CHAPTER-III

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter has dealt with the need and importance of the study, a statement of the problem, the scope of the study, main objectives, research gap and hypothesis of the present study. The design of the study included sample respondents working in the BPO industry, method of data collection, tools for analysis and choice of test statistics. Further, a well-designed employee job satisfaction questionnaire was also used. The details of the questionnaire used and the sampling procedure adopted in the study are described in the following pages.

3.1 NEED AND IMPORTANCE OF THE STUDY

The growth of the BPO industry has been tremendous when compared to other industries. While this growth has been inspiring, the lifestyle of employees from this industry has also changed drastically. While the nature of jobs in other industries like manufacturing is called ‘blue collared’ jobs which involves some manual work and could also be factory related jobs, BPO jobs are considered to be ‘white collared’ jobs on account of the job being professional in nature, requires a strong academic background and is generally an office job. Though the income in the BPO industry is high, the job satisfaction level of BPO employees is still a question mark. And this is
even more true in the case of women employees who are likely to face a lot of stress due to the nature of the job, workload, working environment, etc. This was the main reason for the interest in this study – To assess the job satisfaction of women employees in the BPO industry.

3.2 STATEMENT OF PROBLEM

In a knowledge oriented industry like the BPO industry, human resources are the most valuable assets in the organization, especially the high performing employees. The organization is likely to face challenges if there is a high attrition in the organization and also if their employees deliver bad service to the customers, due to their dissatisfaction. Setal 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. The organization can identify such factors and take steps to provide opportunities like training and development, reward and recognition, growth opportunities, job security and many more in order to increase job satisfaction among the employees. Across the country and especially in Tamil Nadu (Southern state in India) BPO industry, human resource challenges are one of the main issues faced. There are many human resource related challenges faced like high stress, health issues due to erratic timings and lack of career growth opportunities, to name a few. And all of these issues are related to job satisfaction level of the employees.
As job satisfaction is the basic requirement for the effective functioning of any organization, the researcher ought to study the issues related to job satisfaction and identify solutions to these problems. This study analyzes job satisfaction of women employees in some of the top companies in the BPO industry like Accenture, TCS and Sutherland. According to Berry (1997)\textsuperscript{39}, 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. Most of the management strongly feels women employee service is essential for pleasant productivity. Hence it is important to study the level of job satisfaction among women employees.

3.3 SCOPE OF THE STUDY

This study has been designed as a study employing quantitative methodology with a sample confined to BPO employees in South India. And since the study is above the satisfaction level among women employees, all respondents in this study are women. Three BPO companies out of top 10 BPO companies were selected for the purpose of the study. And a limited sample size of 1200+ respondents was chosen for the research and a detailed study has been done. Moreover, only selected factors of job satisfaction has been considered for the study. There could be many more characteristics that can affect the satisfaction level of employees. Thus, the scope of the study is limited to the sample size selected, factors of job satisfaction selected and only women employees in the BPO industry in India.
3.4 RESEARCH GAP

Although previous researches have gradually shown a variety of variables that relates to job satisfaction, it was not specific to women employees. This study concentrates on women employees in the BPO industry in the Chennai context. And service condition as a factor for job satisfaction has not been studied in the past and it is a new concept that has been taken up for the first time in this study of job satisfaction of women employees in the BPO industry. Furthermore, the effect of family and society’s support on the level of job stress in BPO industry has been covered extensively in this study, as it was found to be one of the gaps based on review of literature. These variables were not discussed in detail along with the context of job satisfaction, in previous research studies and hence have been dealt with in this study.

3.5 OBJECTIVES OF THE STUDY

1. To identify the various expectations those determine the satisfaction level of an employee.
2. To identify the level of stress faced by women employees in the BPO industry.
3. To assess the existing level of job satisfaction among the women employees in the BPO.
4. To identify the factors that would enhance the satisfaction level of women employees in the BPO industry.
5. To study the extent of support women employees are receiving from society and family.
3.6 JUSTIFICATION OF VARIABLES

Johnson and Johnson (2000)\textsuperscript{56} have found that older employees have the tendency to experience higher levels of job satisfaction, compared to their younger counterparts. Jamal and Baba (1992)\textsuperscript{23} also found a significant relationship between job satisfaction and marital status. Groot and Maassen Van Den Brink (2002)\textsuperscript{75} have found that there is no significant effect of over qualification on job satisfaction. Lambert \textit{et al.} (2001)\textsuperscript{65} argue that an inverse relationship exists between experience and job satisfaction. Cherrington, (1994)\textsuperscript{30} in his satisfaction surveys reflects that a positive relationship prevails between management level and job satisfaction. Nazaam Luddy (2005)\textsuperscript{106} in his study explains that there is a significant difference in the job satisfaction levels of employees based on their income. Thus, this study will intend to explore more on the moderating effect of demographic variables (age, education, marital status, management level, experience and income level) to job satisfaction.

