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-centered 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 centers. The contrasting goals of efficiency and excellent service are both central to call centers. High levels of service are important since the number of “completely satisfied” customers is one of the few predictors of long-term profitability Efficiency is important since call centers must provide speed of delivery and operate at a low unit cost to remain competitive. In a call center the tension between efficiency and service is more salient than in most service organizations.

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 IT enabled services (BPO) industry is being looked upon as the next big employment generator (NASSCOM predicts 1.1. million job requirement by the year 2008). It is however no easy task for an HR manager in this sector to bridge the ever increasing demand and supply gap of professionals. Unlike his software industry counterpart, the BPO HR manager is not only required to fulfill this responsibility, but also find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR manager is however the high attrition rate.
REVIEW OF LITERATURE

Introduction

This chapter reviews the literature on Call Center. Reviewing the literature on Call Centers 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 Center, there is a wealth of literature on the topic. Since the 1970s, call centers 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.

A Call Center is a business operation designed to receive inbound telephone calls or to initiate outbound calls. Call centers provide an alternative means of doing business by determined to provide fast and efficient service to customers and serves as a vital part of many organizations. There is a great demand for employees in Call Center as the growth rate of call centers continues to increase. This section commences with a definition of call centers, followed by a general discussion about it. Thereafter some insight will be shared into the nature of call centers in Indian, employees of Call Center and this section end with a discussion about the literature around job satisfaction.

This chapter reviews existing literature pertinent to the research study. By reviewing the literature the researcher understand all related aspect of this study.

Apart from traditional functions, call center can make outgoing calls to customers (Shanti N.Tiwari, 2009)\textsuperscript{17}. The call center can be a focal point for most specific business activities of an
organization such as answer incoming calls; log calls as well as solicits customers for new sales, donations, conduct customers’ survey etc.

According to Shanti (2009)\(^{18}\) call centers can be any of the following:

1. Huge telemarketing centers
2. Fund-raising and collection organization
3. Help desks, both internal and external
4. Outsourcers (better known as service bureaus) that use their large capacity to serve lots of companies
5. Reservation centers for airlines and hotels

Recent globalization has made call center a rapid rate growth industry the in developing world when worldwide organizations outsourced their call centers to lower-cost regions. This growth reflects aspiration of companies to improve access to their business in more efficient time period manner to attain satisfied customers (Bird, 1998)\(^{19}\). The development of technologies has forced the companies to restructure the ways they managed relationships with customers. Many industries, such as banking, have been innovatively applying state-of-the-art technology in their customer relationship management through telephone and internet banking. Call centers provide organizations valuable information about the performance of their services (Staples, 2001)\(^{20}\). They allow organizations to understand how customers feel about service performance. (Gilmore, 2001)\(^{21}\)

**Objectives of the Research**

1. To study the factors responsible for job satisfaction in call centers among executive.
2. To understand and compare the impact of job satisfaction of executives on attrition rate.
3. To study the preferences of male and female executives towards job

**Hypothesis**

1. \(H_0\) There is no significant relationship between job satisfaction and attrition rate of Call Centers executive.
2. $H_0$ There is no significant relationship between job satisfaction and performance of the employees.

**RESEARCH METHODOLOGY**

This part of study one deals with the methodology of regular that has been followed for this investigation begin with spelling out the research problem and the nature, scope and limitation of the study. 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. The conducting past of this chapter describe about the statistical methods used for analysis and interpretation.

In the preceding chapter, researcher has overviewed briefly on Call Centers and some review on job satisfaction in Call Centers. This section also explains the methodology employed in the study and provides a description of the research instrument, sampling design, and data collection procedure and data analysis techniques. The data were gathered through questionnaire and interview.

**RESEARCH INSTRUMENT**

**QUESTIONNAIRE**

The structured questionnaire is used and designed by Researcher in close consultation with the male and female executives of Call Centre at Gurgaon. The questionnaire contained closed questions, mainly statements to be rated using a scale. It was supported from the questionnaire used by another research supplier in the previous wave. The previous version used, however, was subject to significant changes based on instructions from the subject experts and senior executive of Call Centre. In summary, the instructions from subject experts and senior executive of Call Centre the required the rewording of the statements to be rated from an overly positive to a more neutral phrasing to avoid biasing responses. For example, the statement “getting good salary by you” was changed to “I am getting adequate salary for this job”. Previously an 11 point (0-10) agreement scale was used. This was changed to a 4 point descriptive performance scale as follows: 1:-Strongly Agree, 2:-Agree, 3:- Disagree, 4:- Strongly Disagree. The use of word based scales (as opposed to numerical scales) reflects the client’s
experience, e.g. an unhappy client is not likely to say the experience was ‘a 1’, but rather, ‘it needs a lot of improvement’.

