



## A Study on Quality of Work Life of Bpo Employees in Coimbatore

**Dr.K.Nithyakala**

Assistant Professor, Department of Business Administration, PSGR Krishnammal College for Women, Cbe.

**Ms.Prakashitha.J**

BBA Student, Department of Business Administration, PSGR Krishnammal College for Women, Cbe.

### ABSTRACT

*The success of any organization depends on how it attracts recruits, motivates, and retains its workforce. A good quality of work life not only attracts new talent but also retain the existing talent. Quality of work Life is referred to as humanizing the working life and emphasizing the human factor and has assumed increasing interest and importance in all the countries of the World. This study attempts to evaluate the quality of work life of BPS employees and analyze the relationship between gender, training and development and adequate and fair compensation on Job satisfaction. Data was collected through questionnaire from a sample of 150 employees from BPO Centers in Coimbatore.*

**KEYWORDS :** Quality of Work life, BPO employees, work life balance.

**INTRODUCTION:** Human resource plays an important role in the success of any organization, because most of the problems in organizations are human and social rather than physical or technical. Organizations need to concentrate on job designs and organization of work to satisfy the new generation workforce. A good quality of work life reduces absenteeism, accidents & attrition. The term Quality of Work Life gained importance in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person's work experience. In the early 21st century, businesses increasingly outsourced to suppliers outside their own country, sometimes referred to as off-shoring or off-shore outsourcing. Outsourcing lets organizations pay for only the services they need, when they need them. a company concentrates on the core business and outsources its non-core activities like payment services, Customer services and administration it is referred as Business Process Outsourcing. It is one of the fastest growing sectors of the ITES (Information Technology Enabled Services) industry, further propelled by ongoing worldwide economic downturn, the drive to cut costs, and heralded by technological advances and is a subset of outsourcing that involves the contracting of the operations and responsibilities of a specific business process to a third part service provider.

**NEED FOR THE STUDY:** Now a day's employees are dissatisfied and filled with emotional exhaustion, stress, low levels of job satisfaction resulting in high attrition rate. The world witnesses a lot of drastic change in the course of mankind's reach to the present era. Therefore, there is an immediate need for the organizations to study "QWL" of employees to suggest strategy to improve the employees to satisfy both the employee goals. Both the

### OBJECTIVE:

- (1) To study the demographic profile of the respondents working in the BPO sector.
- (2) To examine the level of influence of the attributes like Training and Development, Adequate and fair compensation on Job satisfaction.
- (3) To identify the impact of gender on job satisfaction.
- (4) To contribute suggestions to improve the quality of work life of the employees.
- (5) To analyze the factors influencing Job Satisfaction of the employees working in BPO sector.

**STATEMENT OF THE PROBLEM:** Quality of Work Life is a real phenomenon and is associated with the satisfaction level of the employees universally. Some important factors associated with their quality of work life is working condition, work culture, physical and psycho-

logical wellbeing, welfare measures, pay and benefits and grievance handling procedures in the organization. Hence, this study is aimed to analyze the areas of problems and the level of influence of the attributes like training and development, adequate and fair compensation, work environment on Job satisfaction of BPO employees in Coimbatore.

**LIMITATIONS:** The area of the study is limited only to Coimbatore city. This study is based on random selection of BPO centers in Coimbatore. The opinion of the study can be generalized to Coimbatore City and not large groups like a District or State or Country.

### LITERATURE REVIEW:

Ashwini & Anand (2014), conducted a study based on survey method using random sampling technique and concluded that in order to keep the employees satisfied, the organization must provide a conducive climate to enhance commitment, fair compensation, job satisfaction, safety and health, training and development, opportunity to develop skill and growth. Gayathri and Ramakrishnan (2013) in their article reviewed the literature on quality of life to identify the concept and measurement variable along with linkage to satisfaction and performance. The article discussed reviews of life-concept and dimensions QWL-job satisfaction and performance.

Krishnaraj and Ramchandran (2014) conducted a study based on primary data and information from secondary sources using simple arithmetic analysis and hypothesis tools such as simple percentage method; mean score analysis, multiple correlation and chi-square test. The study revealed that employees of the BPO sector are put to strain due to their work culture and work nature. Poulouse & Sudarsan (2014) stated the concept of work life balance has attracted the attention of not only different organizations but also researchers and HR practitioners and explore possible scope for further research in the area for achieving better modeling and thereby enable accurate estimations of WLB among employees towards ensuring higher performance deliverance. Srivastava & Kanpur (2014) stated that the identification of the measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee wellbeing and high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance on a study based on Quality Of Work Life: Key Elements & It's Implications.

