FACTORS AFFECTING EMPLOYEES' SATISFACTION ON ORGANISATIONAL IMAGE

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Abstract

Purpose- the purpose of this paper is to analyse factors affecting employees' satisfaction and reduce employees'' turnover. Organisational image depends on employees'' performance and retain best talents.

Design/methodology/approach- using confirmatory factor analysis and structured equation modelling, hypotheses were tested using responses from 200 BPO employees'.

Findings- The results shows that reward and facilities, Training and Development and career development are significantly influenced to increase employees' satisfaction and reduce employees' turnover.

Practical implication – this paper suggests that organisations should give proper training and development, career development programs to employees' and give better compensation packages and facilities. These are create better job satisfaction and helps to reduce employees'' turnover intention. This will increase organisational image.

Originality/value- This paper examine the factors affecting employees' satisfaction and its results. Researcher mainly take three factors, which is an area of inquiry has not been fully examines in the literature of HRM.

Key words Employees' satisfaction, employees'' turnover, Training and development, career development, reward and facilities

Service employees' are back born of the BPO sector. Organisations image can increase only through these employees' and it can be accomplished by enabling them to appreciate and motivate to increase image in the market. Organisations image can increase only through give quality output and complete project with predetermined time. Companies should conduct internal and external campaigns to enhance image in the market (Anand et et al., 2005). Organisations image depends on productivity and profitability. Organisations can increase productivity only through employees'. The main problems faced by the service oriented companies to employees' turnover. Organisations face huge loses and difficult to quantify employees' turnover costs. Organisations have to try reduce employees' attrition rate. It helps to enhance productivity and profitability of the company (Cohen et al., 2016; Dello et al., 2016). High attrition rate is badly affect productivity and profitability of the organisation. Huselid (1995). High turnover rate is the indication of the intention of employees' to leave the organisation. Employees' are willing to withdrawing psychologically from the firm and their job. Effective and better human resource management practices are important to reduce employees' turnover and it leads to increase organisational productivity. Human resource management strategies and employees' perception should have proper link.

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Employees'' perception on human resource management practices are important to reduce attrition rate. HR management have to consider satisfaction of the employees' to reduce attrition rate. Effective human resource management practices helps to reduce employees'' intention to leave and increase productivity. HRM practices should be match with business strategies, and influence perceived human resource management on both employees' and organisational performance. Employees'' satisfaction is highly influence employees' turnover. So the major factor influenced employees'' turnover is satisfaction. Employees' job satisfaction is importance to enhance retention and create organisational commitment. Employees' Satisfaction helps to increase organisational performance and customer satisfaction (Sabir and Zrar, 2019, Omah and Obiekwe, 2019). Employees' job satisfaction determines the success or failure of the BPO industry.

The aim of this study is to examine the relationship between Employees' turnover and Employees' satisfaction. Employees' turnover is badly affect BPO's competitive strengths and firm's productivity and performance (Juhdi et al., 2013). Employees' turnover is affecting organisational image. Researchers have provided enough empirical evidence to confirm an association between Employees' turnover and Employees' Satisfaction (Wei, 2015;Molraudee, 2016). Hence, this paper considered employees' turnover as an influential factor to determine the organisational image.

OBJECTIVES OF THE STUDY

1. To identify the importance of employees' satisfaction to increase the organisational image in BPO industry in Kerala.
2. To evaluate the factors effecting employees' satisfaction to decrease employees' turnover in BPO industry in Kerala.

Literature review and hypothesis development

BPO industry need highly skilled and talented employees' for covering high competition from the international level. There is a high competition for highly trained employees'. It will impact employees' mobility and enhance the job opportunity with in India and abroad. There is a fact that 80% of the BPO employees' try to change the jobs in the next six months (Mohandas, 2010). Employees' turnover causes huge cost and disruptive to the organisations (Holtom et al., 2006). Employees'' turnover outcome is increasing direct and indirect costs, tangible and intangible costs and a loss of capital. It is badly affect organisational image (Dess and Shaw, 2001; Holtom et al., 2006). So organisation must implement better retention strategies to reduce employees'' turnover. BPO employees'' turnover create big concern among HR management to going forward. So it is essential to understand the reasons for employees' turnover. Employees'' turnover is mainly come from job dissatisfaction, improper training, dissatisfaction with managers, compensation packages, and rewards and recognition

Satisfaction is important factor in an organisation. HR managers should carefully handle employees' because satisfied employees' only can improve organisational image. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of employees' job. Satisfaction means mentally and emotionally affected by different experiences that particular job positions provide, influencing their opinion following evaluation and appreciation of their encounter at work (Locke's, 1976). Hence, the BPO

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companies needs to identify the ways and means to motivate and reward employees' to create satisfaction.

