

A Research on Measurement of Employee Satisfaction with special reference to Call Center Industry in Pune

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Abstract:

This research work has been carried out to measure the satisfaction level of employees with special reference to Call Center Employees. In today competitive era to retain the competent employees is the challenge to the organization who contributes towards the organizational goals and satisfying the customers as well. Many researches have been carried out in this area but the collective emphasis is not given before to the employees who are working in the different call centers. We conducted this research base on convenience sampling with 150 employees as sample size. To collect the data for the research we use structured questionnaire method on Likert five point scale for different variable which are major in nature which were condensed to five factors they are Salary and Future Prospects, Empowerment and Working Environment, Relations at Workplace, Training & Work Involvement and Job Rotation. In the research we study the employee satisfaction base on the above factors only. For the purpose of data analysis IBM SPSS is used. The data was reduced by performing Factor analysis and non parametric test as Kruskal-Wallis and Mann Whitney Rank test. To view employee satisfaction level against each variable (major) Chi-Square test were performed. In the research we also come across the other factors which influence the employee satisfaction they are: clarity in the role, freedom to make decisions, recognition at work, welfare measures, innovativeness and creativeness of employees.

Key words: Role clarity, Job Satisfaction, Job rotation and Empowerment.

I. Introduction & Literature Review

Well-being of Employees and their satisfaction level along with their engagement has observed the direct impact on the performance and success organization. It is obvious that higher level of employee satisfaction leads to lower employee turnover and vis-à-vis. It is because dissatisfied employees tend to perform lower than their capabilities which results in high turnover that is they leave their jobs relatively quickly, and they stop to recommend your company as an employer. Whereas satisfied employees tend to contribute more to the Organizational productivity and they has commitment towards customer satisfaction. Earlier surveys related to Employee satisfaction give employees a chance to raise a voice and allows them to pinpoint on the problematic areas, leading to raising satisfaction levels, developing and reviewing of Employee management and optimizing corporate communications. The Present Research is done in the similar field with special reference to Call Center Industry in Pune. Earlier also many more surveys had been done on the same topics but in different industries and organizations.

Dr. R. Anitha studied the Job Satisfaction of Paper Mill Employees in the year Sept. 2011 with Special Reference to Udumalpet and Palani Taluk. Dr. R. Anitha studied the Satisfaction level of the employees was measured on the basis of employee's welfare measures, working conditions, rewards & job security.

Employee Satisfaction in Small and Medium Sized Enterprises measured by Halil Zaim, Selim Zaim using factors such as payment, benefits, working environment, superiors and peers. In this survey questions relating to employee satisfaction and loyalty was covered in the first part where as in the second part of the survey a single question regarding employee's overall evaluation of organization loyalty was asked. Each and every item related to employee satisfaction context and employee loyalty was rated on a five-point scale, ranging from "very low" to "very high". The sample was selected randomly from the database of

Turkish Small Business Administration (KOSGEB). The study conducted on the textile industry, textile mill products and apparel. Here the findings established the positive linear relationship between five factors of employee satisfaction and employee loyalty. Among these factors, pay and benefits was found to be the top priority criterion followed by management and working environment.

Job Satisfaction further studied by Brikend Aziri (2011), and found that Job satisfaction is influence by the series of factors such as: The nature of work, Work conditions, Salary, Advancement opportunities and Work groups. It is the major challenges for today's organization. Job satisfaction is a combination of positive or negative feelings that workers have towards their work. When a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 1985). Job satisfaction is considered as worker's sense of achievement and success. It is generally linked to productivity as well. Job satisfaction implies doing a job that one enjoys, doing it well enough and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's efforts put at work. In the year 2007 Kaliski come across the fact that Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. In the year 2012 M. L. Meena and G. S. Dangayach conducted a study on Satisfaction in Banking Sector. The objective was to analyze employee satisfaction of Private Sector Banks and Public Sector Banks situated in Rajasthan namely (State Bank of India, Bank of Baroda, and Punjab National Bank as public sector banks) and (ICICI Bank and HDFC Bank private sector banks). Sample size was three hundred fifteen employees and it was found that satisfied employees made positive contributions to the organizational effectiveness and performance. In all the above research, Researchers have found that employee satisfaction plays a vital role in Organisational growth. Income, promotion, feeling of fulfillment, work environment, relations with superior etc. forms the part of employee satisfaction. In our research we have included these variables but two more factors also included by us they were Job Rotation and Employee Empowerment. In our research 23 variables used to measure the satisfaction level of employees.

