



Job Performance – Analysis of Theories & Factors - Bpo Perspective

HARIHARAN K.S

Assistant Professor, Department of Management Studies, KLN College of Engineering, Pottapalayam – 630 612, Sivagangai Dist, Tamilnadu

Dr. M. VEERASELVAM

Assistant Professor, Dept of Business Administration, Govt Arts College, Paramakudi – 623707, Ramanathapuram District.

ABSTRACT

This paper conceptualizes the factors of Job performance with the BPO (Business Process Outsourcing) sector employees. Without quantitative analysis, it is an attempt to link the theory of job performance with the current situation of BPO organizations and its employees. Performance linked to various factors of an employee, performance at the organization's goal normally linked with the behavior of employees inside the organization with the job and on the job. Employee's performance in quantitative way in the organization in the name of Performance Management and it is carried out as Performance appraisal of individual employee at regular intervals. BPO organizations nowadays add the qualitative part of employees in the organization with the Performance appraisals too. This study analyzes the factors and the theory associated with it from the literature to apply with the employees in the organization.

KEYWORDS : Job Satisfaction, Training, Experience, Job performance, Business Process Outsourcing.

Introduction:

In today's competitive environment, the businesses in the country struggle hard to retain the expertise resources with the organization. Not only at the end to retain, but at the initial to recruit the resources from all the supplies, the organizations deal with various processes such as aptitude tests, job interviews, background check, medical checkup and training programs.

BPO – Business Process Outsourcing:

BPO organizations serve as Third party service providers in India especially for Western Countries and especially enabling the Information Technology services. BPO organizations supply a considerable percentage flow of foreign cash reserves to the economic development of our country. With the employment opportunities provided by the BPO organizations, state government supports with the infrastructure development and so on. External environment of BPO organizations relates with the employment opportunities, economic development, technology transfer, infrastructure development etc., to the country.

Internal Environment of BPO organizations concentrate on employee's motivation, build, promote and develop the human capital by improving the job performance of employees. As in the current situation the rate of absenteeism is higher in BPO industry than any other industry, the investments made on the employees working for the BPO companies is to be considered on the view of employees retention.

Why Job performance is highlighted?

Job performance is assumed as the more important factors which help the organizations to assess the employee's motive at the workplace. Individual behavior can impact his performance and the performance of the team he is associated with. Productivity should not be confused with Job performance. Productivity is the ratio of outputs relative to inputs into some production process.

Review indicates the behaviors in the literature are which associated with the production of a good or the service, named as task performance.

Task Performance and Job Performance:

According to Borman and Motowidlo (1993) task performance is "the proficiency with which job incumbents perform activities that are formally recognized as part of their jobs; activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by

providing it with needed materials or services"

BPO companies normally make their employees to work on shifts with the time maintained productivity hours with the help of the application designed for it. The login, logout and the break taken by the employees are assessed with the productivity target of the employee. The measures taken to assess the employee's standard performance and actual performance determines the target to be fixed for the employee. As this is a service oriented organization and depends on the performance of the employees towards the organization, organizational performance towards the client is taken.

Organizational Citizenship Behavior and Job Performance:

The term Organizational Citizenship Behavior (OCB) was first proposed by Smith et al., (1983) in an effort to introduce non-task behaviors. Organ (1988) formally defined OCB as "behaviors of a discretionary nature that are not part of employees' formal role requirements, but nevertheless promote the effective functioning of the organization.

In BPO organizations OCB is expected in a very much sense as the industry is an outsourced based job services to the client. Earlier the job would have done by the client's place with their nationals with the appropriate resource and training.

In BPO organizations, it is common to provide training to the employees in the name of induction program for 60 days with salary and other perks, in which 15 days of training includes the process based training program. The initial 15 days training program includes the interpersonal training to the employees, educating them with the culture of the organization, corporate etiquette, email etiquette and communication etiquette. This initial training program insists on the OCB and which is not related with the Job productivity, but non-task behaviors totally linked with the behavior of employees inside the organization with the people not with the machines.

Borman and Motowidlo (1993) describe Contextual Performance as discretionary behaviors that apply across all jobs, are not necessarily role prescribed, and that contribute to the social and psychological environment of the organization. Borman and Motowidlo identify five types of contextual behaviors. A review of this list reveals that they can be grouped into three categories: helping others, helping the organizational environment and its image, and exerting effort.

Like all other organizations, BPO companies take these three categories into consideration even in the training program. (i) helping others (ii) helping the organizational environment and its image, and (iii) exerting effort. There is no doubt that BPO organizations take measures to improve productivity and to develop the employees as individual and provide all other assistance to make the employees feel good with the organizations and in their personal life.

The three categories (i) helping others – BPO companies take this in their training programs by way of assigning various activities to their employee-trainees to know their job routines, duties and other responsibilities.

(ii) Helping the organizational environment and its image -- Some organizations motivate their employees to provide ideas to improve the work process, work environment and employee relations.

(iii) Exerting effort – educating the employees on utilizing their potentials starts from the training program itself. As the organization identify the specific skills of every employee and make use for the benefit of the individual and organization.

The summary of factors that influence employee work performance proposed by Lzak Wilhelmus Van Der Merwe from his study named "A critical analysis of factors that influence employee work performance" summarizes the factors from various theories and literatures.

Factors or Constructs have been taken and analyzed from available literature.

With the large contribution from the Lzak Wilhelmus, those factors have taken directly and applied as a theoretical aspect for my study with the BPO industry, as my study consider the Job Performance as the main ingredients in the industry.

