Capital is the utmost vital resource on which the Information Technology & Information Technology Enabled Services (IT & ITES) depends. One of the greatest challenges for today's administrators lies in building a workplace that employees want to persist with and outsiders want to be hired into. Therefore, an employer's foremost responsibility is retention of its best employees and this can be attained only by keeping the employees satisfied and motivated. Focusing on employee satisfaction can positively impact the organization as it increases employee productivity, performance, quality of work, profits, commitment to the organization and reduces turnover and absenteeism. The present paper is an attempt to study the impact of job satisfaction on the employee retention, which is measured by a structured questionnaire administered to the middle level employees in leading BPO companies in Jaipur.

KEYWORDS : Job Satisfaction, Retention, BPO Companies.

1. INTRODUCTION

Human Resource is considered as the most important assets in the organization. It is the Human Resource, which is fully responsible for the organizational success and growth. It is difficult for the organization to compete in the current era of competition without the reliable and competent Human Resource. Just like the other assets, Human assets are equally important for the proper management. Employee retention is considered as the input for improving the financial growth and

performance of the organization.

India is at the forefront of the quickly growing Business Process Outsourcing (BPO) market and is well established as a 'destination of choice' among global outsourcers. Over the past period, Indian BPO industry has grown exponentially in size and has significantly matured in export service providing capability. The young and energetic people have been joined this industry and delivering services. It is a strict task for the HR manager to motivate and retain the staff as there are excess of opportunities are existing for the manpower outside in this industry. Now a days the biggest challenge which organization has to face, is to retain its talented employees and job satisfaction plays a vital role in promoting functional employee behaviors in the organization. The present study attempts to find out the impact of job satisfaction on employee retention in GENPACT.

REVIEW OF LITERATURE

Khan H.A. & Aleem M. (2014)¹ investigates the factors such as pay, promotion, job safety and security, nature of the work that affect the job satisfaction level and that are the causes of turnover of employees in the autonomous Medical Health Institutions in Pakistan. They suggest some corrective measures to minimize the turnover level of the employees in the autonomous Medical Institutions. Velso R.F.E, Silva D.C.R., Dutra S.J., Fischer L.A. & Trevisan N.L. (2014)² observed two companies operating in the Brazilian market: one in the electrical energy sector and the other in the pharmaceutical sector, which have stated that they consider retaining talent to be essential to their Human Resources strategies and focuses that before implementing a talent retention strategy, companies need to understand the influence of the macroeconomic scenario on the job market. Dhamodharan V. & Elayaraja., (2013)³ examined the impact of job satisfaction and organizational commitment on employee talent retention with detailed reference to ITES companies in Chennai and concluded that the compensation and supervisory support plays a critical role in increasing the job satisfaction and organizational commitment, as these two are the core variables in increasing commitment in ITES industry. Kabirag S. & Naem M. (2011)⁴ determines the future path for the outsourcing firms for maintaining a harmonious relationship between the expectation and satisfaction balance amongst its employee. For this an online survey was conducted at Mumbai to address compensation issue in different BPOs.

RESEARCH METHODOLOGY

In order to find out the impact of job satisfaction on employee retention a survey was conducted in Genpact, one of the leading BPO industries in Jaipur. The study is based on the factors that affect an employee's job satisfaction which are measured through a structured questionnaire.

STUDY SAMPLE

For the employees at the middle level, 100 questionnaires were distributed and retrieved from different employees of Genpact.

Table-1
Demographic Components of Respondents

General Information		Total Number
Age in Years	18-27	43
	28-37	45
	38-47	9
	47 & Above	3
Gender	Male	68
	Female	32
Marital Status	Married	54
	Unmarried	46
Experience of the Respondent	0-5 Years	40
	6-10 Years	47
	11-15 Years	13
	Above 15 Years	0
For how long you have been associated	Below 4 Years	41
	5-10 Years	49
	11-15 Years	10
	16 and Above	0
Monthly Income (In Rs)	Below 10,000	13
	10,000-30,000	44
	30,000-50,000	34
	50,000-70,000	9
	70,000 & Above	0

STUDY HYPOTHESIS

Hypothesis covers the employee's viewpoint about their career development, compensation and reward, relationship with supervisors and colleagues, communication and motivation and work environment or nature of work in the organization.

RESULTS AND ANALYSIS

The 5-Likert-scale technique has been used in the questionnaire. For the different questions the mean and the standard deviation were calculated. It was taken into consideration that the employees agree or indicate a positive response on a given statement when the mean is (3) or more. A mean below this value (3), indicates a negative response. For the purpose of testing hypotheses, for all the statements the joint mean was calculated as the factor of analysis, and the standard deviation representing for the similar hypothesis was calculated using Z test.

