

Organisational Characteristics Prevalent In BPO Industry

Dr. Roji George

Dean, Saintgits Eng College

Mrs. P. Priya

Research Scholar, Bharathiar University

Abstract: The paper examines the various organizational characteristics prevailing in BPO industry in Chennai. A sample of 440 respondents has been taken for the study. Descriptive statistics such as mean, standard deviation, Factor analysis and ANOVA have been applied to analyse the data. The study has revealed that an organization can create a conducive working atmosphere by recognizing the right talent of employees, grooming them, and by providing additional perks. Organizational characteristics are imperative for employee retention. Effective organisation communicates the overall strategy so that every person in the organisation understands his role. This enables the employees to have an acquaintance towards the organisation. In turn, the organisation retains the loyal employees and produce maximum results.

Keywords: Organisational characteristics.

I. INTRODUCTION

Employees are the major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes more imperative in order to maximize the job performance. In doing so, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations' successful continuation in the market.

II. STATEMENT OF PROBLEM

Employee retention is a volunteer move by organizations to create an environment which engages employees over a period of time. Organizational characteristics have a great impact on attrition rate as any dissatisfying factors experienced by employees have a direct impact on attrition and hence, work atmosphere plays a vital role in any organisation. Hence this study focuses on organizational characteristics prevailing in an organisation.

III. SCOPE OF THE STUDY

Due to the severe competition prevailing in BPO industry, organizations have to concentrate more on productivity. Most of the employees are not completely trained to perform their given task. As a result of this, the employee over a period of time fails to perform, gets de-motivated and ultimately moves out of the organisation. This study focuses on the organizational characteristics prevailing in BPO industry which make the employees to perform better and the organisation can retain those employees for a long period.

IV. OBJECTIVE OF THE STUDY

The study has focused on the following objective:
✓ To analyze the organizational characteristics prevailing in BPO Industry.

V. RESEARCH METHODOLOGY

A. PERIOD AND AREA OF THE STUDY

The period considered for the study has been 2014-2015. The study is pertaining to Chennai City only.

B. SAMPLE SIZE AND SAMPLING METHOD

For the purpose of determination of sample size, Taro Yamani method has been employed and random sampling method has been adopted for the selection of respondents in this study.

The Sample size arrived at is 440 and the respondents are randomly selected from the popular BPO firms in Chennai city.

C. DATA AND DATA SOURCES

The study is mainly based on primary data. A pilot study has been conducted and the primary data have been collected from 100 respondents. The results of the pilot study have necessitated certain changes for the final structuring of the Questionnaire meant for 440 respondents chosen, from the top BPOs in Chennai city such as Cognizant, Tata Consultancy Services, Accenture PLC and Hindustan Computer technologies limited. Necessary secondary data have been collected from the journals, magazines and websites.

D. STATISTICAL TOOLS USED

- ✓ Descriptive Statistics: Percentage analysis, Mean and Standard Deviation
- ✓ Statistical tests: t-Test, Factor analysis and ANOVA

VI. HYPOTHESIS

For the purpose of study the following null hypothesis has been framed.

Ho Organisational characteristics remain the same for the employees having different personal profile and job profile.

VII. SIGNIFICANCE OF THE STUDY

The results of this study would be of immense help to identify the dimensions of organisational characteristics in BPO industry.

The objective of the study deals with different aspects viz.,

VIII. PERSONAL PROFILE OF EMPLOYEES IN BPO INDUSTRY AND ORGANISATIONAL CHARACTERISTICS OF BPO INDUSTRY

The general profile of the Employees in BPO industry has been presented in the following tables as personal factors and job related factors.

Personal Factors	Respondents Category	Number	Per cent
Gender Profile	Male	244	55.5
	Female	196	44.5
	Total	440	100
Age Profile	18-20 years	40	9.1
	21-25 years	272	61.8
	Above 25 years	128	29.1
	Total	440	100

Salary	Less than 10000	31	7
	10000-15000	156	35.5
	15001- 20000	103	23.4
	20001-25000	73	16.6
	Above25000	77	17.5
Total		440	100

Source : Primary Data

Table 1.1: Personal factors – Gender, age and salary of employees

The table 1.1 shows that the male respondents are more than the female respondents in various BPO Firms. Majority of the employees are between the age group of 21-25 years. Most of the employees in BPO industry are earning of Rs.10000-Rs.15000.

