

## **Employee Perceptions On Working Conditions** **Selected BPO Companies under Study at Hyderabad, Telangana State.**

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### **ABSTRACT**

The research paper aims at studying the Perception nature of employees working in Business Process Outsourcing (BPO) on working conditions. Working Conditions refers to various attributes of an individual's perspective. The aim of the study is to analyze the employee perception towards working conditions in BPO industry at Hyderabad. This study provides a guideline for necessary working conditions require improving employee performance in BPO sector. Employees are impatient as it involves long working hours, inappropriate reward systems, and lack of job independence, insufficient facilities, and role of ambiguity. It is not a single factor that determines employee perception among BPO employees'. Working conditions have wide-ranging effects on employees' behavior and adjustments as well as off the job. Physical working conditions are lack in BPO Company's management in selected units which also affects employee performance in time management system majority of the respondents are opined that they have not satisfied with resting time in between working hours which results in stress among employees. A large number of problems related to employee satisfaction, declining levels of performance and competence are related to lack of work environment and are analyzed using statistical techniques. By utilization of simple percentage, weighted average and ANOVA statistical techniques using SPSS software have been used for data analysis. The results of hypotheses tests which calculated in confidence level 95% indicated that all research hypotheses were confirmed.

**Keywords:** Working Condition, Job Satisfaction, Job Security, Motivation, Stress, and Noise.

### **INTRODUCTION:**

In employee perception is a major factor most of the times, it is formed by organizational roles, styles of leadership, styles of communication, employers commitment at

the workplace, etc. and so it is very important that the organization responsible to bring the right perception in the minds of its employees. Thus proper and effective supervision is required to prevent employees from having a wrong understanding. Employee perception is a procedure by which employees analyze and interpret their tangible Impressions so as to offer significance to their working conditions. Human instinct can be exceptionally basic, yet extremely complex as well. A comprehension and valuation for this is no pre-imperative to viable employee perception in the work environment and subsequently viable administration and authority. It is the key for the administrators to make collaboration and show signs of improvement yield for the association which results in higher performance. The perception helps every single individual in the association to convey the things in various ways as the association needs various perceptions to make successful results. (Griffin & Moorhead, 2013<sup>1</sup>) Foster the urge employees to want to work in achieving the goals and objectives specific and efficient institutions can be different because of the behavior of each individual is different. There are some special factors that cause individual differences in behavior are: perception, attitude, and personality of each individual. An achievement motive is an inner urge employee to perform an activity or task as well as possible to be able to achieve optimum performance.

The satisfaction of employees towards working conditions results in successful goals accomplishment of the organization as a whole so employers in front of him should ensure, the more employees feel rewarded for his achievements. (Millner-Harlee, 2010<sup>2</sup>) With a high level of job satisfaction can improve employee performance because of the high satisfaction levels of employees who will be motivated to perform better. So with this study may be useful for employee perception towards working conditions being tested, and can be used as a measure in the development of employee satisfaction.

## **2. LITERATURE REVIEW**

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<sup>1</sup> Griffin, R. W., & Moorhead, G. (2013). *Perilaku Organisasi: Manajemen Sumberdaya Manusia*, Jakarta: Penerbit Salemba Empat.

<sup>2</sup> Millner-Harlee, T. (2010). *A Multiple Case Study Discovering Part-Time Faculties' Perceptions of Their Professional Needs, Working Conditions, Social Network, and Job Satisfaction at Three Community Colleges*. Dissertation. George Washington University.

Jui-Min Hsiao and Da-Sen Lin (2018<sup>3</sup>) suggested that new graduates who just entered the labor market should take the initiative to boost their own competences and competitiveness instead of focusing on the extrinsic conditions which not have positive impacts on getting a professional job and the job satisfaction. According to their research, it shows a higher expertise level tends to better pay and satisfaction at work. However, research results further indicate higher pay does not lead to higher level of job satisfaction, employee satisfaction derives from high employee competencies and profession.

