CHAPTER-II

REVIEW OF LITERATURE

2.0 INTRODUCTION

A review of past studies helps any research to define its scope, concepts, hypothesis and formulation of empirical models. Therefore, it enhances the knowledge of the researcher and makes her efforts practical and highly creative. In short, a brief review of literature related to the subject of the present study is presented in this chapter.

2.1 PAST RESEARCH REVIEW

Wheaton et al., (1977) suggested a ratio approximately five or less is considered to be reasonable fit for chi-square value is to the degree of freedom for a model.$^1$

Nunnally. J, (1978) explains that the reliability for each of the scales was assessed by computing the coefficient of alpha ($\alpha$). All coefficient of alpha ($\alpha$) was found to be greater than 0.6 and therefore, were considered reliable and accepted.$^2$

Gruneberg (1979) mentioned that job stress can increase due to organizational aspects such as long work hours, lack of organizational
support, lack of supervisor and peer support and conflict with the demands and pressure of the workplace.  

Carmines & McIver (1981) suggest that 2 to 1 or 3 to 1 is indicative of acceptable model between hypothetical model and sample data.  

Kanungo (1981) observed, when workers believe there is a separation between their own job and other work related conditions, a sense of disturbance that finally clears, boredom is likely to occur especially for employees with high friendly needs. Working alone without any social support from coworkers would lead to job stress.  

Joreskog and Sorbom, (1984) explains that the Goodness of fit index ranges between 0 to 1 and closer to one point to a perfect fit model.  

In 1984, Khaleque and Choudhary studied about the job satisfaction among Indian managers. They found that the job security as the important factor in job satisfaction for managers at the bottom, and the nature of work was the major factor which determines job satisfaction for top managers.  

Larwood et al., (1984) explained that the level of job satisfaction of the employees was significantly impacted by the nature of the work performed.  

Kothari, (1985) The rationale behind content validity is that to examine the extent to which a measuring instrument provides adequate coverage of the topic under study.
According to Greenhaus et al., (1987) workers with heavy workload and low mental health results in job stress. Work environment associated with the horrible organizational environment, lack of confidentiality, a lot of issues in performing the work can result in higher stress.  

Lester (1987) found many factors will affect work job satisfaction such as “advancement, autonomy, colleagues, creativity, pay, recognition, responsibility, policies, security, supervision, work itself, and work conditions”.  

Van Niekerk (1987) views work motivation as the creation of work circumstances that influence workers, to perform their work with full interest so that they can reach their goals, and simultaneously satisfy their own needs and want.  

Mottaz (1988) give several reasons for the variance in job satisfaction between older and younger workers. Younger workers are generally more dissatisfied than older employees because they demand more than their jobs can provide. The author postulates that older workers possess more seniority and work experience enabling them to move easily into more rewarding and satisfying jobs. Older workers place less emphasis on autonomy or promotion, thus they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment the longer they are employed, adding to greater job satisfaction.
Landy (1989) explains that job satisfaction is achieved when jobs are found to be interesting to employees.\textsuperscript{14}

Robbins (1989) indicates that employees seek promotion policies, and practices, which should be properly and well defined so that they can attain their expectations through it. Employees who perceive that promotion decisions are made in a reasonable and pleasant manner are most likely to experience job satisfaction.\textsuperscript{15}

Du Toit (1990) added that three groups of variables influence work motivation, namely individual characteristics, such as people’s own interests, values and needs, work characteristics, such as task variety and responsibility, and organizational characteristics, such as its policies, procedures and customs.\textsuperscript{16}

Foot and Venne (1990) discovered a positive relationship between barriers to career advancement and job stress. When employees perceived a lack of career opportunities, they are likely to feel uncertain about their future in the organization, which in turn, are likely to induce stress.\textsuperscript{17}

Visser (1990) indicates that such an individual’s standard for promotion are contingent on personal and career aspirations. Moreover, not all employees wish to be promoted. The reason therefore is related to the fact that promotion entails greater responsibility and tasks of a more complex nature, for which the individuals may consider themselves
unprepared. If employees perceive the promotion policy as unfair, but do not desire to be promoted, they may still be satisfied. 18

Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs well, in doing so, stimulate higher levels of employee satisfaction. 19

