



Job Satisfaction and Attrition-A Study of Selected Call Centres in NCR

KEYWORDS

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INTRODUCTION

With the change in technology the need of customers has also changes. People want best quality at cheaper price. For this reason a wide variety of industries are seeking alternative means of operation to cope with the changing approaches to business and consumers' needs. The increasing demand for client-centred services in a highly competitive business environment has resulted in a substantial increase in the number of call centers world wide. Customers expect and even demand 24-hour electronic service, which has resulted in an exceptional increase in service-based call centres.

Human resource management is a relative recent title for all aspects of managing people in an organization. It represents a broad based understanding of problems of the people and their management in view of the development of behavioral science knowledge. Due to increasing organizational size and its complexity, transition from traditional to professional management, changing social and cultural norms, globalization of industry and availability of information technology are constantly changing the profile of Human resource management functions. Due to growth in the business, competition and increasing size during sixties and seventies led to the need for attracting and retaining talented people.

The primary reasons for call centre employees attrition are limited career options and an inability to understand and meet personal and company goals and targets. When it comes to job satisfaction, call centre employees are clear that they want more than just good working conditions. They want to have input and influence on their working environment and the right equipment for the job. They also want jobs that are rewarding and challenging, opportunities for advancement within the organization and career fulfilment. They also appreciate public recognition for their contributions. In short, call centre employees want to be part of a dynamic and successful organization.

Attrition in call centres has terrible effects on the organization. The high attrition costs increases the costs to the organization considerably. They have to combat the amount of disruption due to unplanned exits. The more the people leave an organization, the more it is a drain on the company's resources like recruitment expenses, training and orientation resources and the time. The high attrition rate also affects the productivity of the organization. Therefore, it is extremely important to curb attrition not only for an individual firm but also for the industry as a whole. Many researchers have worked enormously on the call centres, citing its challenges, issues, and opportunities in and around employee performance, employee satisfaction, employee turnover etc.

REVIEW OF LITERATURE

This section reviews the literature on Call Centres and Job Satisfaction. Reviewing the literature on Call Centres is a memory task for an individual researcher of several thousand studies has been conducted on the subject and it will remain

a continuous process. Therefore, a small attempt has been made in this chapter to present a brief review the relevant literature. Given the importance of Call Centre, there is a wealth of literature on the topic. Since the 1970s, call centres have traditionally been defined as physical places where calls were received in high volume. This was initially for the purpose of answering customer queries of service industry. There is not much change in recent decade except that many industries are conducting standard services through Call Centers such as banking, insurance, traveling, telecommunication services, airliner, and etc. Also it is broadly used in plenty of business activities such as telesales, telemarketing, and technical support. In these contexts, the call centers entitle organizations to interact with their customers through a telephone from any location in the world with no reference to physical boundaries. Call centers allow organizations to keep their customers in track for business purpose.

Yucelt, (1982) conducted a study on 154 white collar and 110 blue collar industrial workers to the Job Descriptive Index which indicated that inadequate or unsatisfactory promotion opportunities and insecurity were attributes of high absenteeism among white collar subjects and that low pay, inefficient supervision and selfishness among co-workers were attributes of high absenteeism among blue collar subjects. Findings were interpreted in terms of unfulfilled upper level needs (emotional factors) among white collar workers and unfulfilled lower level needs (hygiene factors) among blue collar workers.

Ben, (1980) examined the correlations between job involvement, central life interest, and job satisfaction. It was found that the first two variables would both have stable correlations with job satisfaction, with both scales thus being equally valid measurements of job behaviour. Ratings on 3 scales by 108 blue collar employees showed a moderate correlation between the two variables and job satisfaction, with job involvement a relatively better measure of job behavior.

Baird, Lloyd & Beccia, Philip, (1980) investigated overtime as it is related to productivity, staff growth and attitudes. Data from 603 employees in 2 district offices of a federal agency revealed that offices using more overtime were less productive and growing in staff. Overtime was also negatively related to satisfaction with job and pay.

Although theories of job satisfaction have been extensively researched in the organisational psychology literature, researchers are yet to agree on the major predictors of job satisfaction. Several predictors have been investigated such as needs, values, expectations and specific job characteristics such as job autonomy and job demands. This chapter reviewed such theories, focussing on the ones that have made the greatest contribution to the understanding of job satisfaction. Although these theories are well cited, many of them have theoretical and empirical problems as well as having limited applicability to the workplace. Many theories empha-

sized that gender differences has a major bearing on job satisfaction. Chapman & Lowther, (1982) discussed that women employees were more satisfied with their career than men employees as women generally assigned little importance to activities and accomplishments. Kass, Vodanovich & Callender, (2001) studied 292 workers in a manufacturing plant and found that job related boredom leads to greater absenteeism in organizations. Another article on Job Satisfaction among Academic Staff, (1997) found that work atmosphere, morale, sense of community and relationship with colleagues are predictors of job satisfaction.