Employees' Turnover model

Employees' turnover model means how long employees' tend to stay in the job. Which influence lot of variables like rewards and facilities, training and career development.

Rewards and facilities

Reward and facilities means compensation packages and other facilities given by the organisation to the employees''. Reward and facilities can create better advantages to the companies because employees' encouraged and perform well. It makes the companies accomplish the objectives in right time. It is a complex and dynamic problem faced by the HR management to give rewards to the right employees'. Employees' get different kinds of rewards and benefits from employer. Business environment has been changed, so business operations are complex and difficult to become make profit (Dineen & Williamson, 2012). Rewards and facilities are motivate employees' to achieve organisational goals and objectives. Rewards and facilities directly linked with the organisations strategies for survival and competitive advantage. HR management should be continually assessed, modified and analysed employees' performance. HR Management should ensure rewards given to the right employees', who have performed well. Rewards and facilities given by the firm as per the work policies. If the employees' are not satisfactory worth this rewards and facilities, it caused to employees' turnover. Hence this study analyse the relationship between Reward and facilities and Employees' Satisfaction. So we put forward the following hypothesis.

H01. There is no significant relationship between Reward and facilities and Employees' satisfaction.

Training and development

Training and development is directly affect employees' performance. Training and development plays a vital role in giving better services to the customers. Management invest huge amount of money to train the employees'. It enhance the commitment of employees' (Wood et al., 2006), enhancing service levels to customers (Baum et al., 2002), increase employability of employees' (Townsend, 2007), increase knowledge of employees' working in service industry. Human resource management responsibility is to find out employees', who needs to training. Evaluation of training needs is complex HR practices. HR managers should determine the impact of training needs on individual and organisational performance (Flesher, 2007). HR professionals usually adopt systematic procedure or practices to evaluate training needs of the employees' and ensure training practices must linkage organisational objectives and strategy. Training is the best solution to increase productivity. But lack of training employees' cannot perform well. It will affect organisations productivity and profitability. Training makes employees' highly competitive and impart good skills. It involves huge cost. If employees'' leave from the organisation, there is a heavy loss faced by the organisation. Hence this study analyse the relationship between Training and employees' Satisfaction. So we put forward the following hypotheses.

H0 There is not a significant relationship between training and employees' Satisfaction.

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Career Development

Employees' turnover is influenced by the alternative opportunities, career development and job satisfaction (Price J L, 1977). Organisations should inspiring their employees'. It creates competitive advantage to the organisation. Career development involves continuous process of developing employees', creating and sustaining a good working environment. Career development essentials to the organisations to prevent obsolescent. HR management gives opportunities to continuous development and learning and expected return is high performance and productivity. Career development gives a future orientation to HR development activities. Employees' can grow and change as per the industry demand. So they can adopt any changes happen in the nature of work. Employees' get many job related information form the employer and also get enough opportunities and constraints. This enable the employees' to pursue other jobs in the future. HR management should track career paths and develop career ladders. The main outcome of career development is interaction between individual career planning and institutional career management process. Career development is a joint effort of the individual employees' and the organisation (R R Nair, 1999). Hence this study analyse the relationship between Career development and employees' Satisfaction. So we postulate the following hypothesis.

Ho. There is a significant relationship between Career development and employees' Satisfaction.

