

# DEVISING AN EFFICIENT HUMAN RESOURCE PROCESS FOR INFORMATION TECHNOLOGY SECTOR CALL CENTRE OPERATIONS BASED ON FIELD SURVEY STUDIES

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**Abstract:** Job satisfaction is an index of the extent to which an employee feels self-motivated, content and satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. In certain types of jobs which are more repetitive in nature with a lesser level of innovative challenges such as Call Centres, specific attention must be made to ensure that the employees perform efficient operations with a high level of customer interaction which is very unique to the nature of job they are performing. This study pertains to aspects relating to various parameters of importance as perceived by the Employees. The outcome points out to a number of factors in which the organization should concentrate. While monetary compensation is an important factor for any profession, factors such as Working conditions, support facilities such as Transportation, as well as HR factors such as motivation, promotions, incentives are equally important.

**Index Terms – Job Satisfaction, Career growth, Employees.**

## INTRODUCTION

Job satisfaction is an index of the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. Within the IT industry there are various kinds of jobs which can be broadly classified as creative and challenging, Utilisation of industry tools for applications and a category of jobs that are broadly classified a Call centre jobs wherein there is a direct customer interaction in every aspect. Since the customers can be spread across the geographical areas, the challenges to address their queries and challenges effectively is a different ball game, so to say. In these cases, understanding the Cultural aspects of the customers are as important as the understanding of the Queries and precise answering.

It is normally observed that a person with high job satisfaction generally holds positive attitudes, and one who is dissatisfied responds with negative attitudes towards their job (1). Therefore it is important for researchers to understand these attitudes and other factors that contribute to the Job satisfaction. A Survey Report by the Society for Human Resource Management on Employee Job Satisfaction and Engagement, 2012(2) highlights the factors that contribute to Job satisfaction. Factors that are considered critical for Motivation and leadership at work are also identified in Study Report by McGraw-Hill, Singapore (3). The relationship between Commitment and performance is also studied by Sulaiman and Iles, wherein they clearly bring out that these two are intertwined and have a very close relationship (4).

## 2. PROBLEM DEFINITION

This study is intended to understand the level of Job satisfaction among a Class of IT Professionals who are involved in Call Centre profession. In terms of their job needs, they invariably work in shifts round the clock, often extended hours of work and the work content itself tends to be repetitive and does not lend to any innovation or self-motivation. However, from an organizational stand point, their roles are very important and vital as most of the customers who call in are wanting to get an immediate resolution to their problems and issues. Therefore, the level of commitment and professionalism is of great importance. Hence it is important to understand the Employee perspective and work out a proactive Human Resources Policy that works well.

## 3. METHODOLOGY

A comprehensive Survey was planned and executed for this study. For this purpose, we classified the Call centre Companies into three categories-one that employs more than 1000 people, then the mid-level company with 500-1000 people and the third which we term as smaller companies, less than 500 people. A second classification is made based on Geographical aspects of the customer. Here we considered two type of companies, one that caters to global customer clientele and another local. The context for this classification emanates from the fact that for the first one, much more skill sets are needed to understand the cultural and language aspects (pronunciation, slangs etc).

**4. SURVEY METHOD AND SAMPLE SIZE**

A well drafted Questionnaire has been prepared. A total of 1600 respondents were identified and after sending it by mail to them, we followed up with each one to obtain the response. Queries and doubts were clarified. We received the response from 1416 respondents. After a careful scrutiny and analysis, we setup personal interviews with 30% of the respondents to have a deeper understanding of their issues, pain points and more importantly the solutions that they believe that need to be implemented.

**5. ANALYSIS OF THE RESPONSES**

In the Survey, we identified more than 15 factors that have a significant bearing for Job satisfaction. This was based on earlier work by researchers in this area as well as from interviewing a few HR Consultants who have significant experience of handling similar employees. Given that Financial compensation is a basic and important factor, we specifically eliminated this in our survey as we wanted to dwell more on Human Resource factors of importance and relevance.