Hoy and Miskel (1991) warned that those top achievers promoted too quickly can result in dissatisfaction amongst loyal intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entail opportunity for advancement (promotion)”. 20

Sharma and Bhaskar (1991) postulate that the single most important influence on a person’s job satisfaction experience comes from the nature of the work assigned to him/her by the organization. They purport that if the job entails adequate variety, challenge, discretion and scope for using one’s own abilities and skills, the employee doing the job is likely to experience job satisfaction. 21

According to Boone and Kuntz (1992), offering employees fair and reasonable compensation, which relates to the input the employee offers the organization, should be the main objective of any compensation system. Included in the category of compensation are such items as medical aid schemes, pension schemes, bonuses, paid leave and travel allowances. 22
Research conducted by Jamal and Baba (1992) also found a significant relationship between job satisfaction and marital status.¹³

Luthans (1992) further maintains that promotions may take a variety of different forms and are generally accompanied by different rewards. Promotional opportunities therefore have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance employee satisfaction.²⁴

Ostroff (1992) explains job satisfaction is a general attitude that employees have towards their jobs, and is directly tied to individual needs including challenging work, equitable rewards and a supportive work environment and colleagues.²⁵

Browne and Cudeek (1993) explains that Root-Mean square error approximation (RMSEA) ranges from 0 to 1 with a smaller value indicating a better model. Expected Cross Validation Index (ECVI) is an estimate of how well the result obtained from one sample can be generalized to other samples. This measure always remains positive and closer to zero indicating a better model.²⁶

According to Deborah J T et al., (1993) the aim of the research was to examine further the relationships among levels of work stress, social support, and well-being. In the first instance, it was proposed that high levels of work stress (role ambiguity, role conflict, work overload, and under utilization of skills) would have a negative impact on job satisfaction and
psychological well-being. Second, it was proposed that the perceived availability of support for work-related problems would have both direct and stress-buffering effects on levels of well-being. These hypotheses were tested in a study of 153 employees of a large public sector organization. After control of the potential confounding effects of neuroticism, there was some support for the proposed effects of work stress and social support on well-being. Role ambiguity and role conflict emerged as significant predictors of both psychological well-being and job satisfaction. There was also some support for the proposed role of under utilization of skills; however, contrary to expectations, the experience of quantitative work overload did not have a significant main effect on either psychological well-being or job satisfaction.  

Padilla-Velez (1993) argued that the performance can be improved and absenteeism can be decreased with the help of socialization and interaction among employees.  

According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. The author is of the opinion that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job.  

Cherrington (1994) postulates that employees experiencing high job satisfaction levels contribute to organizational commitment, job involvement, improved physical and mental health, and improved quality of

*Job Satisfaction of Women Employees in BPO Industry*
life both on and off the job. Job dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labor problems, labor grievances, attempts to organize labor unions and a negative organizational climate. In his satisfaction surveys reflect that a positive relationship prevails between management level and job satisfaction. Higher levels of job satisfaction are usually reported by individuals occupying higher level positions in organizations as they offer better remuneration, greater variety, more challenge and better working conditions.  

Vinokur et al., (1994) examines agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction.  

According to Watson (1994) business has come to realize that a motivated and satisfied workforce can deliver power to the bottom line. Since employee performance is a joint function of ability and motivation, one of management’s primary tasks, therefore, is to motivate employees to perform to the best of their ability.  

King et al., (1995) also suggested that the level of emotional sustenance from family members might be important to job satisfaction of women employees.
Lawler (1995) compensation can be an effective motivator only if it is important to people and it is seen to be tied to their performance in ways that are perceived to be credible and direct. Without rewards, a company is planting seeds for high turnover, low productivity and long-term failure. 34

Riordan and Griffeth (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace. It increases job satisfaction, job involvement and organizational commitment, while reducing the intention to turn over. 35

Burke (1996) found that men and women at more senior levels in an organization reported higher levels of job satisfaction in relation to administrative, clerical and secretarial staff. Several other researchers have also found support for a positive association between job level and satisfaction. 36

Johns (1996) explains that a number of employees maintain that having friends and supportive colleagues contribute to increased job satisfaction. 37

Steven and Loring (1996) stated that the bonus is a single, one-off, lump-sum payment which can be in the form of cash or other creative monetary scheme, such as stock options. All payments to employees which are not paid regularly at each pay period, for example bonuses paid at fixed periods. Besides, bonus payments are generally linked to individual or
collective performance. Bonus is found to have a positive influence on job satisfaction.  