Reward and Facilities

Training and Development   Employees' Satisfaction

Career Development
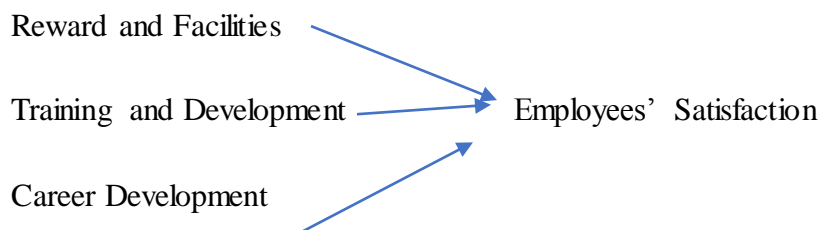
Methodology

Sample

This study considered employees' working in service industry in Kerala. The problem of employees' turnover is more in the service industries. Employees' turnover mainly exist in small, medium and large companies. So sampling frame included employees' who were in positions like lower, middle and in top level management. Earlier studies shows that sample size for the study was 200 (Nyberg et al., 2008; Gilbreaaath and Karimi, 2012). To ensure the sample size, this study uses power analysis and the results is 0.16. So the sample used in this study is sufficient.

Procedure for data collection

Researcher uses web based online survey to collect information from the research participants. A pilot study was conducted to ensure the validity of the questionnaire. Researcher rectify some corrections informed by the participants. Researcher sent questionnaire through email to collect responses (Aaker et al., 2005). Researcher distributed 420 questionnaires but collect only 313 responses. A total of 113 responses were incomplete, so these were eliminated and finally taken 200 responses. This study shows no significant variances and response rate was satisfactory.

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Measures

Employees' turnover was measured using responses on a five item scale to items developed Doh et al, (2011). The major factors taken in this study are Reward and Facility, Training, Career development and Satisfaction. Researcher asked to employees' put tick on your answer. This scale was developed through collaboration between academics and HR experts and was recommended by researchers to be applicable to other multicultural studies (Doh et al.,2011). The Cronbach's *a* for the scale was 0.94 in the current study. Similarly, five-point Linkert scales reported a values from 0.83 to 0.91 in previous studies (Alfes et al.,2013; Delmotte et al.,2012).

Sample Description

In this section, the study first analysed the demographic and other important psychographic characteristics of the study sample in terms of selected characteristics, such as, gender, age, education, experience, hours of work etc. The detailed analyses of these characteristics are reported in the following Tables.

Table 1: Respondent's Demographic Characteristics

Sl. No.	Variable	Categories	Frequency	Percentage
1	Gender	Male	110	55
		Female	90	45
		Total	200	
2	Age	20-30	50	25
		31-40	100	50
		41-50	30	15
		Above 50	20	10
		Total	200	
3	Education	School Level	10	5
		Graduate	100	50
		Post Graduate	40	15
		Professional	20	15
		Other	30	20
		Total	200	
4	Experience	1-5	30	15
		6-10	50	25
		11-15	70	35
		15- above	50	25
		Total	200	
5	Hours of Work	6 Hours	80	40
		7-8 Hours	90	45
		Greater than 8	30	15
		Total	200	

Procedure for data analysis

In this section, the researcher first use the Exploratory Factor Analyses (EFAs) conducted using the measurement items. Exploratory factor analysis was performed to identify the

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underlying dimensional structure of the measurement items, and also to test whether the a priori dimensional structure for the selected scales or sub-scales is consistent with the structure obtained with the particular set of measures (Stewart, 1981). DeVellis (1991) recommend that this stage of EFA helps the investigator to explore latent variables and its underlying representative measurements with a set of items, but not necessarily the concept assumed to operationalized in the study; hence, the results of EFA sometimes merely confirms empirical relationships or interdependence among measurements with a specific set of measures.

Confirmatory factor analysis is another technique or factor analytic strategy used by the investigator, and it followed to confirm an expected factor structure of the measurement items rather than to determine or identify the latent structure (DeVellis, 1991). This section explains the measurement model testing results performed to confirm the validity and reliability of the scale measure. This measurement model is necessary before the test of hypotheses. In this study, this measurement model testing was conducted through Confirmatory Factor Analysis (CFA).

Structural equation modeling (SEM) technique using Maximum Likelihood Estimation procedure was employed in the current research to test the proposed hypotheses. SEM is a statistical methodology that follow a confirmatory (i.e., hypothesis-testing) approach to the analysis of a structural theory proposed by the researcher bearing on some phenomenon (Byrne, 2001). While performing SEM, it tests simultaneously all proposed relationships in the hypothesized model which confirms the extent to which the model proposed in the study is consistent with the data. To test the proposed hypotheses, the study applied Structural Equation Modeling (SEM) technique using Maximum Likelihood (ML) estimation. Specifically, the study conducted a covariance based SEM technique. This covariance based SEM is preferable when the researcher tries to test and confirm the proposed model under consideration.