From the received responses, the top five issues that were identified by the respondents were taken for a deeper understanding by reaching out to them for personal interviews. In this exercise, we met up with 234 respondents.

The Pie chart presents the summary details.

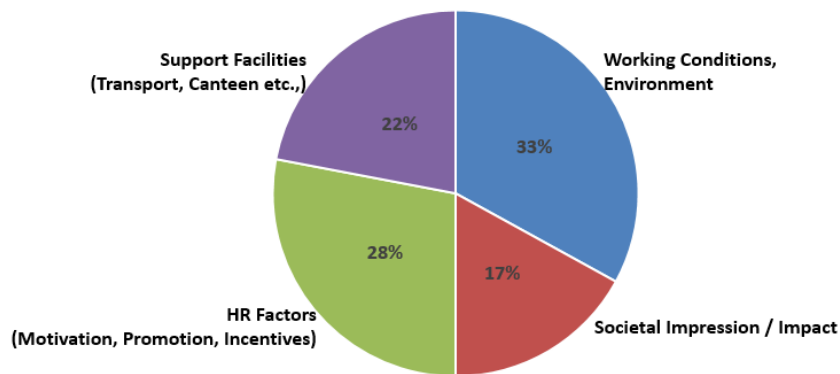


Figure 1: Factors attributed to job satisfaction other than monetary compensation

Table 1 presents the salient pointers within the classification that we captured during the personal interview of the respondents.

Factors	Elements	Ranking
Ambience, Work Environment	Invariably very cramped and crowded Poor lightning Overlap during shifts	I
Work Pressure and Intensity	Long hours and shift working Peak hour load quite exhausting Virtually No break Boredoms Facilitating Work Life balance	II
Support Facilities	Transportation Canteen during night shift Relaxation and stress breaking facility	III
HR Factors	Incentives, Recognition Training Job rotation Motivation Feedback	II

*Table-1 Identified Job Satisfactory Parameters*

**6. ANALYSIS AND OBSERVATIONS**

The five most dominant points that needed attention relate to Work Pressure and intensity, Working environment and related considerations, Support facilities such as Transportation, Canteen facility during night shifts, HR Factors such as Incentives, Recognition, Training and Motivation and attention to emotional factors such as exhaustion, resilience etc.

## 7. SUMMARY

From the above response one could infer that a good Human Resource Management Process should concentrate on the following factors for the IT Professionals involved in Call Centre operations.

### 7.1. Work-Life Balance

Invariably the Call centre staff report that they are overburdened by their work. When work begins to cut into time with family, health, and simple relaxation they are feel highly stressed and it reflects in their efficiency.

### 7.2. Stress Level

The majority of the respondents express a high stress level. The HR Department should notice the early symptoms. If someone is overworked, it results in tension between coworkers, and therefore appropriate intervention and counselling by communicating effectively with them to alleviate stress and find solutions is of importance.

### 7.3. Review work periodically

Attention to employees' skills and interests is to be monitored, routinely. Where do they put in the extra hours? One should make moves to put employees in places where they do well and seem engaged. Show genuine interest on them and make them succeed by putting them in a position where they can work on projects they're passionate about.

### 7.4. Pay and Benefits

Paying a fair and competitive salary is of importance, making sure their needs are being met through benefits. Exhibiting that they are appreciated through proper compensation is key to their job satisfaction.

Another way to show one's appreciation, and thus foster job satisfaction, is to provide opportunities for employees. This can mean opportunities to receive awards, raises, title changes, or other fringe benefits.

### 7.5. Employee Culture

Creating and fostering a friendly, but driven atmosphere that makes them feel comfortable at work and aligning space a culture based on your employees' feedback and needs goes a long way. This might mean dedicating a space for people to take a break, like a meditation room, or providing snacks. Make your work environment inviting!

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