The meaning of the worded scale is clear so that, as much as possible, everyone is thinking of the same thing when they give a certain response. These fundamental changes to the questionnaire have implications for trending/comparing with the data from previous waves using the previous 0-10 scale(s) and previous biased statement wordings. Therefore, this wave should be seen as the benchmark for future waves of the research. The respondents were asked to rate one aspect of job satisfaction and reason of attrition from call Centres using the 1-4 scale. From this it was possible to identify in each section for example how all those who rated as ‘Proper and fair shift rotation is available’ scored this on average on a 1-4 scale or those who rated as ‘The organization’s culture is not suitable for me” scored this on the 1-4 scale etc. This calibration was then applied to each statement in the respective section to derive a calibrated mean. A more detailed explanation of the calibration process has been included in the Appendices to this research.

**RESEARCH DESIGN**

A well settled research design is necessary to fulfill the objective of the study. It means definite procedures and techniques that guides to study and propounds way for research viability. In our research methodology, Descriptive questions have been asked during survey and research hypotheses have been verified in the context of Call Centres Executives. A survey identifies the Job Satisfaction and Attrition Rate in Male and Female Executives in Call Centers at Gurgaon. The survey has been conducted using structured questionnaires. The major emphasis in present study is to Diagnostic the Job Satisfaction and Attrition Rate in Male and Female Executives in Call Centers at Gurgaon. Following two methods in the context of research design for the present study have been used. The research design is descriptive cum diagnostic in nature.

**SAMPLE DESIGN**

Gurgaon is located in the northern state of Haryana, and is renowned for its upscale shopping malls, IT enabled-companies and BPO firms. Gurgaon is one of the leading IT- BPO destinations in India accounting for over 5 per cent of the total exports. Today this city is counted
among the best spots to setup a BPO centre in India and has indeed become an outsourcing & offshoring hub in India.

The key factors that are responsible for the constant mushrooming of BPO firms in Gurgaon are favourable business environment and infrastructure, governmental support as it considers IT-BPO a thrust sector going forward and is actively encouraging the growth of the sector in the state, social and political stability. Beside this, workforce and proximity to the airport are some other crucial factors that are heavily considered by most investors before starting a BPO in Gurgaon. Also, Telecom connectivity is excellent with multiple vendors providing services. According a study conducted by NeoIT, an offshoring consultancy, on 27 Indian cities to judge their Offshore Competitiveness, Gurgaon is the perfect location for software and outsourcing. Out of the score of 120, Gurgaon scored 100 points and Bangalore came at the second spot.

The Gurgoun (Haryana) city of Call Centers valley has been selected for the study. The selected Call Centers are Convergys India service pvt. Ltd, IBM Daksh global process services, HCL technologies business services (BPO), Wipro BPO solutions limited, Infosys BPO,24/7 customer, GENPACT (formerly known as GE capital international services), WNS limited, iGATE patni limited, Mphasis inc.300 interested participants were selected for the study. 20 respondents were taken from each BPO. The sampling method that was used in this research was conveniences sampling. Out of the 300 questionnaires that were distributed, only 273 questionnaires were collected. All the concerned Call Centre situated in Gurgaon is sample population of this study. Convinces sampling techniques have been used for selection of sample design. The researcher has chosen only ten BPO which is situated in Gurgaon. This has been done in view of time and financial resources available with the researcher

THE VALIDITY AND THE RELIABILITY

The interpretive approach of our topic involves subjective points of view. Indeed, we interpreted data, so our reflection is influenced according to what we see of reality. Our explanations also depend on our perspectives. The goal of our thesis cannot claim that we are providing a new theory on the subject which is the pure reflection of the reality. Our study findings offer our understanding process of the topic which we consider as true. The study
proposes our own reading and explanation of Job Satisfaction and attrition rate of Call Centre Executive.

The empirical study was conducted. Thanks to a Call Centre Executives which represents many different Job satisfaction situations. Researcher decided to study different perspectives of Call Centre Executive regarding Job satisfaction and attrition rate to get interesting data. Researcher collected interviewees’ interpretations of the reality. In order not to distort results of interviews, if the interviewee was does not known, how to respond, the researcher him self took the role of the interviewer. However, our thesis aims at offering a relevant reflection regarding a suitable theoretical framework.