(i) Internal Motivation:

Motivation and its influence on employee work performance is approached from a top down perspective considering in the first place the different groupings or categorisation of motivational theories.

Lzak Wilhelmus Van Der Merwe summarizes the motivation theories for his study as "Through the consideration of various motivational theories and approaches it has become clear that the psychology of motivation is one of infinite dimension and complexity, and that there are probably as many different applications as there are people in the world, where every individual contributes to the pool of possibilities to a factor that resembles the number of decisions made in one lifetime. Knowing and understanding the application of motivational theory contributes to the skills set of anybody taking responsibility for the level of work performance of others (and of course their own), but this only provides a solution to part of the problem of enhancing employee work performance."

In BPO organizations, the one responsible for the level of work performance of employees is in the hands of Team Leader, Process Manager and Operations Manager. As a whole, the organization needs to ensure the work performance of its employees including the Team Leader, Process Manager and Operations Manager.

(ii) Rewards:

Lzak Wilhelmus Van Der Merwe summarizes

"By acknowledging the fact that the organisation's rewards will reinforce the individual's performance, Robbins and Coulter's (2003: 442) model demonstrates the principle of Reinforcement Theory. A reward system that demonstrates to employees that good performance 'pays off' will reinforce and encourage sustained high levels of performance. It is also noted that the rewards offered will play a key part in Equity Theory since it is natural for people to compare the reward they were offered for certain amounts of effort to those offered to other people for a certain perceived input of effort. If these ratios appear to not be equitable, the effort expended might probably be influenced".

It is not uncommon that rewards will play a key part in any organization. Apart from that, organization normally pay to the individuals based on their potential will make the employee to think or compare others pay would impact the work performance. Nowadays performance appraisal of employees includes their work performance also.

Lzak Wilhelmus Van Der Merwe summarizes discussion of how Equity Theory, Expectancy (VIE) Theory, and Goal-Setting Theory apply to compensation serves to demonstrate the manner in which specific motivational theories can be applied to the extrinsic reward of remunerative compensation. This demonstration does however only serve, firstly, as an introduction to the very many ways in which remunerative compensation can be used to motivate employees to increase performance levels.

In BPO organizations, Pay stands first to motivate and align employees performance level on the basis of their productivity and Job inside the organization. It assesses the employee's potential and pays accordingly which includes incentives, fringe benefits, bonus and variable pay.

(iii) Inspiration and Values

- The Quality of Leadership
- Organizational values and behaviors
- Reputation of the organization
- Risk sharing
- Recognition
- Communication

The role of leaders can never be underestimated as a relational reward in organizations and the characteristics of successful CEOs are mentioned, which were:

- Integrity, Maturity and Energy
- Business acumen
- People acumen
- Organizational acumen
- Intellectual capacity, and a global mindset
- Superior judgement
- An insatiable appetite for accomplishments and results
- Powerful motivation to grow and convert learning into practice.

Not all the characteristics can be seen or expected with the superiors of BPO employees, but at the head of the organizations, it can be seen and expected from the CEO or the process managers or assistant managers.

(iv) Future Growth and Opportunity

This factor includes

- Learning and development beyond the current job
- Career advancement opportunities
- Performance improvement and feedback

These three characteristics mention the perspective of future growth and opportunity of an employee with the job performance in the organization.

In BPO organizations, the learning and development beyond the current job for an employee provided depends on the interest. It may be for the individual development in the organization in another process or shifts.

Career advancement opportunities are all given to every employee by way of training programs and to their higher studies which would pave a way to the next level in their position in the organization.

Performance improvement and feedback is in the hands of Team Leader and the immediate manager in which the employee reporting. Regular feedback to the employee improves the performance of the employee in the productivity and job performance.

(v) Quality of work

- Perception of the value of work – BPO organizations design certain software to motivate the employee by posting their productivity level per week, per month and per year basis and the same

record is utilized to reward the employee in various schemes.

- Challenge / interest – Challenge and Interest is depends on the employees perception on the way he /she work in the process. The team leader and the immediate manager might concentrate on the value addition on the tasks of the employees.
- Achievement – Perception of the value of work is associated with the achievement factor in BPO organizations. The target fixed and achieved can be known by the employee with the help of productivity records and the reward he received for the performance shown in the job.
- Workload – This can be simplified in BPO processes by providing good work environment and perks to the employees working long hours. BPO organizations nowadays cut perks and facilities to employees in the name of Cost-cutting can be avoided.
- Quality of work Relationships – In India, in BPO organizations work relationships based on gender bias. And another dimension quality of work relationships directly impacts the job performance of employees, the relationships with the coworkers, supervisors, team leaders and the immediate managers.

(vi) An enabling working environment

- Physical Environment – It includes the working environment of the organization provided to the employees to work.
- Job Training in the Current Position – Training plays an important role in organizations and with the performance of the employees in terms of productivity. There is a positive correlation between job performance and productivity.
- Information and Processes
- Safety and Personal security

(vii) Work / Life Balance

- Supportive Environment
- Recognition of Lifecycle Needs / Flexibility
- Security of Income
- Social environment

Work / Life Balance factors apply with the BPO organizations employees in a most individual level factor.

CONCLUSION:

The study concludes with the factors influencing employee work performance and at the same time, it is difficult to consider every individual employee to perform well at the work. But in general, we are all human beings, and look for factors which would help us to perform our job in a manner which is acceptable by the organizations culture and setup. This study is just an attempt to match the factors influencing work performance of employees in BPO organizations.

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