Job factors: include Designation, specific area of work, shifts in organisation and duration in present organisation.

Job Profile	Job factors	Groups	Number	Per cent	
	Designation	Process Analyst		252	57.3
		SeniorProcess Analyst		98	22.3
		Team Leader		46	10.5
		Supervisor		15	3.4
		Manager		29	6.6
		Total		440	100
	Shifts in organisation	Day		38	8.6
		Night		43	9.8
		Rotational		359	81.6
	Total		440	100	
	Duration in present organisation	Less than 6 months		95	21.6
		6months-1 year		76	17.3
		1-2 years		153	34.8
		3-5 years		99	22.5
		More than 5 years		17	3.9
	Total		440	100	

Source: Primary Data

Table 1.2: Job factors – Designation, shifts in organisation and duration in present organisation

From the table 1.2 it is seen that most of the employees are working as process analysts. It is observed revealed that 81.6 per cent of the employees work in rotational shift. The results reveal that 34.8 per cent of the employees are working for 1-2 years and only 3.9 per cent of employees fall under the category of more than 5 years.

IX. ORGANISATIONAL CHARACTERISTICS

Organisation is treated as a dynamic process and a managerial activity which is essential for planning the utilization of company’s resources,money and people to accomplish the various objectives. For the purpose of analysis of organizational characteristics, each statement has been assigned with five point scale for ratings by the respondents. The ratings have been assigned as 5 for “strongly agree”, 4 for “agree”, 3 for “neutral”, 2 for “disagree”, and 1 for “strongly disagree”. High score indicates more weightage to the statement. The minimum score is assigned as 1 and the maximum score is assigned as 5. High score indicates positive attitude of the respondents towards the Organisation. Thus, overall score for organizational characteristics is computed and taken for further analysis.

S.No.	Organisational characteristics	N	Min.	Max.	Mean	S.D
1	Opportunity one gets to move ahead in life and become fairly well-known	440	1	5	4.1318	0.80198

2	I have a clear sense of the future direction of this office	440	1	5	3.725	0.90017
3	My supervisor is unfair	440	1	5	2.9909	1.21115
4	The goals of the organization are not clear to me	440	1	5	2.8864	1.16744
5	I am getting recognition for my good efforts	440	1	5	2.5523	1.11808
6	Work pressure is too much	440	1	5	2.9773	1.0584
7	The working conditions are congenial for me	440	1	5	3.4591	0.84204
8	Communication system is fair and open	440	1	5	3.9295	0.96972
9	I like the people I work with	440	1	5	3.6909	0.96164
10	I am getting adequate salary for this job	440	1	5	3.6864	1.00423

Source – Primary data

Table 1.3: Organisational Characteristics - Descriptive Statistics

It is evident from table 1.3 that the score has been found to be more than 3.5 revealing the employees' agreeability for the following statements: 'Opportunity one gets to move ahead in life and become fairly well-known' (4.13) which tops in ranking, and 'I am getting recognition for my good efforts' (2.55) which ranks the least and the employees have not disagreed for any of the statements.

X. FACTOR ANALYSIS OF ORGANISATIONAL CHARACTERISTICS OF BPO INDUSTRY

The Factor Analysis technique is applied in this study to find out the underlying dimensions in the set of statements relating to the organizational characteristics of the BPO industry. Initially 20 factors have been considered for KMO and Bartlett's test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.891
Bartlett's Test of Sphericity	Approx. Chi-Square	6414.896
	Df	630
	Sig.	**

** - Significant at 1% level (P<0.01)

Table 1.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is a test which is based on the correlations and partial correlations of the variables. If KMO is closer to 0, then the factor analysis is not a proper technique for the variables and the data. The value of test statistic is given above as 0.891 which shows that the factor analysis for the selected variables is found to be more appropriate to the data. Hence, out of the 20 variable factors 5 have been finalized and used for further study.

