

A Study on the Job Satisfaction of Employees in Knowledge Process Outsourcing (KPO) in Coimbatore

D. Veronicammal¹ and L. Vimal Raj²

¹Lecturer, Department of Commerce, St. Joseph College of Arts & Science for Women,
Hosur - 635 126, Tamil Nadu, India

²Manager - HR & Administration, TRIKUT, Coimbatore - 641 006, Tamil Nadu, India

E-mail: jdom16@gmail.com

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Abstract – The main objective of this study is to analyze the satisfaction of employee with regard to their job, advancement opportunities, training, job support and empowerment. The sample design consists of convenience sampling and data collection was primary. The methodology adopted to carry this study is by using questionnaire and the statistical tools used for analysis were simple percentage and F-test. The result is interpreted and presented in the form of tables and charts. The study is useful to the management to know the level of satisfaction and needs of the employees.

Keywords: Job satisfaction, KPO, Outsourcing

I. INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organization. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction of industrial workers is very

important for the industry to function successfully. Apart from managerial and technical aspects, employers can be considered as backbone of industrial development. To utilize their contribution they should be provided with good working conditions to boost their job satisfaction.

For this study, satisfaction is subjective on an employee-by employee basis. What satisfies one employee may not satisfy another. Based on the Review of literature, employee satisfaction is comprised of three main elements: Individual value of the employee as perceived by the employee, Employee training and Relationships with management. Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company. There are many factors in improving or maintaining high employee satisfaction. Which are as follows:

- a) Providing good working atmosphere
- b) Providing job support and empowerment
- c) Providing advancement opportunities

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A. Five Tips for Improving the Employee Job Satisfaction

Human Performance Institute describes five ways employers can create a satisfying work environment. They are:

1. Build employees' competence and self-confidence through training, feedback and recognition. "There is a very close relationship between high job satisfaction and feelings of effectiveness on the job," says Dr. Loehr. "Encouragement of genuine self-confidence is probably the number one way to achieve higher job satisfaction.
2. "Communicate the value of the organization's products and services, and the role the organization plays in the marketplaces where it operates." People with high job satisfaction also report an extraordinarily high sense of mission, vision and passion for their work," says Loehr. "They feel their work is consistent with their values.
3. Encourage and reward thoughtful risk-taking. "People with high job satisfaction also score high on the desire to try novel approaches, face challenges and perform problem-solving both individually and in groups," says Loehr. "They appear to have an appetite for mission-driven change. They also rate themselves very high on perseverance."
4. Encourage positive workplace relations. "People who are highly satisfied in their jobs report good feelings about their bosses, peers and coworkers," says Loehr. "Their feelings of opportunity are elevated, and they perceive a low hassle-factor."
5. Encourage meaningful rest breaks and light diversion. "High job satisfaction correlates strongly with the feeling of having fun at work," says Dr. Loehr. "Highly satisfied individuals also report that they find it easy to wake in the morning, and that their sleep is deep and restful." He adds: "This is consistent with our thirty years of research on world-class athletes. Top performers in every field know how to enhance performance through rest and recovery."

II. REVIEW OF LITERATURE

Review of literature is a very significant and essential part of research study. It helps the researcher to gain a wider and deeper understanding of the area of study. It also guides the researcher in planning the study by including various aspects that have been stressed. A brief review of relevant studies related to employee satisfaction is as follows.

When employees of building companies were asked if a "manager's leadership abilities impact their interest in remaining with the organization," 86% of the respondents either agreed or strongly agreed. The study also asked employees about their managers' work standards, communication style, and ability to achieve goals in the face of adversity. The responses to these questions were overwhelmingly positive with an average of about 72% in the affirmative, meaning that the style and abilities of management have a direct effect on an employee's interest in remaining with an organization (Joyce, 2003).

Most contractors feel that employee turnover and employee job satisfaction are closely related. The more satisfied an employee is, the less turnover and absenteeism occurs ("The High-Performing Contractor", 2004; Maloney & McFillen, 1986).

The older and more experienced employees exhibited a lower rate in turnover but higher rate in absenteeism, indicating that "jobs that do not challenge or provide satisfaction for a highly skilled, experienced craftsman will produce absenteeism, and that younger, less experienced workers seem to change jobs rather than cope with an unpleasant situation" ("The Business Roundtable", 1982).

Employees who feel a sense of teamwork and common purpose, a strong commitment to communication, and managerial empowerment are most able, and willing, to deliver the results that customers expect ("Employee Satisfaction", 2005)

III. OBJECTIVES

1. To determine the level of satisfaction of the respondents regarding their job.
2. To study the various factors which influencing job satisfaction among the employees of KPO.
3. To study the employee monetary benefits like salary, bonuses, promotion policy, facilities, job security etc.