According to Berry (1997), employing a woman employee who is satisfied with the job will lead to customer satisfaction, resolve many problems in the management of the BPO industry and create an excellent environment.  

Kerego and Mthupha (1997) on the other hand viewed working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having positive effects on job satisfaction.  

According to Ramsey (1997), supervisors contribute to high or low morale in the workplace. The supervisor’s attitude and behavior toward employees may also be a contributing factor to job-related complaints.  

Roberts et al., (1997) explains that role conflict has been found to have a positive relationship with job stress. When individuals are required to play two or more role requirements that work against each other, they are likely to experience job stress. This is because role conflicts create expectations that may be hard to reconcile.  

Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the
assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be a sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.  

Ting (1997) indicates that individuals are likely to have high levels of job satisfaction if supervisors provide them with support and co-operation in completing their tasks.  

Brewer and Hensher (1998) mentioned that supervisors who stress deliberation and concern for employees in their leadership normally have more workers who feel satisfied and contented compared to those who practice task structuring and care more for production. Normally, employee-centered supervisors will show interest to the employees by listening to what they have to say which will result to the increase of number of satisfied employees.
Finck et al., (1998) also stated that companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work.  

Luthans (1998) indicates there are several dimensions that influence job satisfaction, inter alia the work itself, pay, supervision, promotion and the workgroup.  

Research conducted by Robie et al., (1998) corroborates the view that a positive and linear relationship exists between job satisfaction and job level. The results of their study indicate that as job level increased, so did job satisfaction.  

Aamodt (1999) posits the view that job satisfaction is influenced by opportunities for challenge and growth as well as by the opportunity to accept responsibility. Mentally challenging work that the individual can successfully accomplish is satisfying and that employees prefer jobs that provide them with opportunities to use their skills and abilities that offer a variety of tasks, freedom, and feedback regarding performance, is valued by most employees.  

Adeyemo and Aremu (1999) go on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is
one of several factors that go into a person's performance. Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs.  

Chambers (1999) established that employees with longer tenure were more satisfied with their work itself as well as their level of pay. From this it might be concluded that satisfaction increases with time and that those benefits that increase in time, such as security and experience, are likely to have an important influence on employee satisfaction.  

Chang (1999) found that individuals become effectively committed to the organization when they perceive that the organization is pursuing internal promotion opportunities, providing proper training and supervisors do a good job in providing information and advice about careers.  

Herman and Roger E (1999) views that salary and benefits tend to attract people to the organizations.  

Research done by Jinnett & Alexander, (1999) indicates that employees with longer tenure have a greater propensity to be satisfied with their jobs than employees with a shorter tenure.
A study conducted by Packard and Kauppi (1999) found that employees with supervisors displaying democratic management styles experienced higher levels of job satisfaction compared to those who had supervisors who exhibited autocratic or liassez – faire leadership styles.  

Johnson and Johnson (2000) have found that older employees have the tendency to experience higher levels of job satisfaction, compared to their younger counterparts.  

Judea Pearl (2000) using a calculus of counterfactuals defines Structural equation modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions.  

Findings of a survey conducted by Madison (2000) on more than 21,000 women occupying the most demanding jobs indicated that those participants, who lacked support from co-workers, were more likely to suffer from job dissatisfaction.  

Sekaran (2000) as defined sample as “A subset of the population. It comprises some members selected from the population”  

Seta et al., (2000) pointed out that the organization can take appropriate steps to reinforce positive behavior amongst the employees, if they are able to identify the factors that lead to employee job satisfaction.
Sousa-Poza and Sousa-Poza (2000) explains the alternative approach based on the assumption that there are basic and universal human needs, and that, if an individual’s needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs (‘pleasures’) increase relative to work-role inputs (‘pains’), then job satisfaction will increase. 61

Thomas and Kenneth W (2000) describes that there is much evidence that today’s employees, especially knowledge workers, tend to expect their work to be at least somewhat meaningful and rewarding. They are more educated than workers of preceding eras, have a higher standard of living, and see more opportunities for meaning in their work. 62

