

## JOB SATISFACTION OF CALL CENTER EMPLOYEES

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Job satisfaction is a complex phenomenon, because it is related to various casual factors like personal, social, cultural, environmental and financial. The nature of the job is an important factor in deciding the level of job satisfaction of employees. More important is the long-term prospect of employment in the organization that, which creates a sense of involvement and commitment to the job among employees. On the other hand production oriented leader may cause low job satisfaction. Job content factors like achievement, responsibility, recognition and advancement leads to job satisfaction. Job satisfaction is intrinsic as well as extrinsic in nature. A satisfied employee derives his level of satisfaction from various sources. It is a feeling of affiliation that he drives out of his job context and the context in which he operates the job. There are various definitions of job satisfaction.

The resultant psyche leads to higher level of involvement, greater degree of participation, greater cost consciousness and timely maintenance of job schedules. Locke (1976) defined job satisfaction as a pleasurable emotional state resulting from the perception of one's job as fulfilling one's important job values, provided these values are compatible with one's needs. Paradoxically there are very few areas more researched than Job satisfaction. Brayfield-Rothe (1951) used a scale to measure overall job satisfaction. This scale contains 18 items in relation to job satisfaction put in a semantic five point scale (strongly agree, agree, not sure, disagree, and strongly disagree). So the possible total scores varied from 18 to 90 with the undecided or neutral point at 45. A total score above neutral point explains 'satisfaction' and below is the level of dissatisfaction. The degree of satisfaction can be observed from the relative distance of the respondents from the neutral points. As stated, large number of studies have been conducted on job satisfaction. These studies have brought variations in findings of job satisfactions and also on the context of the job behavior. In the earlier decades of study, Rothberger and Dickson (1939) found no clear relationship between job satisfaction and performance whereas Vroom (1964) found a very weak relationship between job satisfaction and turnover. Job satisfaction leads to various problems. Some of these are

absenteeism, turnover and negative publicity. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a lack of will to work and forces the employee to go away from work as far as possible. It is also found that dissatisfied worker quit the job over time and seek satisfaction elsewhere.

**Objectives of the Study:-** To find out the level of job satisfaction of call center employees. To study level of satisfaction with various aspects of job. To study level of satisfaction with family and social life of call center employees.

**Results-** Some of the relevant and significant results of the study are presented in the following (See tables.) The results from the table shows that majority respondents (74%) are satisfied with the job they are doing whereas a majority (77%) is dissatisfied with the organisation in which they are working. This finding is self-contradictory. As an explanation it is observed that the nature and content of the job is the driving force behind satisfaction whereas the apprehensions and operational problems for long term survival of the institute are the indicators of dissatisfaction. From Table – 2, it is observed that salary is rated highest for providing job satisfaction. The nature of the job with its scope for creative execution finds a higher rating compared to the issues like job security. Extended working hours and fear of loss of job due to venture failure creates the highest dissatisfaction with rating scores below the average values. From the analysis of Table – 4, it is found that a significant percentage of the respondents were dissatisfied with job security, job status, working hours, working condition. On the other hand, it is observed that a high percentage of respondents are satisfied on parameters like salary, recognition for good work, peer group relation, work autonomy and behavior of boss through participatory management style and the facility of open communication with the boss. From the analysis of table No.5, it is observed that a majority of the respondents are dissatisfied with their family and social life. These may be attributed to the fact of extended working hours, non-regular life style and work pressure reflected in social behavior of the call center employees. From tale – 6, it is found that there is a significant positive correlation between

job satisfaction and performance. The sense of accomplishment due to project mode of operation and creative execution is one of the factor responsible for the high correlation between job satisfaction and performance. The result from the table – 7 reveals that there is a significant negative correlation between the level of satisfaction and perception of the employees on the job security. The concept of high volatility of call center business has gone in to the mind of employees for which their apprehensions regarding tenure of job in the life of the company has a negative correlation. Though call center are offering an exorbitantly high salary structure, the respondents did not find the usual job status associated with the salary. So we observe job satisfaction having a negative correlation with job status.

**Table 1: Level of satisfaction with the job and the organization**

Respondent's	With the job	With the organisation
Satisfaction	111	35
Dissatisfaction	39	115

**Table 6: Correlation between job satisfaction and perception of job security of the Call center employees**

No. of respondents	r	t	p
150	-.28	2.83	<.05

**Table 2 The mean ranks and rank orders of the call center employee's ratings of perceived importance of specific job aspects to the overall satisfaction.**

Aspects of job	Mean Ranks	Rank Orders
Salary	3.94	1
Autonomy in Operation	3.88	2
Recognition for Good Work	3.82	3
Desired Job	3.80	4
Opportunity forCompensatory Overtime	3.80	4
Open Communication	3.72	5
Job Status	3.68	6
Participatory DecisionMaking	3.65	7
Work Autonomy	3.60	8
Working Environment	3.57	9
Relation with Colleagues	3.41	10
Job Variety	2.46	11
Working Hours	2.31	12
Job Security	1.83	13

**Table: 3 Level of satisfaction with various aspects of job:**

Aspects of job	Percentage of satisfied employees	Percentage of dissatisfied employees	ChiSquare	p
Job Security	54	96	6.76	<.01
Working Hours	68	82	1.96	NS
Job Status	58	92	4.00	<.05
Salary	118	32	33	<.01
WorkingCondition	43	107	16	<.01
Recognition forGood Work	99	51	6.76	<.01
ParticipatoryManagement	88	62	4.84	<.05
Peer GroupRelation	97	53	7.84	<.01
OpenCommunication	92	58	6.76	<.01
WorkAutonomy	100	50	5.76	<.01
Behavior ofBoss	103	47	14.44	<.01

**CONCLUSION:-**The present study highlights some of the major reasons for creating job dissatisfaction among call center employees. Although conventional sources of dissatisfaction like salary, promotion, security, autonomy for work are not relevant in call center business but the level of satisfaction is limited due to some emerging phenomenon like volatile industry structure, flat organizational design, literally a non-responsive market and other allied factors. So the probability of managing these dissatisfaction indicators at the organization level seems a remote solution. The intervention of psycho-social machinery for creation of intra-organisation and inter-industry job confidence is the call of the day for increasing job satisfaction levels in the call center industry.

**Table 5: Correlation between job satisfaction and performance of respondents**

No. of respondents	r	t	p
150	.67	2.78	<.01

**Table 7: Correlation between Job satisfaction and Job status**

No. of respondents	r	t	p
150	-.43	2.65	<.01

**Table 4: Level of satisfaction with family and social life of call center employees**

Factor	Percentage of satisfied employees	Percentage of dissatisfied employees	Chi-square	p
Family life	37	113	23.04	<.01
Social life	28	122	38.44	<.01

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