IV. RESEARCH METHODOLOGY

The Primary and Secondary data collection method were used in the project. First time collected data are referred to as primary data. In this research the primary data was collected by means of a Structured Questionnaire. The questionnaire consisted of a number of questions in printed form. It had both open-end closed end questions in it. Data which has already gone through the process of analysis or were used by someone else earlier is referred to secondary data. This type of data was collected from the books, journals, company records etc. For a research study to be perfect the sample size selected should be optimal i.e. it should neither be excessively large nor too small. Here the sample size was bounded to 112.

A. Limitations

1. The findings and conclusions are based on knowledge and experience of the respondents sometime may subject to bias.
2. At the time of taking the survey many of the employees were busy with their work.
3. As the employees were busy with their works, they may have filled the survey forms just for sake of completing it.

V. DATA ANALYSIS AND INTERPRETATION

TABLE I SATISFACTION OF SALARY PACKAGE

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 10 | 8.7 |
| 2 | Satisfied | 56 | 50 |
| 3 | Neutral | 24 | 22 |
| 4 | Dissatisfied | 15 | 13 |
| 5 | Highly dissatisfied | 7 | 6.3 |
| | total | 112 | 100 |

It is seen from the table I that 8.7% of employees are highly satisfied with the salary package and 50% of employees are satisfied, 22% of employees are neutral, 13% of employees are dissatisfied, and 6.3% of employees are highly dissatisfied with the salary package.

TABLE II SATISFACTION OF CURRENT JOB

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 12 | 11 |
| 2 | Satisfied | 66 | 59 |
| 3 | Neutral | 29 | 26 |
| 4 | Dissatisfied | 5 | 4 |
| 5 | Highly Dissatisfied | 0 | 0 |
| | total | 112 | 100 |

It is seen from the table II that 11% of employees are highly satisfied with current job and 59% of employees are satisfied, 26% of employees are neutral, 4% of employees are dissatisfied, and 0% of employees are highly dissatisfied.

TABLE III CASUAL LEAVE

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|-------------------|----------------------------------|---------------------------------|
| 1 | Strongly agree | 5 | 4 |
| 2 | Agree | 46 | 41 |
| 3 | Moderate | 39 | 36 |
| 4 | Disagree | 17 | 15 |
| 5 | Strongly disagree | 5 | 4 |
| | Total | 112 | 100 |

It is seen from the table III that 4% of employees are highly satisfied with the casual leave and 41% of employees are satisfied, 36% of employees are neutral, 15% of employees are dissatisfied and 4% of employees are highly dissatisfied with the casual leave.

TABLE IV MEDICAL FACILITIES

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|-------------------|----------------------------------|---------------------------------|
| 1 | Strongly agree | 19 | 17 |
| 2 | Agree | 44 | 39 |
| 3 | Moderate | 24 | 22 |
| 4 | Disagree | 15 | 13 |
| 5 | Strongly Disagree | 10 | 9 |
| | Total | 112 | 100 |

It is seen from the table IV that 17% of employees are highly satisfied with the medical facilities and 39% of employees are satisfied, 22% of employees are neutral, 13% of employees are dissatisfied, and 9% of employees are highly dissatisfied with the medical facilities.

TABLE V BONUS

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|-------------------|----------------------------------|---------------------------------|
| 1 | Strongly agree | 12 | 11 |
| 2 | Agree | 51 | 45 |
| 3 | Moderate | 27 | 24 |
| 4 | Disagree | 22 | 20 |
| 5 | Strongly Disagree | 0 | 0 |
| | Total | 112 | 100 |

It is seen from the table V that 11% of employees are highly satisfied with the bonus and 45% of employees are satisfied, 24% of employees are neutral, 20% of employees are dissatisfied, and 0% of employees are highly dissatisfied with the bonus.

TABLE VI CANTEEN FACILITIES

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|-------------------|----------------------------------|---------------------------------|
| 1 | Strongly agree | 22 | 20 |
| 2 | Agree | 49 | 43.5 |
| 3 | Moderate | 34 | 29.5 |
| 4 | Disagree | 7 | 7 |
| 5 | Strongly Disagree | 0 | 0 |
| | Total | 112 | 100 |

It is seen from the table VI that 20% of employees are highly satisfied with the canteen facility and 43.5% of employees are satisfied, 29.5% of employees are neutral, 7% of employees are dissatisfied, and none of employees are highly dissatisfied.