Griffin, Patterson and West (2001) explains that the immediate supervisor support is very important in organizational change. Although the support of the supervisor is not very crucial in satisfaction but it has a positive impact on satisfaction. 63

Hamermesh (2001) found that changes in compensation (increases or decreases) have a concomitant impact on job satisfaction levels of employees. 64

Lambert et al., (2001) argue that an inverse relationship exists between work experience and job satisfaction. The reason the literature is
both inconsistent and inconclusive in this regard may be because the relationship between these variables depends on the specific organization and how tenure and work experience is viewed. In some organizations, senior employees are highly respected, while high experience is viewed as a liability in other organizations.  

Mason (2001) who conducted an employee retention survey in over 50 companies found that what excites most people about their work is the opportunity to do challenging work, second was the opportunity to develop work-related skills (both correlates with work content), thirdly management behavior (correlates with leadership/supervision), in fourth place a positive work environment (correlates with working conditions), followed by recognition in sixth place and in seventh ranked order was pay, compensation and benefits.

Research conducted by Reudavey (2001) in the Australian aviation revealed that there is no relationship between job satisfaction (thereby also motivation) and age and educational level.

Robbins (2001) reveals that an important characteristic of the relationship between coworkers is cohesiveness as it relates to the group’s productivity.

Sui et al., (2001), who have found, in their research amongst managers, that age was positively related to job satisfaction and mental well-being.
Zhou and George (2001) views that coworker support refers to coworkers assisting one another in their tasks when needed by sharing knowledge, expertise as well as providing encouragement and support.  

Baruch F C and Ben D D (2002) explain that social support has been identified as an important correlate of a variety of work outcomes. Support from different sources, including family, coworkers, and supervisors, was examined in 211 traffic enforcement agents (92 men, 119 women). Outcomes included subjective variables (burnout and job satisfaction) and an objective measure of productivity (number of summonses). Support (coworkers, and supervisors) was negatively associated with burnout and positively associated with satisfaction and productivity. A cluster of support variables accounted for 7% of the variance in burnout and productivity and 12% of the variance in job satisfaction. Family support was more closely associated with job stress. When there is a high job stress need more support from family and society same way when there is a low job stress need less support from family and society. Results suggest that support may be associated with work-related outcomes through multiple pathways.

Drafke (2002) explains that many employees tend to experience job satisfaction if they perceive career advancement to be a real possibility.

A study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction.
Gazioglu and Tansel (2002) observed that graduates and postgraduates have less job satisfaction than employees with lower levels of qualifications.  

Groot and Maassen V D B (2002) have found that there is no significant effect of over qualification on job satisfaction.

Klein (2002) states that difficult circumstances, such as violence, tragedy, fear, and job insecurity create severe stress in employees and result in reduced workplace performance.

Kossen (2002) postulates that many people experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment. They maintain that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease.

Kreisman (2002) explains that employees say that the availability of skill development opportunities and career movement are “key attractors” to organizations. If an organization does not recognize the individual’s need and desire to grow, then “development” becomes a primary reason for satisfaction.

Opkara (2002) explains the factors such as pay, the nature of work, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction.
Raeissi and Tavakoli (2002) said that a small amount of stress can bring about an increase in personnel's efficiency, while too much stress results in negative mental and physical changes.⁸⁰

Ramakrishna (2002) suggests that mapping the individual growth to organizational growth, upholding and educating leadership, ensuring cross-functional participation, providing learning and growth opportunities, leaving space for vertical growth, career mapping and succession planning will motivate and forces people to work better and stay on. ⁸¹

Tinzer (2002) maintains that both socio-emotional cohesiveness, when individuals join a group to derive emotional satisfaction and instrumental cohesiveness, interdependency of individuals to achieve a common goal plays a significant role in realizing job satisfaction. ⁸²

Yale and Donald (2002) stated that compensation rewards performance relative to others and progressive improvement in year-to-year results and providing regular measures of success or progress. It also balances rewards with risk and providing capital accumulation opportunity. Therefore, compensation has very crucial to not only the employees but also the employers. ⁸³

In support of the above, Allen (2003) postulates that job satisfaction is strongly linked to an employee’s position within the company. The author concludes that the higher the ranking, the lower the job satisfaction. ⁸⁴
According to Friday and Friday (2003), satisfaction with promotion assesses employees’ attitudes toward the organization’s promotion policies and practices.  