**DATA ANALYSIS**

Responses obtained from the returned questionnaires were separately coded and entered on the computer terminal for use in computer tabulations. SPSS (Statistical Package for Social Sciences) was used to show relationships between various variables. Tests of significance in independent sample were calculated using specific SPSS to check the Job satisfaction of male female executive. However, percentage, chi-square, and correlation are the main tools for analyzing the surveyed information.

**Chi-Square ($\chi^2$) Test**

The $\chi^2$ test (Pronounced as chi-square test) is one of the simplest and most widely use non-parametric test in statistical work. The quantity $\chi^2$ describes the magnitude of discrepancy between theory and observation. In our research we 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:

- $O = \text{refers to the observed frequencies and}$
- $E = \text{refers to the expected frequencies}$
Test Criteria

This test enables us to explain whether or not two attributes are associated. The calculated value of $\chi^2$ is compared with the table value of $\chi^2$ for given degrees of freedom at 0.05 level of significance. On the basis of data researcher calculated the expected frequencies and then worked out the value of chi-square.

If the calculated value of $\chi^2$ is less than the table at a 0.5% level of significance for given degree of freedom, it is concluded that null hypothesis is rejected which means that there is significant difference between male and female on their leadership behaviour.

Correlation

Correlation is often used as a descriptive tool in non-experimental research. We say that two measures are correlated if they have something in common. The intensity of the correlation is expressed by a number called coefficient of correlation. This is almost always denoted by the letter ‘r’.

STANDARD USED FOR REFERENCES

For providing the bibliographical references, Harvard system of referencing was used in the study. Example is as follows:

Journal Articles

AUTHOR(S) (Year) Title of article. Title of journal, Vol. no. (Part no./Issue/Month), Pages use p. or pp.

Books

AUTHOR(S) (Year) Title. Edition – if not the 1st. Place of publication: Publisher.

Books with Two or Three Authors

Books with More Than Three Authors


Books with One or More Editor(S)

Include the abbreviation (ed.) or (eds.) after their surname. EDITOR(S) (ed./eds.) – (Year) *Title*. Edition. Place of Publication: Publisher

Chapters in Books

AUTHOR(S) (Year) Title of chapter. In: AUTHOR(S)/EDITOR(S), ed(s). *Book title*. Edition. Place of publication: Publisher, Pages. (Use p. or pp.)

Newspaper Articles

AUTHOR(S) (Year) Article title. *Newspaper title*, Day and Month (abbreviated), Pages, use p. or pp.

Major Findings

Working conditions are highly affecting the job satisfaction.

Training and development facilities are must to increase job satisfaction and reduce attrition rate.

Safety of the job and of employees is a major reason for decrease in the job satisfaction.

All employees are keen to see a fair shift rotation.

All employees expect fringe benefits other than salary.

The rules and procedure are not clearly defined.

There is one way communication system in the organization.

No proper appraisal system for deciding increments.

Supervisors are biased with subordinates.
Societal framework is not accepting call centre's executives.

Employees are stressed even if they are out of their seat.

**Recommendations**

1. BPO company should introduce regular training sessions to increase the knowledge of the executives that help them to stay long.

2. The companies should focus on values of work and responsibility.

3. Job security and related benefits should be ensured and well described.

4. Shift working and transport facility should be improved and redesigned according to their safety and comforts.

5. The components of remuneration should be introduced and maintained as per Government pay commission.

6. Behavioral training should be provided to adjust with the prevailing environment.

7. Senior-subordinate relation in terms of trust and co-operation should be improved and maintained.

8. There should be clear-cut criteria of recruitment by mentioning job description and specifications.

9. The nature of job should be permanent and should be treated at par with corporate job.

10. Higher Educational and entertainment facility should be introduced to make them relaxed and loyal to the organization.

**Limitations of the study**

- There are some limitations in this study. Firstly, due to practical consideration such as time constraints, the study could not adopt a more conclusive method that is 360 degree feedback evaluation by managers, superiors, peers and subordinates to avoid any bias and errors.
• Sample size does not represent adequate population.
• Sampling methods that justify more appropriately could not be adopted due to frequent change of shifts and working hours

Future Scope of Research

As the results indicated that job satisfaction and attrition rate affects the organizations and that variables can not be equally effective as mentioned in the some research, it is suggested that future research may look at the Indian managers of other sectors like academics, Banks, Railways, insurance companies etc.