OBJECTIVES OF THE RESEARCH

1. To study the job satisfaction level of call centre employees.
2. To compare the job satisfaction level between the employees of different types of call centres.
3. To study the rates of attrition in different types of call centres.
4. To compare the attrition rate between the employees of different types of call centres.

HYPOTHESIS

1. No significant difference will be found among call center employees in regard to their job satisfaction.
2. No significant difference will be found between the employees of different types of call centers in regard to their job satisfaction.
3. No significant difference will be found among call center employees in regard to their attrition rate.
4. No significant difference will be found between the attrition rates of employees of different types of call centers.

RESEARCH METHODOLOGY

This part of study deals with the methodology that has been followed for this investigation Objectives and testable hypothesis have been stated. A detailed description of the sample and the studies are presented next followed by a full explanation of the questionnaire through which the data have been collected.

RESEARCH INSTRUMENT QUESTIONNAIRE

The employee's job satisfaction data was collected through the use of the Job Satisfaction Scale (JSS) H/E test constructed and standardized by Amar Singh & T.R.Sharma. The present scale draws motivation from the works of Hoppock, (1935); Morse, (1953); Kahan, (1951); Herzberg, (1959); Kelliberg, (1977); Rajbir, (1976); Sokhey, (1975); Pestongee, (1973) and Muthaya, (1984). While framing the scale almost all known factors of job satisfaction given above including Ginsberg, triple factors and Kelliberg's work values and job rewards were kept in view. The level of job satisfaction was measured in two types of areas-job intrinsic (factors lying in the job itself) and job extrinsic (factors lying outside the job). Job-intrinsic area was further conceptualised as job-concrete (say: excursions, working conditions etc.) and job-abstract (say: cooperating, democratic functioning etc.); and job-extrinsic area as consisting of three components, viz., psycho-social aspects, financial aspects and community/ nation growth aspect. The questionnaire used is given in Appendix A.

The Job Satisfaction Scale contained 30 statements which measured 30 dimensions of job satisfaction. Each statement has five alternatives from which a respondent has to choose any one which candidly expresses his response.

Unstructured interview was conducted with the HR officers of the six call centres by personally meeting them in order to collect information relating to attrition and reasons for leaving. They were asked as to why the employees generally opt to leave the organization.

SAMPLE DESIGN

This study has been conducted on call centres located in Delhi/ NCR. As the numbers of call centres are large a complete survey was not feasible. Hence it was decided to select a sample from six call centres. To determine the ranking of the call centres

based on four categories viz, Brand, Revenue, Pay Package and Size, a list was taken from NASSCOM BPO Rankings Annual Survey, 2008-2009. Based on these four categories call centres were ranked Top, Medium and Small in each category and finally six call centres were selected for the study as samples. The sample consists of Call Centre Representatives, Team Leaders, Managers and Support Staffs of different call centres.

SAMPLE SIZE

A total of 600 questionnaires were distributed personally and through e mail to the selected call centres employees with a response rate of 86.83% (N=521). 21 questionnaires were rejected due to more than 2 missing values. Therefore the number of valid questionnaires used for the study was 500.

CHI-SQUARE (χ^2) TEST

The χ^2 test (Pronounced as chi-square test) is one of the simplest and most widely use non -parametric test in statistical work. The quantity χ^2 describes the magnitude of discrepancy between theory and observation. In this research I have used this test to determine whether two independent random samples drawn from different populations are homogeneous. It is defined as:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

O = refers to the observed frequencies and

E = refers to the expected frequencies

TEST CRITERIA

This test enables us to explain whether or not two attributes are associated. The calculated value of χ^2 is compared with the table value of χ^2 for given degrees of freedom at 0.05 level of significance. On the basis of data researcher calculated the expected frequencies and then work out the value of chi-square. If the calculated value of χ^2 is less than the table at a 0.5% level of significance for given degree of freedom, It is conclude that null hypothesis is rejected which means that the there is significant difference between job satisfaction and attrition of call centre employees.

MAJOR FINDINGS

1. Individual factors include intelligence, capacity, diligence, etc of an individual which distinguishes an employee from others are highly affecting the job satisfaction. The result show that on average, the respondents are not able to rate their individual factors like intelligence, capacity, diligence equal to their job requirements. They feel that their capabilities are not utilized fully in the present job and they have been under rated by their superiors.
2. The results show that place of posting is one of the important reasons of dissatisfaction among employees. Place of posting means changes in shift timings frequently.
3. The results show that the maximum numbers of respondents are not able to take side jobs because of the busy schedule and heavy work pressure at the workplace. It has been found from the study that the maximum number of employees belongs to the category of low income group and with the present salary they are not able to live their life properly and they need side jobs. This is a reason for the increased dissatisfaction among employees.
4. Malpractices like favouritism, corruption, inequality etc are other reasons for dissatisfaction among respondents.
5. The result show that on average, the respondents wish to change their present call centre due to lack of emoluments enhancement at their present call centre. The respondents are not optimistic about their future.
6. The result show that another major reason for dissatisfaction among employees is lack of freedom. The respondents believe that they don't have the freedom to take initiative and decision making in their work.