Goris et al., (2003) explains that trust held with supervisor results in job satisfaction, performance, loyalty, honesty, dedication and innovative attitude. Trust helps the supervisors in achieving desired goals and objectives of the organization by promoting positive relationships at work. Supervisor’s influence is found to bring a positive attitude in employees, organizational commitment, better performance and job satisfaction.

Hacker, (2003) explains that BPO employees seem to be quicker to change jobs than other employees when they are dissatisfied with their current employer.

Kremer et al.,(2003), the motivators, such as striving for growth, achievement, recognition and individual expression, can produce positive feelings of job satisfaction.

Lawler (2003) states that once organizations recognize that employees are a valuable asset and not a liability, they will be respected and treated as precious human capital – viewed as the primary source of a company’s competitive advantage in the global economy. It could therefore be argued that the way in which this resource is treated and maintained has a direct impact on the continued competitiveness and even existence of any organization.
Nguyen et al., (2003) views that Job satisfaction involves several different spheres such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job.  

Robbins et al., (2003) views that supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks.  

Schulze and Steyn (2003) found a correlation between age and marriage and the motivation and job satisfaction levels of respondents.  

Bajpai and Srivastava (2004) postulate that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status.  

Brandy Cobb (2004) explains that factors of job satisfaction are present job satisfaction, pay satisfaction, supervision satisfaction, and coworker satisfaction.  

Firth et al., (2004) investigated in their research how variables such as supervisor support, stress, perceived stress etc., influence the intention of an employee to quit a job by dissatisfying him. Lack of job satisfaction and Job stress leads an employee to quit his job. It is found that the support of a supervisor is a factor that reduces the impact of job stress, reduces stress; increases job satisfaction, organizational commitment and thus lead to reduction of turnover intention.
Job Satisfaction of Women Employees in BPO Industry

Hellriegel et al., (2004) argue that maintaining some sense of equilibrium between what the organizations requires and what employees contribute in this situation, should be the foundation for recognizing and rewarding employees.  

Huang and Van de Vliert (2004) showed that job level is positively related to job satisfaction in individualistic countries, but not in collectivist countries. Moreover, the positive relationship between job level and job satisfaction holds only for jobs with much opportunity to use one's skills and abilities, especially in individualistic countries. A job level even negatively relates to job satisfaction in jobs with little opportunity to use one's skills and abilities in collectivist countries.

Kreitner and Kinicki (2004) mentioned that the positive relationship between job satisfaction and promotion relies on supposed fairness by employees.

The results of a study conducted by Kuo and Chen (2004) investigating the level of job satisfaction amongst IT personnel working in Taiwan, found marital status to be highly related to general, intrinsic and overall satisfaction. They reported that the results of the study indicated that married employees experienced higher levels of job satisfaction in comparison to that of single employees.

Morrison (2004) posits a view that the relationships amongst co-workers are a precursor of job satisfaction.
Noe et al., (2004) reveals that direct and indirect payments, monetary and non-monetary rewards and cash and non-cash payments, those compensation is used for rewarding employees who perform in their work or service.  

Nagoorsamy (2004) postulates that employees express the desire to utilize their competencies (knowledge, experience and education) in their organization, as they spend most of their time in the workplace.

Prakash and Chowdhury (2004) explain that attrition in the BPO industry is of two kinds. The first kind of attrition is due to employees leaving the BPO industry altogether (remaining unemployed or joining non-BPO industry). The second kind of attrition is due to employees joining another firm within the BPO industry. Unfriendly working conditions, late night work shifts, high-tension jobs act as deterrents for people to stick to the industry for a long time. However, these jobs not seen in good light by the society. Nearly 50% of the employees quit a firm, leaving the industry itself.

Bull (2005) found a significant relationship between experience and job satisfaction.

