



# A STUDY ON JOB SATISFACTION AND ITS IMPACT ON OVERALL PERFORMANCE OF BPO EMPLOYEES IN MUMBAI CITY

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## ABSTRACT:

"Human capital is the most valuable asset in the organization". The purpose of the research has been for finding the mediation constructs between satisfaction at job& organizational performance among the call center employees in Mumbai city. Structural equation model using smart PLS has been applied to examine significant mediation constructs. It is seen that there exist a full parallel mediation impact of work engagement & organizational commitment between job satisfaction and organizational performance. Further studies can be conducted using MGA (multi group analysis) techniques.

**KEYWORDS:** *Job Satisfaction, Work Engagement, Organizational Commitment, Overall Performance.*

## INTRODUCTION:

**Mumbai** which was also earlier called **Bombay** is referred to be capital city of Maharashtra state. It is also referred to as the financial capital of India. As per the United Nations report in 2018, it was stated that Mumbai has been regarded 2nd highest populated city in India coming second to the national capital, Delhi. It is also 7th highest populated city globally. The population in Mumbai is about 20 million. According to the Census report of 2011, Mumbai has been regarded as the most populated city in the country, estimating that the exact population of the city is near 12.5 million which comes in category of the Greater Mumbai's Municipal Corporation. The city has been also regarded as central of MMR, which is regarded as the 6th most populated metropolitan region and the total population is estimated to be above 23 million people. The Mumbai city is also an abode to three of UNESCO World Heritage Sites which comprises of Victorian Building, Chhatrapati Shivaji Maharaj Terminus & Art Deco buildings.

Mumbai is the commercial, financial as well main entertainment capital in India. Mumbai also comes under the global top 10 centers of commerce with respect to the flow of global finance, which generate 6.16% of the country's Gross Domestic Product, as well which account about 70% related to maritime trade within the country as well as 25% of industrial output and also about 70% of capital transactions. The Mumbai city is a house to many important corporate headquarters of many MNCs and Indian companies and important financial institutions. Mumbai city is a home for Bollywood and the industry of Marathi cinema.

A **Call Centre** refers to a type of a centralized office whose main work is to receive or transmit huge volumes of enquiries through the medium of telephones. It is further divided into inbound and outbound call centers. An inbound call center is established for administering incoming calls on enquiries or information related to the company's product and services from the customers and clients. An outbound call center is established for operating on the basis for telemarketing, debt collection, emergency notifications, market research, etc.

**Business Process Outsourcing** refer to that process of business which is outsourced by the company so as to focus on other main core business activities. Many Multinational Corporations from the western parts of the globe outsource their certain business activities to India. According to the report of 2012, 2.8 million of the population are employed in the

outsourced businesses. The annual revenue generated by them is about \$11 billion which is close up to 1% of the annual GDP of the nation.

**Knowledge Process Outsourcing** refer to that process where the main information-related activities of the business are outsourced. This activities form an important part of the business's overall value chain. The activities of KPO require know how of technical capabilities and advanced analytical skills having great level of expertise in them. KPO is nothing but a continuing factor of BPO, but a little more complex.

Employees are the internal customers of a company. They are the real assets of the company. But, active and engaged employees are not only the assets but helps build the company. Employee engagement remains one of the hottest topic in the fields of HR and OB. It's important to make sure employees are satisfied which automatically convinces them to stay with the store for a longer period of time. Satisfying employees is not easy but definitely worth every penny as it is less expensive then hiring and training new people every time. The study help us in understanding factors which influence job satisfaction as well as retention. Organizations should make such environment where the employees don't think of moving out of the organization for better opportunities. It will benefit both employees and the employers.

## REVIEW OF LITERATURE

**1. Feyerabend R. et al (2018)** examined in the current research paper about investigating the importance of Emotional Intelligence to predict the level of job turnover as well as job satisfaction among the agents working at call center employed within the country. For the research, around 299 respondents who have been agents of call center were interviewed from Bengaluru and New Delhi. They were given a questionnaire so as to measure the magnitude of satisfaction of job, intention of turnover & emotional intelligence. The study conducted derived conclusions where it shows that satisfaction of job was positively pertaining to emotional intelligence. Also it was found out satisfaction at job has been main medium among turnover intention & emotional intelligence.