Hussami (2008)\textsuperscript{124} explains that Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what’s the job supply to an employee. Sousa-Poza and Sousa-Poza, (2000)\textsuperscript{61} 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. Thus, an expectation with which the employee joins the organization also affects the level of job satisfaction based on whether the expectations are fulfilled or not. This study explores in detail, about what are the expectations with
which an employee joins the organization and to what extent these expectations are being fulfilled and how it impacts the job satisfaction level of employees.

Baruch and Ben (2002) explains that family support was more closely associated with burnout. This study will provide a much more detailed study on how family support is essential for managing stress, thereby having an impact on job satisfaction. David 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. According to Pawar and Rathod (2007) high level of work stress is associated with low level of job satisfaction. Hence, while it has been observed that job stress has an inverse relationship with job satisfaction, in my study this concept will be explored further in the context of women employees in the BPO industry in Chennai.

Kremer et al.,(2003) the motivators, such as striving for growth, achievement, recognition and individual expression, can produce positive feelings of job satisfaction. This gives way to study further about the motivation factor which improve job satisfaction among women employees in BPO.

Supervision Technical, Authority, Responsibility, Achievement, Ability Utilization, and Variety. Nguyen et al., (2003)\(^9^0\) 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. Brandy Cobb (2004)\(^9^4\) explains that factors of job satisfaction like present job satisfaction, pay satisfaction, supervision satisfaction, and coworker satisfaction. Opkara (2002)\(^7^9\) explains the factors such as pay, nature of work, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction. With these reviews, the factors of job satisfaction are nature of work, compensation, benefits, relationship with peers, relationship with supervisors, opportunities for promotion. However, to make the study more meaningful, in my research, I have included the subsequent extra factors like service condition and support from society.

Service conditions, in my study include areas like the policies of the organization, orientation and induction, recognition for performance etc. These factors have also been known to have an impact on the job satisfaction of employees and thus a deeper study of these areas will give us more insights and new approaches to understanding job satisfaction.

Support from society has also been included as a new dimension in my study, because in a country like India, society’s (Especially friends) influence on an employee’s feelings, decisions and perceptions about their career, is high. Thus, it is worth exploring this dimension further, to understand how support from society is related to managing job stress.
thereby having an impact on job satisfaction. With the inclusion of these additional factors, one can get a clear idea about the dimensions that increases the satisfaction level of women employees. The variables of job satisfaction used in our study are expectation, service condition, nature of work, compensation, benefits, relationship with peers, relationship with supervisors, opportunities for promotion and other factors is motivation, job stress, support from family and support from society.

3.7 VARIABLES UNDER INVESTIGATION

- **Dependent Variable**- The dependent variable in this study is job satisfaction.
- **Independent variable**- Expectation, service condition; nature of work, compensation, benefits, relationship with peers, relationship with supervisors, opportunities for promotion, motivation, job stress, support from family, support from society.
- **Demographic Variables**- Age, Education, Marital status, Management level, Experience and Income level.

3.8 SAMPLING TECHNIQUES

3.8.1 RESEARCH DESIGN

In this study, it has been selected to administer “Ex-post-facto” research design, which befits the present study. The main characteristics of the “Ex-post-facto” method is that the researcher has no control over the variables studied and can only report what has happened or what is
happening. The “Ex-post-facto” method is also used for descriptive studies by which is used to measure the variables.

3.8.2 POPULATION

The population for the study was women employees in the BPO Industry in Chennai city. Population for the survey comes from three companies in 10 top BPO companies in Chennai. They are TCS BPO, Accenture BPO, and Sutherland BPO. The Total number of women employees working in three BPOs is around 40,958.