Herman (2005) explains that the benefits can be treated as the payment or entitlement, such as one make under an insurance policy or an employment agreement, or public assistance program or more generally, something of value or usefulness. Benefits may also be seen as a reflection of justice in society.
Nazaam Luddy (2005) explains the factors of job satisfaction as work itself, remuneration/pay, supervision, promotion opportunities, coworkers, job status and job level and also he explains that there is a significant difference in the job satisfaction levels of employees based on their income. Employees earning the lowest income report significantly lower levels of job satisfaction relative to the other income groups. Highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job.  

Research by Roberts (2005) revealed that married employees reported the lowest levels of motivation and satisfaction.  

Schermerhorn et al., (2005) founds the factors like pay, promotion and satisfaction with coworkers that influence the employee feeling towards job satisfaction.  

Somekh and Lewin (2005) refer to a sample as a selection of individuals from the entire population, who would be included in the data collection.  

Uppal (2005) uses a measure comprised of the number of fringe benefits employees receive and finds that this is positively related to job satisfaction. Besides, job satisfaction has risen at the same time that benefits satisfaction has raised. The alignment of these two trends continues to suggest that benefits may help workers happy with their jobs. Of those who are satisfied with their benefits, 75% are satisfied with their current job.
Job Satisfaction of Women Employees in BPO Industry

compared to just 25% who is satisfied with their jobs among those who are not satisfied with their benefits. As employers focus on retaining employees, one potential approach is to begin with benefits.  

Job satisfactions refer to the attitude and feelings people have about their work. Positive and encouraging attitudes toward the job indicate job satisfaction. Negative and harsh attitudes toward the job indicate job dissatisfaction explains Armstrong (2006).  

Budhwar et al., (2006) view that reason of high growth opportunity has emerged to be the most important reason for the employees to join the BPO.  

Khan (2006) in his study brought Job satisfaction to the public. He observed job satisfaction in the combination of psychological & environmental circumstances that cause a person to say that he is fully satisfied with his job.  

A research project, conducted in nine cities, by Avatar Career Creators, (2007) about the work-life balance of Indian working women showed that more than 73% of women interviewed felt that managing a home, and a career was a primary reason for their high stress and unhealthy lifestyle. While balancing a demanding career and also managing their home, it becomes almost impossible to pursue hobbies or focus on personal wellness.  

Review of Literature
Fass, et al., (2007) explains that in an environment where co-worker support is high, employees are able to discuss ideas more openly and honestly and there is a positive relationship to job satisfaction.\(^{115}\)


Morgeson (2007) says Social support can even make up for low pay, the study found. “Social support not only predicted satisfaction beyond the task and knowledge characteristics, but it was also unrelated to training and compensation requirements, so it is kind of a no-cost improvement”.\(^{117}\)

According to Pawar and Rathod (2007), high level of work stress is associated with low level of job satisfaction.\(^{118}\)

Bhuyar et al., (2008) explains some of the reasons for joining the BPO were: to earn money while waiting for a better job, good work environment, good benefits, and attractive lifestyle.\(^{119}\)

According to Carter (2008), benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, which is for doing their work.\(^{120}\)
Chakrabarty et al., (2008) explains that perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how the job should be done. \(^1\)

Conway et al., (2008) views that job stress is one of the most important issues in health care because it has a negative effect on the safety and health of personnel. \(^2\)

Gupta and Joshi (2008) concluded in their study that Job satisfaction is an important technique used to motivate the employees to work harder. It had often said that, "a happy employee is a productive employee." Job satisfaction is very important because most of the people spend a majority of their life in their work place. \(^3\)

Hussami (2008) reveals that Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what the job supplies to an employee. \(^4\)

Maran et al., (2008) identified the causes of stress (on the job and off the job) faced by women employees. The paper reveals measures to reduce the levels of stress faced by the respondents, at work and at home. They found out that heavy work load, time deadlines, fear of losing job, critical and unhelpful superiors, inefficient and unsympathetic peers are the cause of stress identified by the working women (on the job). Financial difficulties, sickness of in-laws, spouses or children, academic or disciplinary problems
with children, non availability of time, no help from spouse, children etc., are the cause of stress identified by the working women (off the job).  

MetLife (2008) reveals that the benefits offered with a combination of education could improve workers' overall benefits satisfaction, which may translate into greater job satisfaction.

Milkovich (2008) refers benefits as a part of the total compensation package provided to the employee in whole or in part by payments from the employer and it's did not include the pay for time spent on work.

