

Impact Of Job Uncertainty On Employees' Job Satisfaction And Organizational Commitment Among Employees Of ITes-Bpo Services

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ABSTRACT

This study investigates the connotation between Job Uncertainty, Employees' Job Satisfaction & Organizational commitment between employees employed in Business Process Outsourcing companies. The purpose of this research is to explore association between Job Uncertainty, Employees' Job Satisfaction, and Organizational Commitment. A survey of 550 employees was conducted via an online questionnaire. Results of the study indicate female gender tends to react more to job uncertainty compare to male employees. There is a significant association between Male and Female respondents' differences and Employees' Job Satisfaction and Organizational Commitment. Independent t-test and ANOVA analysis between job uncertainty and employee satisfaction among employee proves that higher the fear of job uncertainty led to reduce employee satisfaction and also reduce organizational commitment. Interferences should be designed at reducing the perception of job uncertainty among employees. Policymakers at the organization should focus on a good communication system and proper flow of systematic information which provides clarity to the employees. Furthermore, this study suggests having interventions that strengthen Employees' Job Satisfaction & Organizational Commitment.

Keywords

Employees' Job Satisfaction, Job Uncertainty, Organizational Commitment, ITES-BPO Sector

Introduction

Information technology (IT) enabled business process outsourcing (ITES-BPO) services are the facilities that can be outsourced for various functions and activities of the organization day to day life. The present situation of the COVIC-19 pandemic has wrestled 30,000 job loss at the ITES-BPO sector in India. During the lockdown, 60,000 employees were sent on leave without salary. The estimated number of job losses deciphers to about 0.68 percent of the 43.6 lakh employed by the Indian IT and BPO sectors (NASSCOM, 2020). In India, almost 70% of the total youngster population is doing

the job in the BPO.

The rationale behind the deliberating this research is to comprehend the interdependence between Job Uncertainty, Employees' Job Satisfaction & Organizational Commitment amid employees working in the ITES-BPO Sector. In the 1970s, economic recessions have dramatically changed the industrial Structure, technological know-how, and glorified the cutthroat competition at a larger level around the world.

A new era of person-fit and role-fit attempts were being deliberated while recruiting any employee. The higher level of investments in the establishment of

technology was done to reduce the labor wage and earning an above-average return in the competitive markets. Millions of workforces have been expatriate while thousands of others have become obligatorily unemployed or on the part-time agreement. For many workers, these situations led to a feeling of job uncertainty concerning the survival of their jobs in the future. The research questions modeled for the study were: How do ITES-BPO employees' work-related attitudes differ

Job Uncertainty

An increasing body of literature recommends that discernments of job uncertainty may have antagonistic for employee attitudes (Davy, K et al., 1997) and welfare (Mauno, S et al., 1999) as well as on organizational workability (Greenhalgh L, et al, 2010). On the existing scenario depicts the greater level of unemployment in the ITES-BPO sector. However, due to new circumstances in the labor marketplace, a lot of workforces have altered their job into part-time working or short working periods or employed temporarily. Job uncertainty has been termed as a sensation of vulnerability in upholding the anticipated endure of the work condition (Greenhalgh L, et al, 2010). Sverke, M., & Hellgren, J. (2002) described job uncertainty as an assessment of the survival of a menace of losing job owing to vicissitudes at the work atmosphere, which is based on the communication between the apparent situation of losing one's job and the seeming inevitability, will never be materialize. a broader sense. Job insecurity denotes employees' undesirable responses to the fluctuations regarding their employment. Job uncertainty is defined (Davy, K et al., 1997) as a personage's ambiguity about permanency in a job situation" Job uncertainty is a subjective concern about the individual perception and elucidations of the immediate work environment. Cerebral Job Uncertainty as probability and emotional job insecurity concerning distress of job loss. Roskies et al (1990) recognized various consequences

by demographic characteristics of gender? and the second question is How job uncertainty dimensions (role conflict, workload, working hours, work-life balance, supervisors' behavior, compensation, rewards and recognitions, work culture, and others) are related to employees' job satisfaction and organizational commitment?

Literature Review

of job uncertainty. Data revealed that the possibility of termination, premature retirement, downgrading the position, and weakened working circumstances were found higher among employees. Job Uncertainty strongly impacts the psychological aspect of employees and leads to overall life circumstances. Undeniably, research articles have recommended that apparent coercions regarding the nature and continuous presence of a job may have as unfavorable penalties as job loss itself (Latack, J. C. (1986). Further studies on Job stress are directly impacted by Job uncertainty feeling. (Ashford, S. J., Lee, C., & Bobko, P. (1989). Health-related complaints, mental anguish, increased due to feeling of job uncertainty (Maurier, W. L., & Northcott, H. C. (2000). Furthermore, Toxic work culture impact on attitude and behavior at the long-run which add to the fear of job loss. Major, D. A et al. (1995) mentioned organizational retrenchment strategy has also an impact on the feeling of job uncertainty, which simultaneously impacts on reducing trust in an organization. Ashford, S. J., Lee, C., & Bobko, P (1989) exposed that employees who sensed pessimism about their future employment

Employee Satisfaction

Right through the antiquity of organizational and behavioral research exploration, the theme of employee satisfaction has always enticed ubiquitous

pragmatic investigation, important to a quantity of thought-provoking descriptions. Employee satisfaction is the actual engagement employee has to his or her work. It has been documented as the individual's awareness and appraisal of the overall work atmosphere Roodt, G et al (2002). Kotteeswari, M., & Sharief, S. T. (2014) outlined employee satisfaction as a global sense about one's work or a connection to the constellation of attitudes about numerous façades of the work atmosphere. Employee satisfaction is considered as a 'positive passionate state resultant towards job experiences' of employees. A research study piloted by Sengupta, S. (2011) stretches to conservational features that determined the level of employee satisfaction were rewards and recognition in multiple forms. Furthermore, they analyzed low employee satisfaction amid employees whose potentials clear-fell to short. P-O Fit archetype has been extensively documented as the most apposite exposition for employee satisfaction. A state of literature reviews suggested that employee satisfaction. Tuten, T. L., & Neidermeyer, P. E. (2004) suggest in their paper's variables related to employee satisfaction were career progression planning, support from peer support from supervisor, and support from management and work-life balance which has a positive impact on employee satisfaction.