3.8.3 SAMPLING DESIGN

The type of probability sampling that was utilized in this research involved stratified random sampling. Stratified random sampling is a technique which attempts to restrict the possible samples to those which are “less extreme" by ensuring that all parts of the population are represented in the sample in order to increase the efficiency (that is to decrease the error in the estimation). In stratified random sampling the population of 40958 units is first divided into disjoint groups of 16730, 9302, 14926 units, respectively. These subgroups, called strata, together they compromise the whole population, so that 16730+ 9302+ 14926 =40958. From each stratum a sample, of pre-specified size 418, 423, 432 units are drawn independently in different strata based on shift (day-2 shift, night-3 shift). Then the collection of these samples constitutes a stratified sample. Simple random sample selection scheme is used in each stratum; later the corresponding sample is called a stratified random sample.
3.8.4 SAMPLE OF THE STUDY

A sample is defined as “A subset of the population. It comprises some members selected from the population” (Sekaran, 2000)\textsuperscript{59}. Somekh and Lewin (2005)\textsuperscript{109} refer to a sample as a selection of individuals from the entire population, who would be included in the data collection. Initially, 2000 questionnaires were distributed, and only 1421 questionnaires were returned. Out of the collected 1421 questionnaires, the 53 irrelevant questionnaires were eliminated and out of the remaining 1368, the incomplete or partially filled 95 questionnaires were removed to be left out with 1273 as the sample size with a response rate of 71%.
Table 3.1 SAMPLE OF THE STUDY

<table>
<thead>
<tr>
<th>Population</th>
<th>Sutherland</th>
<th>Accenture</th>
<th>TCS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of</td>
<td>16730</td>
<td>9302</td>
<td>14926</td>
<td>40958</td>
</tr>
<tr>
<td>employees in each</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>company</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Shift</th>
<th>Night Shift</th>
<th>Day Shift</th>
<th>Night Shift</th>
<th>Day Shift</th>
<th>Night Shift</th>
<th>Day Shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of shifts</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Total number of</td>
<td>2534</td>
<td>2874</td>
<td>2347</td>
<td>4597</td>
<td>4378</td>
<td>1832</td>
</tr>
<tr>
<td>employees in each</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>shift</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issued questionnaire</td>
<td>100</td>
<td>125</td>
<td>137</td>
<td>157</td>
<td>148</td>
<td>120</td>
</tr>
<tr>
<td>Received questionnaires</td>
<td>51</td>
<td>79</td>
<td>57</td>
<td>151</td>
<td>143</td>
<td>65</td>
</tr>
<tr>
<td>After irrelevant</td>
<td>48</td>
<td>77</td>
<td>56</td>
<td>144</td>
<td>139</td>
<td>62</td>
</tr>
<tr>
<td>questionnaires</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After incomplete or</td>
<td>42</td>
<td>63</td>
<td>49</td>
<td>137</td>
<td>126</td>
<td>58</td>
</tr>
<tr>
<td>partially filled</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>questionnaire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total sample in each</td>
<td>418</td>
<td>423</td>
<td>432</td>
<td>432</td>
<td>432</td>
<td>432</td>
</tr>
<tr>
<td>company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sample Size</td>
<td>1273</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response Rate</td>
<td>71%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data
3.8.5 PERIOD OF STUDY

The period selected for the study is from 2009 to 2011. This is because the BPO industry is popular and many multinational companies were concentrating on BPO. While analyzing the number of women employees working in BPO, the number is steadily increasing in the past three years. Therefore, analysis of the data relating to job satisfaction since 2009 is expected to give a clear understanding of the job satisfaction of the women employees in BPO.

3.8.6 QUESTIONNAIRE DESIGN:

The researcher relied on the questionnaire to collect the primary data. The details of the questionnaire used in the present study are as follows: Section ‘A’ deals with demographic features, to analyze the demographic pattern of the respondents. Section ‘B’ deals with the expectation, service condition, nature of work, compensation, benefits, relationship with peers, relationship with supervisors, opportunities for promotion, motivation factors, job stress, support from family and support from society. A structured, closed-ended questionnaire was given to respondents for collecting their opinion regarding job satisfaction.

3.8.7 DESCRIPTION:

It is a 81 items on a questionnaire measuring factor of job satisfaction (Service condition, Nature of work, Compensation, Benefits, Relationship with peers, Relationship with supervisors and Opportunities for promotion), Motivation, Job stress, Support from family and Support from society and it is confirmed using confirmatory factor analysis.
method. It is a 5-point scale varying from least satisfied to highly satisfied or least agree to strongly agree based on the nature of the question. The respondents were asked to give their scores from 1-5 (1 being lowest and 5 being highest) for each of the questions given in the questionnaire.