**2. Mehmood N. et al (2016)** described in the research paper with the objective of investigating the relation among Affective Commitment, Turnover Intention and Job Satisfaction in the front desk employees who are working as the representatives for customer

service in banks of Pakistan. For the study, the collection of data was done through a set of questionnaires asked to about 106 from desk representatives of customer service from 5 various banks situated at Rawalpindi. The data was analysed through regression and correlation analysis. The conclusion derived showed a negative association of Affective Commitment and Job Satisfaction with Turnover Intention.

**3. Çekmecelioğlu H. et al (2012)** pointed out in the research paper that the main objective of the research was investigating the impact related to emotional intelligence over satisfaction of job. This research considers emotional intelligence as a multidimensional construct and at the same time makes a comparison about the impact of the said dimensions over job performance and on job satisfaction. For the study, the data was collected from among 147 call center agents employed at Istanbul. The conclusions showed there has been a positive relation among emotional intelligence as well as job satisfaction internally. This research shows the employees that experience higher emotional recognition experience a high level of internal job satisfaction.

**4. Echwachakoui S. et al (2013)** surveyed in the research paper examining the relation among the factors related to satisfaction of job and characteristics of employees working in call centers at Canada. The study was conducted through the use of a shorter version of the Minnesota questionnaire. For the study, 108 employees coming from major call centers from New Brunswick were interviewed. The conclusions derived from the study show main 4 factors relating to job satisfaction. The study shows satisfaction of job isn't affected with any age group still certain aspects are influenced from the education level, employee's status and gender.

**5. Yang H. et al (2016)** identified in the research paper on focusing over the female call center counsellors who are inbound, who are the ones easily exposed towards emotional labour at times when the clients express their anger or hostility and or using inappropriate and swear words over the phones. The study includes 244 female respondents. The study reveals that job stress shows a negative impact on self-esteem and job satisfaction. Self-esteem shows a mediating impact whereas turnover experiences show a moderating impact.

**6. Kan H. et al (2010)** mentioned in the research paper that the main aim was providing an insight regarding impactful management of the personnel and performance that could be used for boosting the satisfaction of the call center employees at job, thus their productivity could be enhanced. The findings from the study show that support of the superiors and fairness in

compensation policies also have a positive impact over job satisfaction among call center employees. Further the study emphasizes, in case the employees of call centers achieves satisfaction at their work then it helps them to work with more focus and dedication and more efficiently thus increasing the overall productivity.

**7. Eneizan B. et al (2021)** highlighted in the research paper investigating the impact of the HR practices and policies over the satisfaction of job among the call center employees. For the study, 275 employees working at online call centers were taken. The data was analyzed through SMARTPLS 3. The conclusions derived from the study shows a positive relation among the HR policies and practices and job satisfaction. It further has a positive impact on customer satisfaction as well.

**8. Mehta D. et al (2013)** surveyed in their study that the employees who feel attached to their work and driven by motivation contributes more to their organization in relation with productivity, high customer satisfaction and eventually higher profitability. The research study tries to get an insight of what are the factors which identifies the various dimensions of employee engagement. The dimensions such as proper motivation, giving employees more power, better rewards and return and proper leadership.

**9. Little B. et al (2006)** identified in the research the significance of the concept of job satisfaction in the firm. It is being said that organizations should strive to instil the structure in the working of the organization. This study helps to identify the method in which the definition of job satisfaction has been arrived at and how it is different from the other important variables. The study has identified the positive as well as the negative impact of job satisfaction on an organization with relation to the income they have accrued. Many firms are of the opinion that giving more importance to job satisfaction will result in greater amount of safety, productivity, turnover and profitability.

#### **OBJECTIVES:**

1. To analyse mediation influence of work engagement between satisfaction of job and overall performance.
2. To evaluate mediation impact of Organisational commitment between job satisfaction and overall performance.