**RESEARCH METHODOLOGY:** The descriptive research is used to describe characteristics of population or phenomenon being studied and used for frequencies, averages and other statistical calculation. Often the best approach prior to writing descriptive research is to conduct a survey investigation. Out of 60 BPO companies in Coimbatore 15 companies were selected in random for the study and pilot study was performed with 20 respondents in DELL Systems Saravanampatty, Coimbatore to check the reliability and validity of question-

naire. Reliability test (Cronbach alpha) was applied and the result was relatively high (0.73) later the study involved a total sample size of 150 respondents. Primary data was collected by framing a structured questionnaire and secondary data from books, journals and websites. Various tools such as Simple Arithmetic Mean, Simple Percentage Analysis, Standard Deviation, Chi-Square, Correlation were used for analysis.

**FINDINGS:**

**Percentage Analysis:**

1. 52.7% of respondents are female.
2. Majority 82.7% of the respondents belong to age group 21-30 yrs.
3. Majority 72.7% of the respondents are single.
4. Majority 69.3% of the respondents are graduates.
5. 54% of the respondents have 2-3 years of experience.
6. 53% of the respondents fall under monthly income of Rs.10,000.
7. Majority 54.7% are junior category workers.
8. Majority 77.3% work under night.

**Descriptive Statistics:**

1. The highest mean score of 4.34 implies that the respondents are highly influenced by the attribute adequate training relating to training and development at work place.

2. The highest mean score of 4.32 implies that the respondents are highly influenced by the attribute the sense of belongingness among colleagues relating to Commitment towards Work Place.

3. The highest mean score of 4.07 implies that the respondents are highly influenced by the attribute fair performance appraisal system relating to adequate - fair compensation at work place.

The highest mean score of 4.17 implies that the respondents are highly influenced by the attribute the leader's demand in work completion than their potential relating to leadership behaviour towards respondents at work place.

The highest mean score of 4.01 implies that the respondents are highly influenced by the attribute the workload given is reasonable and attainable relating to respondent work environment.

The highest mean score of 4.14 implies that the respondents are highly influenced by the attribute the opportunities for developing job potential relating to respondent career growth and development.

The highest mean score of 4.14 implies that the respondents are highly influenced by the attribute the job has become more interesting in the past year to retain in the present organization relating to respondent job security.

The highest mean score of 3.88 implies that the respondents agree that they are influenced by the attribute that there is enough scope for professional growth in their job relating to skill utilization and opportunity.

The highest mean score of 4.22 implies that the respondents are highly influenced by the attribute the organization recognizes and appreciates individual achievements relating to respondent job satisfaction.

The highest mean score of 4.12 implies that the respondents are highly influenced by the attribute time hardly realized to sustain fitness and health relating to respondent work life balance.

**Correlation:**

There is a strong significant relationship between training and development and job satisfaction of the respondents at work place ( $r = +0.561$ ;  $P < 0.05$ ).

There is a strong significant relationship between adequate - fair compensation and job satisfaction of the respondents at work place ( $r = +0.626$ ;  $P < 0.05$ ).

**Chi-Square:**

It is observed that majority (64%) of female respondents are highly satisfied with their job and thus it is concluded that there is significant

association between gender and job satisfaction of the respondents.

**SUGGESTIONS:**As the majority of respondents are made to work in night shift they face problem in maintaining health and fitness and sleeping problems and find it difficult to maintain health and fitness thus employees can be made to work in shifts on rotation basis. The junior level employees can be given training to develop their skills as there is ample opportunity to improve and utilize their skill. The organization can work upon employee retention strategy like providing innovative perquisites (like ESOP's) to improve the number of years of services of the employee in their organization. As Coimbatore city is considered as the educational hub and job satisfaction level of female employees are high recruitment of female employee can be increased. Cab facilities can be provided to employees in day shifts and night shifts and safety should be ensured by the organization. The organizations must make performance appraisal transparent, conduct training programs that would enhance skills and capabilities of the employees and should also design effective grievance handling system.