3.8.8 COLLECTION OF DATA

Based on the above specified objectives both primary and secondary data were collected. Primary data were collected by administering the questionnaire, mainly to study the job satisfaction of women employees in BPO. Secondary data were used to find the reviews related to the factors of job satisfaction. These data were collected from the following sources.


3.8.9 PRE-TESTING THE QUESTIONNAIRE
To ensure that the questionnaire is complete, clear, and reliable, pilot study with 45 employees was performed with women employees in the selected BPOs. The validity of the questionnaire was checked and found to be 85% reliable

3.8.10 RELIABILITY AND VALIDITY TEST
The reliability of an instrument refers to the degree of consistency between multiple measurements of variables. It is the extent to which an experiment tests or any measuring procedures yield, the same result on repeated attempts. Reliability was estimated through an internal consistency method which is applied to measure the consistency among the variables in a summated scale. The reliability for each of the scales
was assessed by computing the coefficient of alpha (α). All coefficient of alpha (α) was found to be greater than 0.6 and therefore, were considered reliable and accepted (Nunnally J, 1978). In the present study, the Cronbach’s Alpha co-efficient of reliability was found based on primary data of the present study and the details are as follows:

Table :3.2
Reliability measures for the study

<table>
<thead>
<tr>
<th>No</th>
<th>No of items</th>
<th>Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Factors of job satisfaction</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Service Condition</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Nature of work</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Compensation</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>Benefits</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Relationship with peers</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Relationship with supervisors</td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>Opportunities for promotion</td>
<td>4</td>
</tr>
<tr>
<td>II</td>
<td>Motivation</td>
<td>10</td>
</tr>
<tr>
<td>III</td>
<td>Job stress</td>
<td>8</td>
</tr>
<tr>
<td>IV</td>
<td>Support from family</td>
<td>4</td>
</tr>
<tr>
<td>V</td>
<td>Support from society</td>
<td>3</td>
</tr>
<tr>
<td><strong>Overall reliability of the study</strong></td>
<td>81</td>
<td><strong>.965</strong></td>
</tr>
</tbody>
</table>

Source: Primary data
Validity

Both Face and Content validities were established in the study. The face validity was done by the investigator and the content validity was established by the experts in the field of investigation. Face validity, it appears to measure whatever the author had in mind, namely, what he thought he was measuring. The rationale behind content validity is to examine the extent to which a measuring instrument provides adequate coverage of the topic under study (Kothari, 1985). 

3.9 RESEARCH QUESTIONS

1. What is the order of various expectations those determine the satisfaction level of women employees in the selected BPO.
2. What is the level of stress faced by women employees in the BPO industry.
3. What is the existing level of job satisfaction among the women employees in the BPO.
4. What are the motivation factors that would enhance the satisfaction level of women employees in the BPO industry.
5. What is the extent of support women employees are receiving from society and family.
3.10 HYPOTHESIS

1. There is a no significant difference between demographic variable and expectation that determines the job satisfaction level.
2. There is no significant relationship between job stress and factors of job satisfaction among women employees in BPO.
3. There is a no significant difference between demographic variables and job stress.
4. There is no significant mean difference between demographic variable and factors of job satisfaction among women employees in BPO.
5. There is no significant mean difference between demographic variable and expectation levels to improve job satisfaction through motivation factor.
6. There is no significant correlation between support of family and society and job stress.

3.11 TOOLS USED:

Independent samples t-test-It compares the mean scores of two groups on a given variable.

One way ANOVA-A one way analysis of variance is a way to test the equality of three or more means at one time by using variances.

Bi-variate correlation- Measures the relationship between two variables

Multiple regression-It is used to find the relationship between several independent or predictor variables and a dependent or criterion variable.
Confirmatory Factor Analysis - It used to verify the factor structure of a set of observed variables.

Structural equation modeling - Structural equation modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions.

3.12 STATISTICAL PACKAGE USED:
The validity, reliability and analysis of the data in this study was analyzed using the statistical package for social sciences (SPSS v 16.0). Analysis of Moment Structure (SPSS AMOS v.16) was used to perform structural equation modelling.

3.15 SUMMARY

This chapter provided a description of the research methods and the rationale for their use in this study. Methodological strategies relating to participants, instrumentation, and data collection procedures were discussed. Finally, the statistical treatments of the survey data were detailed.

The details of the statistical analysis are presented in the next chapter.