Table-2
Result for the Employee's Questionnaire Statements with their Respective Means

	S.no	Questions	Mean	Overall mean
Career Development	1	You have established career path in your company	1.7	2.575
	2	Your work is valuable in attaining your organizational goals	3.92	
	3	You have adequate opportunity to use your skills and abilities	2.18	
	4	Opportunities to learn and grow	1.95	
	5	The company provides as much training as you need	1.91	
	6	You have the materials and equipment you need to do your job well	3.79	
Compensation and Reward	7	A fair payment is being paid for the amount of work you do	3.52	3.635
	8	Satisfactory chances of promotion are given to you	3.64	
	9	The allowances provided to you by the organization is satisfactory	3.73	
	10	Company gives enough recognition for work that is well done	3.65	
Relationship with Supervisors and Colleagues	11	Supervisor treats you fairly	3.74	3.7
	12	Your views and participation are valued	3.82	
	13	Supervisor gives you guidance	3.7	
	14	Co-workers are supportive	3.69	
	15	"Politics" at work are kept to a minimum	3.55	
Communication and Motivation	16	At work corporate communications are transparent	3.7	2.6
	17	Supervisor ask for your input to help in the decision making	1.68	
	18	Feedback is given by supervisor	3.71	
	19	Supervisor gives appreciation for a job well done	2.1	
	20	Works assignments and goals are explained clearly	1.8	
Work Environment and Nature of Work	21	Working hours are convenient	1.81	2.89
	22	Satisfied with your work routine	1.62	
	23	Deadline at work are realistic	3.84	
	24	Location of work suits you	3.81	
	25	Your physical working conditions are good	3.91	
	26	Work is versatile	1.44	
	27	Satisfied with the safety measures provided by the company	3.83	

Table 3: Employees Questionnaire Hypothesis Test

Hypothesis			Calculated Z Test Value	Critical Value @ $\alpha = 5$	Result
1.	H ₀	The employees are not satisfied with the career development opportunities.	-2.06	1.96	Accepted H ₀
	H ₁	The employees are satisfied with the career development opportunities.			
2.	H ₀	The employees are not satisfied with the compensation and reward.	5.996	1.96	Accepted H ₁
	H ₁	The employees are satisfied with the compensation and reward.			
3.	H ₀	The employee does not agree that they have a good supervisor and colleagues relationship.	10.204	1.96	Accepted H ₁
	H ₁	The employee agrees that they have a good supervisor and colleagues relationship.			
4.	H ₀	The employees are not satisfied with the communication and motivation.	-2.13	1.96	Accepted H ₀
	H ₁	The employees are satisfied with the communication and motivation.			
5.	H ₀	The employees are not satisfied with the working environment of the company.	-.51	1.96	Accepted H ₀
	H ₁	The employees are satisfied with the working environment of the company.			

ANALYSIS AND RESULTS

From the above table it is noted that:

- Employees are not satisfied with all the components related with the job satisfaction. They are not satisfied with the career opportunities. Respondent report that there is plenty of opportunities available outside to them and that persuade them to leave the present organization now they are working with.
- Training and development opportunities are not properly provided by the organization.
- There is less transparency in the communication and motivation. Employees have role confusion as their goals are not explained them clearly.
- Supervisor does not involve employees to help in decision-making and there is no appreciation of work done by employees.
- Genpact does not provide good and appropriate working conditions to their employees in the organization and they are not satisfied with the monotonous nature of work. It was also revealed that unusual shifts and odd shift timings discourages the employees to stay in this profession.
- Employees are satisfied with compensation and reward and they are getting good support from the supervisors and co-workers.

Table 3 shows the results of the analysis for the employee satisfaction with hypothesis test. The hypothesis tested using the Z test with a 95% confidence level. The result indicates that the employees are satisfied with the compensation and reward, and relationship with supervisors and colleagues, but not satisfied with the career development, communication and motivation, and working environment and nature of work.

CONCLUSION

Job satisfaction affects retention of employees. As when any component of job satisfaction is troubled it will directly affect the employee turnover. Focusing on employee satisfaction can positively impact the organization as it increases employee productivity, performance, quality of work, profits, commitment to the organization and reduces turnover and absenteeism. In BPO Industry nature of job is boring and very monotonous and doesn't provide scope to interact with other colleagues and peers. The opportunities for career growth are minimal. As a result employees leave the organization to grab the better opportunities. The employees are also dissatisfied with the appraisal system. It is suggested that the BPO industry should made the curb attrition and must come up with innovative strategies to retain the employees.

REFERENCES

1. Khan H.A. & Aleem M. (2014) "Impact of Job Satisfaction on Employee Turnover: An Empirical Study of Autonomous Medical Institutions of Pakistan", *Journal of International Studies*, vol. 7, No. 1, pp.122-132
2. Velso R.F.E., Silva D.C.R., Dutra S.J., Fischer L.A. & Trevisan N.L. (2014) "Talent Retention Strategies in Different Organizational Contexts and Intention of Talents to Remain in the Company", *Journal on Innovation and Sustainability*, vol. 5, ISSN: 2179-3565, pp.49-61
3. Dhamodharan V. & Elayaraja K. (2013) "Impact of Job Satisfaction and Organizational Commitment on Employee Talent Retention in ITES Organization of Chennai", *International Journal of Logistics & Supply Chain Management Perspectives*, vol. 2, No. 4, ISSN: 2319-9040, pp. 682-686
4. Kabiraj S. & Naem M. (2011) "Enhancing Employee Satisfaction in Outsourcing Firms: An Emergent Case Scenario of Future Expectations", *Asian Journal of Technology & Management Research*, vol. 01, Issue 01, ISSN: 2249-0892, pp.1-11

Publish Research Article

International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Book Review for publication, you will be pleased to know that our journals are

Associated and Indexed, India

- ★ International Scientific Journal Consortium
- ★ OPEN J-GATE

Associated and Indexed, USA

- EBSCO
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

Golden Research Thoughts
258/34 Raviwar Peth Solapur-413005, Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.aygrt.isrj.org