Results

Descriptive statistics and correlation test

As reported in Table 4.1, the analysis result supported that, in the selected sample 55% of them are male, and 45 are female. The age wise classification also reported that in the selected sample majority of the sample lies between the age group of 31 to 50 years (combined). Around 50% of the participants reported that they are graduates. In the selected sample, 15% of the employees' with less than 10 years of experience. Finally, in the selected sample, around 90% of them work around 8 hours.

Table 2

	SAT	RF	TR	CD
Mean	3.12443	3.789513	3.879733	3.816524
Standard Error	0.03464	0.05029	0.050646	0.048547
Median	3.120489	3.792197	3.904829	3.773882
Standard Deviation	1.271194	1.262271	1.271194	1.218514
Sample Variance	1.615933	1.593327	1.615933	1.484776

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Kurtosis	-0.1104	-0.0803	-0.1004	0.194706
Skewness	-0.19026	0.074527	-0.09026	-0.11852
Count	200	200	200	200

In Table 2, the study analysed the descriptive statistics of different reasons, specifically the mean values of factors considered in this study. The analysis reported the mean values are within 4, and skewness and kurtosis of these factors are within the acceptable range. Hence, the study concluded that these the factors are important and acceptable for further data analysis process.

Construct validity

Validity explains the ability of an instrument (here the scales) to measure what the researcher intended to measure. In this stage, study included the items covering four different HRD practices. As reported in Table 3, the factor analysis results supported a KMO value of 0.669, and Bartlett's test of Sphericity = 3889.319, $p < 0.01$. This supported that factor analysis was suitable for these factors. Thus, the study confirmed the five dimensional structure of HRD

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.669
Bartlett's Test of Sphericity	Approx. Chi-Square	3889.319
	Df	378
	Sig.	.000

Confirmatory Factor Analysis

In this study, the researcher tested the convergent validity of the scale measures using three different measures. The first measure used is CFA factor loadings. It was recommended that if the CFA factor loadings are above 0.50 and loaded high, then it indicate the evidence of convergent validity. Further, another measure generally used by researchers to confirm the convergent validity is called as: Average Variance Extracted (AVE). If the AVE values are above 0.50 it also indicates the convergent validity of the scale measures. Finally, it is also suggested that if the CR values are above 0.50 it also informs the evidence of convergent validity. In the current study, the researcher used all these three measures for the purpose of checking the same. To examine the discriminant validity, the study followed an important discriminant validity check procedure recommended by Hair et al., (2010). In this procedure, it is recommended that if the AVE values of the dimensions are greater that the correlation square between the construct pairs it indicate the discriminant validity. As reported in Table 4.17, the examination of AVE values with the correlation square between the constructs revealed that in all the cases the calculated AVE values were greater than the pair wise correlations. Thus, the study confirmed the fact the scale measures used measure different dimensions are divergent or it carries adequate level of discriminant validity.

Considering the recommendations, the study also analysed the goodness of fit of the overall measurement model from the correlated CFA model. From the analysis, it was observed that the overall correlated CFA model indicated a good fit ($\chi2 = 760.255$, CFI = 1, GFI = 0.99, SRMR = 0.024, RMSEA = 0.001, TLI = 0.99). It also confirms the goodness of

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fit of the measurement model. All these directed the study that the scale used to measure different dimensions are valid and reliable, therefore, proceed for hypotheses testing.

Table 4 CFA model fit indices

Measure	Estimate	Threshold	Interpretation
CMIN	760.255	--	--
DF	764.000	--	--
CMIN/DF	0.995	Between 1 and 3	Need more DF
CFI	1.000	>0.95	Excellent
SRMR	0.024	<0.08	Excellent
RMSEA	0.001	<0.06	Excellent
PClose	1.000	>0.05	Excellent

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As shown Table 4 the study found a satisfactory fit of the structural model [Chi-square: $\chi^2 = 760$ (df = 764), $p = .001$; the ratio of Chi-square to degrees of freedom: $\chi^2/df = 1.000$; Comparative Fit Index: CFI = 1; Incremental Fit Index: IFI = .999; Root Mean Square Error of Approximation: RMSEA = .001]. All these fit indices indicated that the collected data fit to the model well, and therefore the current model can be used to test the proposed hypotheses of the study.