**CONCLUSION:** Employees are the strength of an organization and need to be treated with dignity and respect for their sincerity and hard work. A high quality of work life results in employee satisfaction and thus in high productivity. The study conducted with 150 respondents identifies some of the factors that decide quality of work life and its impact on job satisfaction in their work. The study concludes that female employees job satisfaction level were found to be high compared to the male employees and there is a significant association between the gender and job satisfaction of the respondents and it is also identified that there is a significant relationship between attributes like training and development and adequate and fair compensation on job satisfaction among the BPO sector employees working in Coimbatore.

**ANNEXURE-I  
PERCENTAGE ANALYSIS**

**Table 1.1: Demographic profile of the respondent**

Variable	Frequency	Percentage (%)	
Gender	Male	71	47.3
	Female	79	52.7
Age Group	21-30	124	82.7
	31-40	18	12.0
	41-50	8	5.3
Marital Status	Single	109	72.7
	Married	41	27.3
Educational Qualification	Post-Graduation	34	22.7
	Graduation	104	69.3
	Diploma	12	8.0
Experience	Less than 1 Year	55	36.7
	2-3 Years	81	54.0
	3-5 Years	5	3.3
	Above 5 Years	9	6.0
Monthly Income	Less than 10,000	17	11
	10,001-15,000	79	53
	15,001-20,000	39	26
	Above 20,000	15	10
Designation	Fresher	55	36.7
	Junior	82	54.7
	Manager	9	6.0
	Senior Manager	4	2.7
Job Shift	Day	34	22.7
	Night	116	77.3

**Source: Primary Data  
2.CORRELATION**

**Table 2.1**  
The following table shows the Correlation between training and development on job satisfaction.

		Training and Development	Job Satisfaction
Training and Development	Pearson Correlation	1	0.561**
	Sig. (2-tailed)		.000
	N	150	150
Job Satisfaction	Pearson Correlation	0.561**	1
	Sig. (2-tailed)	.000	
	N	150	150

**Table 2.2**  
The following table shows the Correlation between Adequate and fair compensation on job satisfaction

		Job satisfaction	Adequate and fair compensation
Job satisfaction	Pearson Correlation	1	0.626**
	Sig. (2-tailed)		.000
	N	150	150
Adequate and fair compensation	Pearson Correlation	0.626**	1
	Sig. (2-tailed)	.000	
	N	150	150

**\*\*Significant at 5% level**

**3.CHI-SQUARE**

**Table 3.1**  
The following table shows the level of influence of gender on job satisfaction. Based on the job satisfaction mean score the satisfaction level of the respondent is classified as high (4.1-5), moderate (3.1-4), low (0-3).

Gender	Job Satisfaction						Total
	High		Moderate		Low		
	Respondent	Percentage	Respondent	Percentage	Respondent	Percentage	
Male	27	36	44	59	0	0	71
Female	47	64	31	41	2	100	79
Total	73	100	75	100	2	100	150

**Table 3.1**  
The following table shows the association between gender and job satisfaction of the respondent.

	Value	Df	P Value
Pearson Chi-Square	70.820 <sup>a</sup>	12	.000**
Likelihood Ratio	91.191	12	.000
Linear-by-Linear Association	4.624	1	.032
N of Valid Cases	150		

**\*\*Significant at 5% level**

**References:**

1. Ashwini & Anand (2014), "Quality of Work Life Evaluation among Service Sector Employees" IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 9. Ver. I (Sep. 2014), PP 0-12.
2. Indrani. & Suma Devi (2014), "A Literature Review on Quality of Work Life", Volume: 4, Issue: 8, August 2014, ISSN - 2249-555X.
3. Krishnaraj & Ramachandran (2014), "Quality of Work Life of BPO Sector Employees: A Study in Coimbatore City", Volume: 4, Issue: 11, November 2014, ISSN - 2249-555X.
4. Madhavi Challa (2014), "Quality of Working Life of BPO employees", International Journal of Management and International Business Studies, ISSN 2277-3177 Volume 4, Number 3 (2014), pp. 357-360.
5. Shefali Srivastava & Rooma Kanpur (2014), "A Study on Quality of Work Life: Key Elements & its Implications", IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 3. Ver. I (Mar. 2014), PP 54-59.