II. Research Methodology

Hypothesis:

H₀1: Call Center Employees are satisfied in their respective Organization.

H₀2: Call Center Employees satisfaction does not differ with respect to Experience and salary.

H₀3: Call Center Employees satisfaction does not differ with respect to age Groups and training opportunities.

H₀4: There is no difference of satisfaction between the gender groups regarding job rotation in the Call Center.

Research Design: To study the Phenomenon descriptive research has been applied also known as statistical research, which describes data and characteristics about the population.

Sources of Data: Primary Data (self constructed structured Questionnaire) and Secondary Data (web sites, journals etc.).

Data Collection Tool: Close ended structured questionnaire was prepared and distributed among the employees of the different Call Centers on distinct 23 parameters like: salary, job rotation, work environment welfare measures at the organization etc. measured on Likert five point scales, which were later reduced to 5 factors with help of factor analysis.

Sampling Method: Under the probabilistic sampling techniques, Simple Random Convenience Sampling Technique was used.

Sample Size: Sample sizes of 150 employees from different Call Centers and from various departments were taken for the research purpose.

Statistical Tools: We have used IBM SPSS 20 (Statistical Package for the Social Sciences), for data analysis.

III. Data Analysis & Data Interpretation

Factor Analysis Data reduction technique was used to find out major factors contributing towards the employee satisfaction.

Kaiser-Meyer-Olkin Test and Bartlett's Test of Sphericity		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.90
Bartlett's Test of Sphericity	Approx. Chi-Square	1633
	Df	253
	sig	0

From table 1 it was observed that factor analysis was successfully conducted as the calculated value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.90) which was more than (0.6) and Bartlett's Test of Sphericity has sig value is (0) zero which was less than 0.05 at 5 % level of significance.

Rotated Component Matrix					
Factors	1	2	3	4	5
Respect from superiors	0.66				
Authority for performing duties	0.76				
Fair treatment	0.52				
Working hours	0.65				
Managers support	0.51				
Recognition at work place	0.53				
Decision making freedom	0.52				
Guidance by manager		0.63			
Mistakes treated positively		0.68			
Teamwork atmosphere		0.73			
Discussion on personal issues		0.63			
Considered suggestions		0.63			
Role informed very well		0.54			
Opportunities for further study			0.55		
Better career prospects			0.65		
Salary to the satisfaction			0.85		
Welfare facilities			0.75		
Appreciation for creativity & innovative Ideas			0.58		
Potential utilized				0.51	
Opportunities available for training				0.53	
Involvement in managerial decision				0.70	
Work division in correct manner				0.68	
Job rotation					0.82

From the Table 2 we found five components for 23 variables which were studying. Based on the item loadings, these factors were respectively labeled as:

1. The factor “Employee Empowerment and Work Environment” explains the First component.
2. The factor “working Relationship” explains the Second component.
3. The factor “Future Prospects and Salary” explains the Third component.
4. The factor “Employee Training & Work Involvement” explains the Fourth component.
5. The factor “Job Rotation” explains the Fifth component.

Here researcher observed a few factors that contribute to the employee satisfaction, does not have much influence in employee satisfaction in Call Centers at Pune they were: clarity in role, welfare measures, recognition at workplace, and freedom of decision making, innovativeness and creativeness. According to Table 3 all the above factors were capable of explaining 61.110% of variance.

Explained Total Variance			
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	3.565	15.989	15.979
2	3.552	15.432	31.321
3	2.679	12.215	43.436
4	2.435	10.986	54.322
5	1.458	6.988	61.110

Tests of a Goodness of Fit or Test of Normality (i.e. Data is Normally Distributed or not)

H₀: Distribution of sample data is normal. H₁: Distribution of sample data is not normal.