Structural model

In this study examined the path coefficients to test the proposed set of study hypotheses. While checking the path coefficients, it was found that that all the estimated path coefficients followed the researchers' expectation with regard to direction and magnitude. Table 5 given below provides the estimated path coefficients derived from the model. In this table, the first and second columns show the relationship between the exogenous and endogenous constructs. The third column reported the unstandardized path coefficients. In the fourth column, the standardized path coefficients are provided. Next, to standardized path estimates, in the fifth column, standard errors are provided. In the final column, the table reported the status of testing results (i.e. accepted or rejected).

Table 5 Test of Hypotheses

			Unst. Est.	Std. Est.	S.E.	C.R.	P value	Status
RF	<---	SAT	.408	.447	.042	9.731	***	Supported
TD	<---	SAT	.430	.705	.035	12.468	***	Supported
CD	<---	SAT	.280	.418	.026	10.590	***	Supported

We tested the main effects of employees' turnover the results are reported in Table 5. In this table shows that Employees' Satisfaction is positively associated with Reward and Facilities (p <0.001) so the relationship was significant. This finding support H1. Second Employees' Satisfaction and Training and Development has positive and significant relation (p <0.001). H2 also supported. H3

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is supporting because table shows Employees' Satisfaction and career Development also has positive relationship.

Discussion

The current study has taken a step to explore the relationship between satisfaction and its influence in employees' turnover. Few studies have examined turnover intentions as an antecedent to employees' satisfaction. The results show that reward and facilities, training and development, career development, are positively related to employees' satisfaction. More importantly, these factors are highly influencing the employees' to retain in the organisation. This paper discusses the theoretical and practical implications bellow and includes by noting the limitations of the study and future research.

Managerial implications

The theoretical contributions of this study extend and qualify the literature on the relationships between Satisfaction and reward and facilities. As predicted in H1, reward and facilities positively related to Satisfaction. Firm reward system has significant effect on job satisfaction (Parasuraman, 1987). Reward should be well administrated and distributed to merit based. Firm can be implement better performance based appraisal system and reward should be based on this appraisal results. Results should be timely communicated to employees''s so they can improve their performance.

As predicted in H2, the results showing Training and Development has positive relationship with employees'''s satisfaction. Organisation has to adopt better training programmes in the organisation because it is not only enhance employees'' skills and capabilities but also to make them more committed to the organisation. Better training and development opportunities helps to create better job satisfaction among employees''s. So the training and development programmes helps to retain quality employees''s in the firm.

Testing of H3 found career development has a significant effect on employees'' satisfaction. Here researcher investigate the relationship between the career development and satisfaction. Career development is the process of increasing employees' work skills achieved in order to achieve the desired career. Organisation should provide career orientations and allow them to adjust their own career paths. It helps to create better commitment and loyalty among the employees' towards the organisation. Organisation has to satisfy both the opportunity to fulfil one's career potential and career development through promotion or implement succession planning. Organisations normally consider work performance results for promotion. If organisation provide better opportunities for career advancement and planning for career path changes, employees' themselves give maximum contribution to achieve organisational goals. Based on this fact, employees' retention depends on the career development process undertaken by the company.

Conclusion

Organisation has to implement better training and development programs about career development to employees'. Supervisors and managers can give better assistance to plan for a better career path. Employees' can enhance their competencies to match the organisational strategy, including job rotation plans and succession planning (Rothwell, 2011) furthermore, if the organisation gives more training and career development consultations, employees' will give maximum contribution to achieve organisational goals and will have a higher emotional investment and attachment to the organisation.

Limitations and future research

All research has its limitations and this study is no exception. In this study researcher conducted to scientifically as possible. But this study has some limitations. Firstly, this study was limited to one sector, so that a verification of the findings in other industries is desirable. Second limitation is nature of measures used. The measures taken in this study were all based on the perceptions of the

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participating employees'. Hence respondent error can occur. Third limitation is researcher take respondents from selected BPO companies. The perception of employees' may vary from those of the rest of BPO companies. The selection of a more samples from other parts of the country would bring more understanding for better and well informed decision making. Future studies should investigate other psychological and contextual factors affecting job satisfaction. As a result, the generalisation of the findings of this study should be considered carefully. Moreover, as stated since the factors effecting job satisfaction and employees' turnover have been found to change over time.

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