XI. ANOVA AND PAIRED T-TEST

The analysis is preceded with the five factors of organizational characteristics identified, namely: monetary benefits, conducive working atmosphere, unfair working conditions, distribution of work and recognition of work. ANOVA and t-test have been employed separately to test the difference between personal factors and organizational characteristics (3 factors) and between Job factors and the organizational characteristics (3 factors)

Ho "The average score of monetary benefits, conducive working atmosphere, unfair working conditions, distribution

of work and recognition of work do not vary significantly among the employees for the selected personal factors".

Organisational characteristics	Personal factors	Groups	Mean	S.D	No	T	F	Sig.		
Monetary benefits	Gender Profile	Male	19.91	3.49	244	0.15		Ns		
		Female	19.96	3.49	196					
	Age Profile	18-20 years	19.88	3.29	40					
		21-25 years	19.76	3.34	272					
		Above 25 years	20.33	3.83	128					
	Salary	Less than 10000	18.39	3.8	31					
		10000-15000	19.58	3.17	156					
		15001-20000	19.92	3.88	103					
		20001-25000	20.44	3.32	73					
		Above25000	20.83	3.33	77					
		TOTAL	19.94	3.49	440					3.676
	Conducive working atmosphere	Gender Profile	Male	23.61	3.86				244	0.202
Female			23.53	4	196					
Age Profile		18-20 years	23.5	3.59	40					
		21-25 years	23.22	3.95	272					
		Above 25 years	24.35	3.86	128					
Salary		Less than 10000	23.03	4.33	31					
		10000-15000	22.76	3.61	156					
		15001-20000	23.47	4.09	103					
		20001-25000	24.16	3.85	73					
		Above25000	25.03	3.77	77					
		TOTAL	23.57	3.92	440		5.108	**		
Unfair working conditions		Gender Profile	Male	12.11	2.96	244	1.031		Ns	
	Female		11.82	3.09	196					
	Age Profile	18-20 years	11.15	2.39	40					
		21-25 years	11.75	3	272					
		Above 25 years	12.85	3.07	128					
	Salary	Less than 10000	13.39	2.25	31					
		10000-15000	12.65	2.6	156					
		15001-20000	11.78	2.91	103					
		20001-25000	11.71	3.62	73					
		Above25000	10.58	3.05	77					
		TOTAL	11.98	3.02	440					8.554
	Distribution of work	Gender Profile	Male	17.36	3.33	244				1.965
Female			17.54	3.37	196					
Age Profile		18-20 years	18.08	3.16	40					
		21-25 years	17.15	3.12	272					
		Above 25 years	17.85	3.79	128					
Salary		Less than 10000	18.26	2.73	31					
		10000-15000	16.79	2.91	156					
		15001-20000	17.2	3.45	103					
		20001-25000	17.71	3.87	73					
		Above25000	18.48	3.46	77					
		TOTAL	17.44	3.35	440		4.137	**		
Recognition of work		Gender Profile	Male	5.95	1.32	244	1.031		Ns	
	Female		5.92	1.39	196					
	Age Profile	18-20 years	5.98	1.23	40					
		21-25 years	5.71	1.3	272					
		Above 25 years	6.42	1.38	128					
	Salary	Less than 10000	5.71	1.22	31					
		10000-15000	5.58	1.25	156					
		15001-20000	5.94	1.49	103					
		20001-25000	6.16	1.12	73					
		Above25000	6.53	1.37	77					
		TOTAL	5.94	1.35	440					7.577

Source: Computed ** significant at 1% level * significant at 5% level Ns: Not significant

Table 1.5: Personal Factors – Organisational characteristics

The table 1.5 shows that with respect to the age profile, there is no significant difference in the mean score of monetary benefits. Hence, the null hypothesis is accepted for the above factor. However, in the case of conducive working atmosphere and distribution of work, there is a significant difference in the mean score at 5 per cent level and for unfair working conditions and recognition of work there is a significant difference in the mean score at 1 per cent level. Hence the null hypothesis is rejected in respect of age profile. But in respect of salary, the unfair working conditions, distribution of work, recognition of work are found to be significant at 1 per cent level and thereby, the null hypothesis is rejected. The paired t-test result shows there is no significant difference in the mean score for the above mentioned factors.