Researcher found that Kolmogorov-Smirnov test of normality had the sig. value for all the variables under consideration computed value less than 0.05 at 5% level of significance. Thus we failed to accept the null hypothesis. So we went ahead for non parametric tests.

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Fair treatment	0.374	150	0	0.899	150	0
authority for performing duties	0.351	150	0	0.954	150	0
Managers support	0.423	150	0	0.652	150	0
opportunities available for training	0.295	150	0	0.787	150	0
Potential Utilized	0.216	150	0	0.816	150	0
respect from superiors	0.315	150	0	0.789	150	0
recognition at work place	0.382	150	0	0.894	150	0
Appreciation for creativity & innovative Ideas	0.471	150	0	0.839	150	0
discussion on personal issues	0.358	150	0	0.862	150	0
job rotation	0.294	150	0	0.825	150	0
salary to the satisfaction	0.258	150	0	0.682	150	0
welfare facilities	0.289	150	0	0.752	150	0
better career prospects	0.398	150	0	0.785	150	0
decision making freedom	0.219	150	0	0.897	150	0
mistakes treated positively	0.224	150	0	0.877	150	0
considered suggestions	0.353	150	0	0.767	150	0
work division in correct manner	0.344	150	0	0.888	150	0

involvement in managerial decision	0.265	150	0	0.897	150	0
guidance by manager	0.436	150	0	0.795	150	0
role informed very well	0.253	150	0	0.873	150	0
opportunities for further study	0.268	150	0	0.867	150	0
working hours	0.304	150	0	0.805	150	0
teamwork atmosphere	0.407	150	0	0.782	150	0

As the test of normality is conducted in the research and the result were explained in Table 4.

Use of Chi-Square Test for measuring level of Employee Satisfaction:

H₀: Call Center Employees are not satisfied in their respective Organization.

H₁: Call Center employees are satisfied in their respective Organization.

Empowerment & Work Environment is the first factor which includes authority for performing duties, respect from superiors, working hours, Managers support.

Chi-Square test statistics for Factor One (1)							
Table 5							
	Manager's Support	Authority For Performing Duties	Treated Fairly	Respect From Superiors	Working Hours	Recognition At Work Place	Decision Making Freedom
Chi-Square	137.23a	105.32a	128.05a	169.12a	112.56a	125.34a	127.81
Df	4	4	4	4	4	4	4
Asymp. Sig.	0	0	0	0	0	0	0

Table 5 gives the researcher analysis related to the entire variable under factor One (1) which had a significance value which is less than 0.05 at 5% level of significance, thus we are unable to accept the null hypothesis. As the null hypothesis rejected therefore we could say that Call Center employees are satisfied within their respective organization.

Chi-Square test statistics for Factor Two (2)						
Table 6						
	Guidance by manager	Mistakes treated positively	Teamwork atmosphere	Discussion on personal issues	Considered suggestions	Role informed very well
Chi-Square	162.92a	147.67a	134.96a	121.80a	163.67a	120.45a
Df	4	4	4	4	4	4
Asymp. Sig.	0	0	0	0	0	0

Table 6 gives the researcher analysis related to all the variables under factor Two (2) which had a significance value less than 0.05 at 5% level of significance, thus we are unable to accept the null hypothesis. As the null hypothesis is rejected therefore we could say that Call Center employees are satisfied within their respective organization.

Chi-Square test statistics for Factor Three (3)					
Table 7					
	Opportunities for further study	Better career prospects	Salary to the satisfaction	Welfare facilities	Appreciation for creativity & innovative Ideas
Chi-Square	63.12a	112.82a	118.96a	114.26a	67.39a
Df	4	4	4	4	4
Asymp. Sig.	0	0	0	0	0

Table 7 gives the researcher analysis related to all the variables under factor Three (3) which had a significance value less than 0.05 at 5% level of significance, thus we are unable to accept the null hypothesis. As the null hypothesis is rejected therefore we could say that Call Center employees are satisfied within their respective organization.

Chi-Square test statistics for Factor Four (4)				
Table 8				
	Potential utilized	Opportunities available for training	Involvement in managerial decision	Work division in correct manner
	0.51	0.53	0.7	0.68
Chi-Square	113.97a	63.01a	51.27a	49.97a
Df	4	4	4	4
Asymp. Sig.	0	0	0	0

Table 8 gives the researcher analysis related to all the variables under factor Four (4) which had a significance value less than 0.05 at 5% level of significance, thus we are unable to accept the null hypothesis. As the null hypothesis is rejected therefore we could say that Call Center employees are satisfied within their respective organization.