TABLE VII ESI & PF

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 19 | 17 |
| 2 | satisfied | 49 | 44 |
| 3 | Neutral | 39 | 35 |
| 4 | Dissatisfied | 5 | 4 |
| 5 | Highly dissatisfied | 0 | 0 |
| | Total | 112 | 100 |

It is seen from the table VII that 17% of employees are highly satisfied with the ESI & PF and 44% of employees are satisfied, 35% of employees are neutral, 4% of employees are dissatisfied, and none of employees are highly dissatisfied with the ESI & PF.

TABLE VIII HEALTHY & SAFEWORKING CONDITIONS

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 19 | 17.5 |
| 2 | Satisfied | 56 | 50 |
| 3 | Neutral | 32 | 28.5 |
| 4 | Dissatisfied | 5 | 4 |
| 5 | Highly dissatisfied | 0 | 0 |
| | Total | 112 | 100 |

It is seen from the table VIII that 17.5% of employees are highly satisfied with the healthy and safety working conditions and 50% of employees are satisfied, 28.5% of

employees are neutral, 4% of employees are dissatisfied, and 0% of employees are highly dissatisfied with the healthy and safety working conditions.

TABLE IX JOB SECURITY

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 12 | 11 |
| 2 | Satisfied | 71 | 63 |
| 3 | Neutral | 17 | 15 |
| 4 | Dissatisfied | 7 | 7 |
| 5 | Highly dissatisfied | 5 | 4 |
| | Total | 112 | 100 |

It is seen from the table IX that 11% of employees are highly satisfied with the job security and 63% of employees are satisfied, 15% of employees are neutral, 7% of employees are dissatisfied, and 4% of employees are highly dissatisfied with the job security.

TABLE X PROMOTION POLICY

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 7 | 7 |
| 2 | satisfied | 49 | 43.5 |
| 3 | Neutral | 41 | 36.5 |
| 4 | Dissatisfied | 5 | 4 |
| 5 | Highly dissatisfied | 10 | 9 |
| | Total | 112 | 100 |

It is seen from the table X that 7% of employees are highly satisfied with promotion policy and 43.5% of employees are satisfied, 36.5% of employees are neutral, 4% of employees are dissatisfied, and 9% of employees are highly dissatisfied with promotion policy.

TABLE XI TRAINING

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|---------------------|----------------------------------|---------------------------------|
| 1 | Highly satisfied | 12 | 11 |
| 2 | Satisfied | 51 | 45 |
| 3 | Neutral | 39 | 35 |
| 4 | Dissatisfied | 7 | 7 |
| 5 | Highly Dissatisfied | 3 | 2 |
| | Total | 112 | 100 |

It is seen from the table XI that 11% of employees are highly satisfied with training and 45% of employees are satisfied, 35% of employees are neutral, 7% of employees are dissatisfied, and 2% of employees are highly dissatisfied with training.

TABLE XII FREEDOM TO CARRY ON THE WORK

| S.No. | Items | Respondents/ Calculated value | Analysis (percentage/result) |
|-------|-----------------|----------------------------------|---------------------------------|
| 1 | Very True | 12 | 11 |
| 2 | True | 54 | 48 |
| 3 | Somewhat true | 19 | 17 |
| 4 | Not too true | 17 | 15 |
| 5 | Not at all true | 10 | 9 |
| | Total | 112 | 100 |

It is seen from the table XII that 11% of employees are highly satisfied, 48% of employees are satisfied, 17% of employees are neutral, 15% of employees are dissatisfied, and 9% of employees are highly dissatisfied with the freedom of work.

VI. FINDINGS

1. 50% of employees are satisfied with the salary package.
2. 59% of employees are satisfied with the current job.
3. 41% of employees are satisfied with casual leave with pay.
4. 39% of employees are satisfied with the medical facilities.
5. 45% of employees are satisfied with the bonus.
6. 43.5% of employees are satisfied with the canteen facility.
7. 44% of employees are satisfied with the ESI & PF.
8. 50% of employees are satisfied with the healthy and safety working conditions.
9. 63% of employees are satisfied with the job security.
10. 43.5% of employees are satisfied with the promotion policy.
11. 45% of employees are satisfied with training.
12. 48% of employees are satisfied with the freedom given to the employee for doing their own work.

VII. CONCLUSION

It is concluded from this study that employees in KPO are satisfied in many areas. The company should try to improve the level of satisfactions to the extreme limit so as to improve good employees through employee welfare. The study enabled to know about various levels of satisfaction of employees. A satisfied employee will contribute more to the organization when compared to an unsatisfied employee. When employees are satisfied, it will increase the performance as well as morale

of employees in the organization. Employees are working with KPO for long periods because of the recognition, responsibility given by the company and healthy relationship between the management and employees and among co workers.

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