Newman (2008) explains that for employee, compensation may be seen as a return in exchange between the firms they work for and themselves, as an entitlement for being an employee of the company, or as a reward for a job well done. It is given to employees in exchange for work performed.

Rajesh Kumar and Raja Mohan (2008) explain that a person who is not prepared to fight against problems, lead to stress, then stress leads to the killing of mind of the person. Pressure is inevitable. It can produce either good or bad outcomes, depending on an individual’s adaptability and coping skills. Pressure either can help to raise performance or can cause stress. The same pressure can produce either of these responses and the way we react to pressure, combined with our adaptability, governs the outcome of his stress process. Eliminating pressure is not the solution to avoid stress. We need to manage pressure.
Ramaniah and Subrahmanian (2008) explain that the employment landscape in India is undergoing structural changes. Employees working in the IT industry all are termed as Gold Collar Employees. Stress among them is now-a-days increasing due to competition, conflicting expectations from peers, team leaders or clients, etc. They go through a lot of anxiety, depression and loneliness because of their work environment, and often exhibit feelings or inadequacy, lowered self esteem and dissatisfaction. This article examines the relation between organizational role stress (ORS) and demographics of 300 IT professionals working in Chennai city. The ORS scale designed by Udai Pareek was used to study the above. The results show that there is high stress level. Further it was found that there exists a relation between marital status and ORS. The stress among females is due to role isolation; inter role distance and role overload.  

Santoshi Sen Gupta et al., (2008) explains that new employees join the industry with excitement because of cash and work culture resulting in a higher level of motivation.  

Shahu and Gole (2008), in their study concluded that the companies that are lagging behind in certain areas of job satisfaction & job stress need to be developed so that their employees show good performance level, as it is provided that performance level lowers with high satisfaction scores. The awareness program pertaining to stress & satisfaction is to be taken up in the industries to make them aware of the benefits of knowledge of stress and its relationship with satisfaction and achievement of goal of industries.
According to Balakrishnamurthy and Swetha Shankar (2009) the study strongly indicates the relationship between stress and demographic variables such as age and level of experience.\textsuperscript{133}

David \textit{et al.}, (2009) found that there is a negative relationship between job stress and job satisfaction. It means that high job stress relates to lower job satisfaction and lower job stress relates to high job satisfaction.\textsuperscript{134}

Zhou \textit{et al.}, (2009) stated that compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above.\textsuperscript{135} Dibyendu Choudhury and Sasmita Mishra (2010) suggests that people were relatively happy with upcoming compensation strategies formulated by BPOs and compensation had highly correlated with job satisfaction.\textsuperscript{136}

Sharma (2010) feels that apart from attractive salaries, benefits offered by the BPO sector have motivated many young adults to seek employment in this sector.\textsuperscript{137}

Sharma and Suparn (2010) the role of BPO in boosting India's economy cannot be undermined. But at the same time the inevitable negative consequences are also there especially to those persons, who are working there. The BPO work environment is forcing them to rethink their decision which is causing an impact on job satisfaction level of employees. The present paper has made an effort to explore the interrelationships of job satisfaction variable of BPO employees with their demographic and
psychographic variables relating to causes perceived by them for turnover. It reveals that salary and job satisfaction parameters are unidirectional irrespective of the fact that they may have to work for long durations, the work is of repetitive nature, or the working environment is poor. Moreover, people, who is relatively less satisfied with their jobs, belong to the younger age category and they perceive 'a large piece of effort is required to do the job' as the reason for the turnover among BPO employees. The study recommends that this is the right time to introspect what is lacking in the approach, as otherwise all the benefits that India is deriving on account of its competent large pool of people, resources and cost for the operation of these BPO organizations may fade away.¹³⁸

Omesh Chadha (2011) views that job satisfaction have not lost its fame as an important measure to help assess employee perception and ownership about the work. Out of the many applaud able reasons for this distinct fame, one may be that job satisfaction is itself made up of a number of constructs like pay, nature of work and supervision, promotions etc., and leads to a number of outcomes held in high primacy by the organizations. The current study assesses to study and understand the job satisfaction among the employees and other professionals of HCL. It also analyzes the various factors influencing job satisfaction and give suggestions for improving the same. This study has analyzed that although paying the employees poorly will likely not attract high quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment. Although the job satisfaction level of HCL employees was at a high mark. But at the same
time they came out with their viewpoint of the areas of the improvement to be made. The most important thing managers can do to raise employee satisfaction is focused on the intrinsic parts of the job, such as making the work challenging and interesting and clear description of work employees has to perform. Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will like result in heightened organizational effectiveness.\textsuperscript{139}