Job factors	Groups	Mean	S.D	No	T	F	Sig.	
Monetary benefits	Designation	Process Analyst	19.67	3.2	252			
		SeniorProcess Analyst	20.2	3.8	98			
		Team Leader	19.67	3.9	46			
		Supervisor	21.8	2.6	15		2.1	
		Manager	20.83	4.1	29		53	Ns
	Shifts in Organisation	Day	19.71	3.7	38			
		Night	20.07	3.7	43		0.1	
		Rotational	19.94	3.5	359		12	Ns
	Duration in Present Organisation	Less than 6 months	20.42	4.1	95			
		6months-1 year	19.53	3.8	76			
		1-2 years	19.89	2.9	153			
		3-5 years	19.9	3.5	99			
		More than 5 years	19.71	2.9	17		0.7	
		TOTAL	19.94	3.5	440		48	Ns
	Conductive working atmosphere	Designation	Process Analyst	23.02	3.9	252		
SeniorProcess Analyst			24.45	3.9	98			
Team Leader			23.93	4	46			
Supervisor			26.2	3	15		4.3	
Manager			23.45	3.4	29		84	**
Shifts in Organisation		Day	23.5	3.9	38			
		Night	23.16	4.1	43		0.2	
		Rotational	23.63	3.9	359		79	Ns
Duration in Present Organisation		Less than 6 months	25.28	4.2	95			
		6months-1 year	22.59	4.1	76			
		1-2 years	23.25	3.2	153			
		3-5 years	23.21	4.1	99			
		More than 5 years	23.41	4	17		6.5	**
TOTAL		23.57	3.9	440		12	**	
Unfair working conditions		Designation	Process Analyst	12.35	2.9	252		
	SeniorProcess Analyst		11.7	3.2	98			
	Team Leader		11.61	3.3	46			
	Supervisor		11.73	2.8	15		3.2	
	Manager		10.45	3	29		8	*
	Shifts in Organisation	Day	12.53	2.8	38			
		Night	12.07	3	43		0.6	
		Rotational	11.96	3.1	359		14	Ns
	Duration in Present Organisation	Less than 6 months	11.11	3.7	95			
		6months-1 year	11.62	2.4	76			
		1-2 years	12.69	2.6	153			
		3-5 years	12.13	3	99			
		More than 5 years	11.24	3.4	17		4.8	**
	TOTAL	12.02	3	440		88	**	
	Distribution of work	Designation	Process Analyst	17.17	3.2	252		
SeniorProcess Analyst			17.46	3.7	98			
Team Leader			17.8	3.1	46			
Supervisor			19.53	2.9	15		2.3	
Manager			18.1	4	29		38	Ns
Shifts in Organisation		Day	18.03	3.0	38			
		Night	17.7	3.4	43		0.8	
		Rotational	17.7	3.4	359		45	Ns
		Day	18.03	3.0	38			
		Night	17.7	3.4	43		0.8	Ns

Source: Computed ** significant at 1% level * significant at 5% level Ns: Not significant

Table 1.6: Job Factors – Organisational characteristics

In the above table 1.6 shows that there is no significant difference in the mean score of monetary benefits with respect to designation, shifts in organisation and duration in present organisation. Conducive working atmosphere, unfair working conditions and distribution of work with respect to shifts in organisation there is no significant difference in the mean score. Distribution of work with respect to designation there is no significant difference in the mean score. Hence, the null hypothesis is accepted for the above factors. However in case of conducive working atmosphere with respect to designation and duration in present organisation, unfair working conditions with respect to duration in present organisation, distribution of work with respect to duration in present in organisation and recognition of work with respect to designation, shifts in organisation and duration in present organisation there is a significant difference in the mean score at 1 per cent level and unfair working conditions with respect to designation there is a significant difference at 5 per cent level and thereby the null hypothesis is rejected for the above factors.

XII. SUGGESTIONS

- ✓ Shift variance to be balanced between Day/Night and Rotational because as per the study 81% are on rotational basis which would have direct impact in their work life balance.
- ✓ Additional Perks has to be increased based on employee performance which would be a motivational factor for employee to stay longer in an organization.

XIII. CONCLUSION

The study has concluded that organisation can create a conducive working atmosphere by recognizing the hard work, giving space for new innovative ideas, and monetary benefits. Effective organisation communicates the overall strategy so that every person in the organisation understands their role. This leads the employee to have an acquaintance towards the organisation which would result in maximum results.

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