Basak and Govender (2015<sup>4</sup>) defined the working condition as relations with a co-worker, interpersonal relations to university academics and revealed these relations have significant impacts on university faculty's satisfaction at work. Vian et al. (2015<sup>5</sup>) analyzed samples of public-private partnerships (PPP) by qualitative analysis, which defined working conditions as security, communication, support service, and work culture.

Asegid, Belachew, and Yimam (2014<sup>6</sup>) attempted to explain job satisfaction and intention to turnover among nurses in the workplace, and in this study, working environment included making autonomous decision making adjustment in practice, providing a stimulating intellectual environment and allowing opportunity to expand scope of practice, etc, therefore, observed these factors were highly linked to work satisfaction and the turnover rate for staff.

Bakotic and Babic (2013<sup>7</sup>) found that for the specialists who work under troublesome working conditions, working condition is a vital factor for occupation fulfillment, so specialists under troublesome working conditions are disappointed through this factor. To improve the fulfilment of representatives working under troublesome working conditions, it is important for the administration to improve the working conditions. This will make them

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<sup>3</sup> Jui-Min Hsiao and Da-Sen Lin (2018). The Impacts of Working Conditions and Employee Competences, *Journal of Reviews on Global Economics*, 2018, Vol. 7, Pg No: 246-259, DOI: <https://doi.org/10.6000/1929-7092.2018.07.22>

<sup>4</sup> Basak, S. K. and Govender, D. (2015). Theoretical Framework Of The Factors Affecting University Academics Job Satisfaction. *International Business and Economics Research Journal*, 14 (2), 317-326. <https://doi.org/10.19030/iber.v14i2.9167>

<sup>5</sup> Vian, T., McIntosh, N., Grabowski, A., Nkabane-Nkholongo, E. L. and Jack, B. W. (2015). Hospital public private partnerships in low resource settings: perceptions of how the Lesotho PPP transformed management systems and performance. *Health Systems and Reform*, 1 (2), 155-166. <https://doi.org/10.1080/23288604.2015.1029060>

<sup>6</sup> Asegid, A., Belachew, T., and Yimam, E. (2014). Factors Influencing Job Satisfaction and Anticipated Turnover among Nurses in Sidama Zone Public Health Facilities, South Ethiopia. *Nursing Research and Practice*, 2014, 1-26. <https://doi.org/10.1155/2014/909768>

<sup>7</sup> Bakotic, D., &Babic, T. B. (2013, February). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. *International Journal of Business and Social Science*, 4(2), 206-213.

similarly happy with the individuals who work under ordinary working conditions and consequently generally speaking execution will increment.

According to Leblebici (2012<sup>8</sup>), many executives are under the mistaken impression than the level of employee performance on the job is proportional to the size of the employee's compensation package. He acknowledges that higher salaries and compensation benefits may seem the most likely way to attract employees. The work environment is the combination of factors (social support, physical working conditions, job characteristics, training and development, and communication process) that influence work. However, the quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people.

Kartinah and Tiong Ming, (2011<sup>9</sup>) Most of the respondents had a level of stress that ranged from moderate to high, “with the most stressful factor being those pertaining to the intrinsic aspects of their banking job”. Gender didn't show any significant correlation with the bank officers' workplace stress. All the variables under organizational characteristics were confirmed to have an important relationship with workplace stress with organizational climate and structure being the most important. All the variables under study (job satisfaction and organizational characteristics) are positively linked to each other with the strength of relationships ranging from 0.192 to 0.620.

Chen et al. (2006<sup>10</sup>) found that there are positive relationships between organization communication, organizational commitment, and job performance. Effective interpersonal communication skills are essential for social interaction, building, and maintenance of relationships. Poor communication skills can cause irrevocable damage to relationships; affecting productivity, satisfaction, performance, morale, trust, respect, self-confidence and even physical health.