Chi-Square test statistics for Factor 5	
Table 9	
	job rotation
Chi-Square	95.667a
Df	4
Asymp. Sig.	0

Table 9 gives the researcher analysis related to all the variables under factor Five (5) which had a significance value less than 0.05 at 5% level of significance, thus we are unable to accept the null hypothesis. As the null hypothesis is rejected therefore we could say that Call Center employees are satisfied within their respective organization.

Extended Objectives for knowing employee satisfaction level on the basis of following test:

1. Employee satisfaction does not differ with respect to Experience and salary.
2. Employee satisfaction does not differ with respect to age Groups and training opportunities.
3. There is no difference of satisfaction between the gender groups regarding job rotation.

Kruskal-Wallis Test - 1

H₀: Call Center Employees satisfaction does not differ with respect to Experience and salary.

H₁: Call Center Employees satisfaction does differ with respect to Experience and salary.

Test Statistics Table 10	
Test Statistics a, b	
	satisfactory salary
Chi-Square	17.65
Df	3
Asymp. Sig.	0.001
a. Kruskal Wallis Test	
b. Grouping Variable: experience	

Table 10 show that the asymptopic sig. value is 0.001 which is < 0.05, at 5% level of significance. Hence we reject the null hypothesis. This shows that the satisfaction level of call center employees regarding their salary differ with respect to their experience. Therefore further research needed to know that how much employee differ on their satisfaction level when their salary fixed on the basis of their experience. For the further research prepared preferred rank table and from table 11 researcher concluded that call center employees having experience between 21 to 35 had the highest mean rank of 80.43, they were the ones who agreed to the salary they received. The Call Center employees having experience less than 5 years were not satisfied with the salary they withdrew, because their mean rank was lowest at 49.37.

Rank			
Table 11			
	experience	N	Mean Rank
satisfactory salary	Less than 5 years	31	48.97
	5 to 20 years	28	77.92
	21 to 35 years	85	80.43
	More than 35 years	6	70.15
	Total	150	

Kruskal-Wallis Test – 2

H₀: Call Center Employees satisfaction does not differ with respect to age Groups and training opportunities.

H₁: Call Center Employees satisfaction does differ with respect to age Groups and training opportunities.

Test Statistics a, b	
Table 12	
	Training Opportunities
Chi-Square	8.177
Df	4
Asymp. Sig.	0.085
a. Kruskal Wallis Test	
b. Grouping Variable: age	

On the basis of table 12 researchers found that the asymptopic sig value was 0.085 which was greater than 0.05 at 5% level of significance. Hence we failed to reject the null hypothesis. Researcher concluded

that irrespective of their age groups, call center employees were satisfied with the training opportunities offered by their organizations.

Mann-Whitney Test

H₀: There is no difference of satisfaction between the gender groups regarding job rotation in their Call Center.

H₁: There is difference of satisfaction between the gender groups regarding job rotation in their Call Center.

Test Statistics a	
Table 13	
	job rotation
Mann-Whitney U	338.5
Wilcoxon on W	366.5
Z	-1.545
Asymp. Sig. (2-tailed)	0.122
a. Grouping Variable: gender	

On the basis of table 13 researchers found that the asymptotic sig value was 0.122 which was less than 0.05 at 5% level of significance. Hence we reject the null hypothesis. Hence researcher concluded that irrespective of their age groups, call center employees were satisfied regarding the job rotation policies adopted by their organization to enhance the skills and competencies of Call Center employees.

IV. Conclusion: Researcher found that the overall employees working in the Call Center at Pune were satisfied with their organization. Researcher also found that considering the experience and salary the satisfaction level of the employees differ significantly regarding salary. It could also be concluded that among the call center employee there was no difference of satisfaction level regarding training opportunities between different age groups. When the job rotation policy was considered researcher conclude that between gender groups there exists no significant difference in satisfaction level of call center employee.

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