## **HYPOTHESES:**

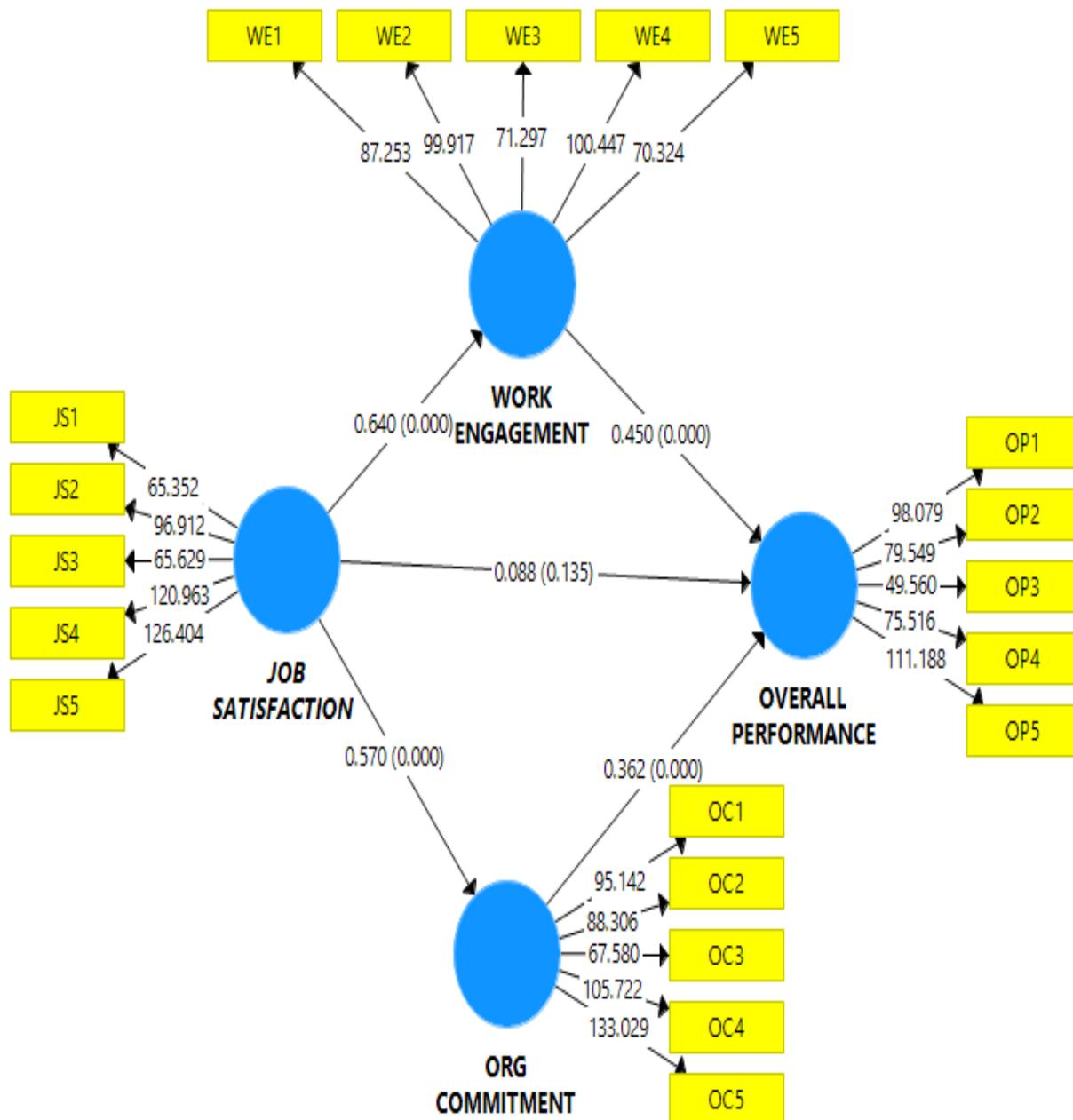
1. Job satisfaction influences work engagement.
2. Work engagement has positive impact on overall performance.
3. Job satisfaction influences organisational commitment.
4. Organisational commitment influences overall performance.
5. Job satisfaction has direct impact on overall performance.