Santoshi Sengupta (2011) the purpose of this paper is to determine what and how job-related and demographic variables are associated with employee satisfaction of the BPO employees. There is a difference of perception towards the job-related variables on the basis of gender, marital status, education, age, and tenure. Correlations revealed that interpersonal relationships, career progression, salary, company policies, working conditions, and authority have a significant positive relationship with employee satisfaction and only accountability had a significant negative relationship with employee satisfaction. Regression revealed the significant determinants of employee satisfaction which were interpersonal relationships, career progression, salary, gender, accountability, and authority.\textsuperscript{140}

Sajal Kabiraj and Meraj Naem (2011), conducted an online survey was in Mumbai to address compensation issues in different BPOs. 106 respondents selected on the basis of snowball sampling fully completed the survey. With the help of descriptive statistics and correlation test findings
were generated. Overall it was found out that BPOs are no more considered as stepping stones to other jobs rather are thought of as long term career prospects. And the compensation satisfaction was highly correlated with job satisfaction among the respondents.  

Surender Sarin and Vijender P S (2011), to meet the challenges of globalization and to remain competitive throughout, the BPO industry needs to constantly work upon the areas that can create a difference from an HR perspective; an effective HR practices in all the departments of the BPO companies can make all the difference. In their study, employees were asked to indicate their level of satisfaction for different aspects of their job. The factors were named as follows: Evaluation of Employees’ Satisfaction Level; Job Experience and Working Conditions; Relationship with Organization and Social Satisfaction; Job Content; Working and Supportive Culture; and Growth and Development Opportunities. These major factors are very important from the job satisfaction point of view. The HR policy makers of the BPOs must consider these factors as important issues as these drive satisfaction most.

Shefali Malhotra and Omesh Chadha (2012) due to the globalization, liberalization, privatization, job opportunities are increasing day by day. Now, every employee in the organization is expected to excel in multiple jobs. In that situation, the employee remains confused about his role in the organization, even management do not know that for a particular job particular employee is responsible. It ultimately, leads to stress, strain, nervousness and anxiety to the employees. Yet previous studies indicate that
stress leads to a reduction in the job satisfaction among the employees. The result reveals that salary, job task, colleagues, sense of purpose, career path opportunity, work environment, autonomy and workload are the major variables to introduce the stress among the employees.  

Vanitha (2012) explains that woman is an element of the source of income in modern society. The civilized pattern of life system needs the support of viable economic resources and that can be brought by more than one earning in every family. In this aspect unorganized sectors give economic support to women in terms of regular employment, but at the same time the job security and working environment in unorganized sectors do not facilitate the proper job satisfaction among the employees and especially women employees who undergo work pressure, poor work support, lack of lucrative wages, inconvenience and so on. Due to this reason job satisfaction among women employees tends to be inconsistent.

2.2 SUMMARY

Job satisfaction is one of the most complex and important area of interest for today’s employees. Although there has been a lot of research and also many papers written on this subject across the world, in Chennai this has been one of the least studied research fields. Many studies have concluded that the effect or impact of job satisfaction on motivation level of employees is significantly high. And the motivation level of employees is one of the key determinants of the employees’ productivity and thereby on the overall performance of the business organization. Thus, one can say that
the level of job satisfaction of employees has an impact on the overall business performance. Therefore it becomes imperative for Organizations to understand the factors that affect the job satisfaction level of employees and take necessary steps to maintain high satisfaction levels.

Based on the review of literature, the factors have been studied and concluded to have a significant impact on job satisfaction are nature of work, compensation, benefit, promotion, relationship with peers, relationship with supervisors, expectations and level of job stress.

In the next chapter the researcher has discussed about Research Methodology explaining in detail about the need of the study, a statement of the problem, the scope of the study, objectives, Research design, sampling design, data collection, sample size, period of study, pilot survey and statistical tools applied.