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<sup>8</sup> Leblebici, D. (2012) Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *Journal of Business, Economics and Finance*. ISSN 2146 - 2943

<sup>9</sup> Kartinah, a. & Tiong Ming, n. 2011. A study of workplace stress and its relationship with job satisfaction among Officers in the Malaysian Banking Sector. *Interdisciplinary Journal of Contemporary Research in Business*, 2, 403-417.

<sup>10</sup> Chen, J., Silverthorne, C. and Hung, J. (2006). Organization communication, job stress, organizational commitment and job performance of accounting professionals in Taiwan and America. *Leadership Organizational Development Journal*. 27(4): 242-249.

Boreham (2004<sup>11</sup>) considered the crucial part in a workplace is the teamwork, like promoting the process of working collaboratively with a group of people attempts to accomplish its goal, building up the team confidence and developing individual's unique knowledge and ability to help improve other team members; thus, by sharing and encouraging a team that continues to work together will eventually develop an increased level of bonding which are crucial qualities toward employee competences. In the meanwhile, there are some scholars elucidate employability by analyzing data collected from participant observation, consider it is not classified as a sub-skill but employees' integral concept of work, in which employee judges by a set of achievements-understandings, skills to achieve their goals.

### **3. RESEARCH OBJECTIVES:**

- Study on the impact of existing working conditions practices on Employee Performance in selected BPO organizations under study.
- To examine the level of employee perception towards working conditions in association with their satisfaction.
- To recommend ways of improving the work environment to increase employee Performance among executives in selected BPO units.

#### *A. The hypothesis of the Study:*

From the literature review and objectives of the study, the hypotheses of the study are as follows:

H<sub>1</sub>: Adequate working conditions would lead to higher Employee Performance.

H<sub>2</sub>: Positive employee perception of working conditions results in employee satisfaction.

### **4. RESEARCH METHODOLOGY**

The present study was intended to investigate by using 'Exploratory research design'. The respondents of the study were working as executives for BPO organizations in three different shift timings. The research is conducted in large BPO units i.e., Telenet Systems and Aegis Limited in the Hyderabad district.

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<sup>11</sup> Boreham, N. (2004). A theory of collective competence: Challenging the neo-liberal individualisation of performance at work. *British Journal of Educational Studies*, 52 (1), 5-17. <https://doi.org/10.1111/j.1467-8527.2004.00251.x>

***Sample size:-***

In this research study, the Likert rating scale type has been utilized to examine the employee perception level towards working conditions in their respective organizations. The sample size consists of Executives and team leads working together and the number is 200 employees from selected units under the study.

***Sampling technique:-***

A Random sampling technique is a method adopted to select the sample for conducting this research study. The method of selecting sample where maximum respondents would cover in the sample is selected randomly. Many respondents for the study responded positively to fill the questionnaire designed for the study.

***Data collection:***

To collect the data researcher approached respondents personally in their shift hours and requested to share their opinions using a standard questionnaire as a data collecting instrument. The collected data is a source of Primary data used to analyze and interpreted it at two dimensions i.e., data analyzed to study the existing practices of working conditions and data is analyzed and interpreted in terms of employee's perception which leads to their satisfaction level.

Secondary data is adopted from various publications, the company's handbooks, manuals, official statutory records to identify research gap and frame objective of the study and other further research decisions.

***Analysis:***

In order to examine the relationship between working conditions and employee performance & employee satisfaction the following statistical tools were adopted to analyze and interpret the result outcomes:

- Simple Percentage
- Weighted average
- Chi-Square test and

## 5. ANALYSIS AND INTERPRETATION:

**Table: 5.1 Data Analysis table showing rating parameters and respondents Perception of working conditions factors:**

*Values in Frequency*

| Working Conditions Parameters | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Total (%) | Weighted Average |
|-------------------------------|----------------|-------|---------|----------|-------------------|-----------|------------------|
| 1. Work Atmosphere            | 30             | 107   | 55      | 5        | 3                 | 100       | 3.78             |
| 2. Team Spirit                | 20             | 125   | 45      | 8        | 2                 | 100       | 3.76             |
| 3. Collaboration among team   | 15             | 110   | 65      | 10       | 0                 | 100       | 3.65             |
| 4. Physical work Environment  | 15             | 105   | 60      | 12       | 8                 | 100       | 3.53             |
| 5. Superiors Motivation       | 25             | 95    | 58      | 22       | 0                 | 100       | 3.61             |
| 6. Distraction Management     | 18             | 105   | 55      | 14       | 8                 | 100       | 3.55             |

Source: Primary Data

### **Inference:**

From the above table 5.1, the results depict using frequency values and weighted average statistical tools. The result table shows the respondent's perception of working conditions using a Likert rating scale.

The result values show that the majority of respondents have agreed level of perceptions on various working conditions parameters. The study has been done on six parameters which result in the satisfaction of employees towards working conditions. Very few percentages of respondents shared disagreed views towards working conditions factors whereas superiors' motivation towards their team member's performance also needs to re-design as per industry standards.

The above result table depicts the weighted average analysis too and it is transparent enough that physical work environment and distraction management need to improvise at standards comparing with other competitors.

**Table: 5.2 Data Analysis table showing the impact of working conditions on Employee Performance:**

| Source                         | DF | Sum of Square | Mean Square | F Statistic | P-value  |
|--------------------------------|----|---------------|-------------|-------------|----------|
| <b>Groups</b> (between groups) | 5  | 0.00000       | 0.00000     | 0.00000     | 1.000000 |
| <b>Error</b> (within groups)   | 24 | 45366.00011   | 1890.250005 |             |          |
| <b>Total</b>                   | 29 | 45366.00011   | 1564.344831 |             |          |

Source: Primary Data

*i.  $H_0$  hypothesis*

Since  $p\text{-value} > \alpha$ ,  $H_0$  is accepted.

The averages of all groups considered to be equal.

In other words, the difference between the averages of all groups is not big enough to be statistically significant.

*ii. P-value*

P-value equals 1.000000, [ $p(x \leq F) = 0.00000$ ]. This means that if we would reject  $H_0$ , the chance of type1 error (rejecting a correct  $H_0$ ) would be too high: 1.0000 (100.00%)

The bigger the p-value the stronger it supports  $H_0$

*iii. The statistics*

The test statistic F equals 0.00000, is in the 95% critical value accepted range:  $[-\infty; 2.6207]$

*iv. Effect size*

The observed effect size f is small (0.0). That indicates that the magnitude of the difference between the averages is small.

The  $\eta^2$  equals 0.0. It means that the group explains 0% of the variance from the average (similar to  $R^2$  in the linear regression)

## 6. Recommendations of the Study:

Based on the present study result values the researcher intended to recommend a few suggestions for the better practices of working conditions in the BPO units selected under study. The elaborative recommendations can be delegation of authority to the executive staff towards performance enhancement in their services. Superior spending ideal time with each individual to decide on their responsibilities gives results of great positive accountability among individual performance levels. Management should introduce a break time policy

across organization for effectiveness in the work nature. Superiors should ensure adequate provision of resources to the service staff to perform their duties efficiently. Frequent gathering among team results to development of human relations at the workplace.

## **7. Limitations of the Study:**

- The research was accomplished for a short time period and its scope is bounded to two units of BPO in Hyderabad city.
- Some of the employees were not ready to express their thoughts unreservedly. A few answers given by the employees might be instantly for the time being.

## **Conclusion:**

In every industry providing adequate Working conditions should be a never-ending practice. It should an overall benefit for organizations, employees, customers, and other stakeholders. The effect of better working conditions results in higher employee performance with efficiency and effectiveness. Finally it is concluded that physical work environment and collaborative team spirit among employees give quality performance standards. The provision of adequate working conditions is used to develop employee performance and skills. This organization should provide more statutory facilities to employees. The management is providing resource in the organization.

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