## **MATERIAL AND METHODS:**

The current research is descriptive and deductive in nature. 218 samples have been selected for the current study (As per Nunnally Principle minimum sample required for the current study is 20 items X 10 times = 200, However 200 samples have been selected for reliable result). Non probability purposive sampling has been used for the current study (employees working in call center for at least 1 year has been selected). Both primary and secondary data collection methods have been used. The tool used for the current research is Smart PLS and technique used for the current research is Structural equation model.

**RESULTS AND DISCUSSIONS**

*Figure 1 STRUCTURAL EQUATION MODEL (PARALLEL MEDIATION)*



**Table 1 TOTAL EFFECT**

	ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	T STATISTICS (O/STDEV)	P VALUES
Job Satisfaction → Org Commitment	0.570	0.568	0.051	11.230	0.000
Job Satisfaction →Overall Performance	0.582	0.580	0.052	11.193	0.000
Job Satisfaction → Work Engagement	0.640	0.640	0.050	12.732	0.000
ORG Commitment → Overall Performance	0.362	0.356	0.103	3.521	0.000
Work Engagement → Overall Performance	0.450	0.461	0.112	4.017	0.000

As per Table 1 as the p(value) in all the cases are below 5% level of significance thus it can be concluded that Job satisfaction influences work engagement, Organisational commitment and overall performance. It can also be concluded that organisational commitment influences overall performance and work engagement influences overall performance.

**Table 2 INDIRECT EFFECT**

	ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	T STATISTICS (O/STDEV)	P VALUES
Job Satisfaction → Org Commitment	0.494	0.498	0.051	9.716	0.000
Job Satisfaction →Overall Performance					
Job Satisfaction → Work Engagement					

ORG Commitment → Overall Performance					
Work Engagement → Overall Performance					

As per Table 2 it can be seen that work engagement essays a mediating role among job satisfaction & overall performances& also there is a mediating impact of organisational commitment between job satisfaction and overall performance as p (value) < 0.005

**Table 3 DIRECT EFFECT**

	ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	T STATISTICS (O/STDEV)	P VALUES
Job Satisfaction → Org Commitment	0.570	0.568	0.051	11.230	0.000
Job Satisfaction →Overall Performance	0.088	0.082	0.059	1.496	<b>0.135</b>
Job Satisfaction → Work Engagement	0.640	0.640	0.050	12.732	0.000
ORG Commitment → Overall Performance	0.362	0.356	0.103	3.521	0.000
Work Engagement → Overall Performance	0.450	0.461	0.112	4.017	0.000

As per Table no 3 p (value) of direct effect between job satisfaction and overall performance is 0.135 which is > 0.005 indicating full mediation effect of work engagement among job satisfaction & overall performance as well as organisational commitment among job satisfaction & overall performance.

### CONCLUSIONS:

There is ample availability of literature on "Job Satisfaction", "Work Engagement" and "Organisational Commitment and their impact on "Overall Job Performance". Various

researches have verified and concluded a positive relation between all these Constructs. Many theories have also stated the various indicators of both the constructs - such as monetary incentives, financial rewards, recognition, respect, better facilities and working conditions and so on. But very few studies have worked on the mediation effect of "Work Engagement" and "Organisational Commitment" on the "Overall Job Performance." Thus, this study fulfils its objective of analysing the mediation between the stated factors. The study proves that "Work Engagement" and Organisational Commitment (factors) plays the most important role while studying the relationship between Job Satisfaction and Overall, Job Performance. Thus, the researcher suggests that the organizations need to take interest in enhancing the commitment of its employees and should also make sure that the employees are engaged towards their work. Various innovative methods can be adopted by the employers because by ameliorating both these factors the organisation definitely can increase its overall performance and productivity which has obvious impact on the profits of the organisation.

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