Organizational Commitment

Organizational commitment is an optimistic mindset of the employee, foremost to an emotional association with the organization at a large. Siu, O. L. (2002) surveyed that the establishment of an organizational commitment approach among employees necessitates fashioning and sustaining unremitting psychological relationships between the employee and the company. Further, he proved that employees who identified with a high level of organizational commitment decisively

have confidence in the ethics, moral and extra-role behavior towards an organization. Lee, K., Allen, N. J., Meyer, J. P., & Rhee, K. Y. (2001) defined three constructs of organizational commitment are: 1) Affective commitment, 2) Normative commitment and 3) Continuous commitment. Cullen, J. B., Parboteeah, K. P., & Victor, B. (2003) entitlement that organizational commitment is associated with organizational accomplishment and efficiency. Riketta's (2002) prerogatives that a dedicated employee is attentive on work and also found to have a low level of turnover percentage among employees. Prior literature reviews have shown a relationship between the high involvement of employees at the workplace leads to negative burnout, low turnover, low-stress levels, higher productivity, rewards and recognitions, and a great level of employee satisfaction. (Schaufeli and Bakker (2004), Geldenhuys, M et al. (2014), (Britt, T. W., & Dawson, C. R. (2005), (Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Above literature reviews, derives following hypothesis:

Hypothesis Development:

H1: There is a significant relation between Gender and Overall Job Uncertainty.

H2: There is a significant relation between Gender and Overall Employees' Job Satisfaction

H3: There is a significant relation between Gender and Overall Organizational Commitment.

H4: Higher the fear of Job uncertainty leads to lower Employees' Job Satisfaction.

H5: Higher the Job uncertainty reduces Organizational Commitment.

Study Methodology

Sample

A total of 550 samples were analyzed for this research. Respondents were characterized as employees of the BPO sector, Gujarat, India. An online survey was conducted for 1000 samples, out of which, 789 samples (78.91%) were received. 239 samples were discarded due to incomplete

or incorrect information. A written consent to participate was distributed before sending the final questionnaire via emails. Those who have given written consent were only included in the survey. Table 1 portrays the demographic features of the employees

Table 1 shows the demographic features of the employees.

Variables	Category	Number of Respondents	Percentage
Gender	Male	372	67.64%
	Female	178	32.36%
Age	< 20	56	10.18%
	21–25	89	16.18%
	26–30	189	34.36%
	31–35	109	19.82%
	36–40	72	13.09%
	> 40	35	6.37%
	Education	High school	43
College		284	51.63%
Post Graduate		174	31.63%
Others		49	8.92%
Job type	Temporary	111	20.18%
	Permanent	313	56.91%
	Contractual	126	22.91%

The data were collected using an online questionnaire form of Google. The questionnaire entailed four sections: the first segment adds demographic components, second segment projects Job Uncertainty – a self-reported questionnaire with 16 items were asked to respondents to understand the perceived probability of job loss consequential in recall status or job displacement (5-point Likert scale where 1 is Strongly Disagree and 5 is Strongly Agree), the third segment reflects Employee satisfaction which was evaluated by the Minnesota Satisfaction Questionnaire scale. This

scale contains 20 items and its dealings external (extrinsic) and internal (intrinsic) job features. (5-point Likert scale where 1 is Strongly Disagree and 5 is Strongly Agree) and the final segment covers Organizational Commitment which was measured using a part of the Organizational Commitment Questionnaire consisted of 15 items. (5-point Likert scale where 1 is Strongly Disagree and 5 is Strongly Agree).

Data Analysis

To examine the association between dimensions of job uncertainty, overall employee satisfaction, and overall organizational commitment between men and women, an independent t-test was conducted. The data proved that there exists a significant association between dimensions of job uncertainty on males

($p=0.009$) and female ($p=0.001$). Furthermore, this is proved that there is an existence of an association between job satisfaction in male($p=0.002$) while in female($p=0.001$). Organizational commitment also has significant relationship with different Gender (Male($p=0.000$) while female($p=0.001$)). Table 2 depicts the t-test results on male and female data analysis.

Table 2: Independent t-test – Gender Analysis

	Gender	N	Mean	SD	t	Sig. (2-tailed)
JUTotal	Male	372	2.01	0.738	-1.393	0.009
	Female	178	2.17	0.692		0.001
EJSTotal	Male	372	3.73	0.545	0.007	0.002
	Female	178	3.68	0.542		0.001
OCTotal	Male	372	3.44	0.749	0.007	0.000
	Female	178	3.11	0.875		0.0001

Table 3 epitomizes, the mean value and SD value of the overall Job Uncertainty, Overall Employee Satisfaction, and Overall Organizational Commitment. Cronbach Alpha for three different measures was calculated which show values more than 0.7. The mean value of Job uncertainty, employee satisfaction, and overall organizational commitment was

calculated. The result (as per Cohen, 1988 criteria) proved that there is a strong relationship between Job uncertainty on employee satisfaction and job uncertainty on organizational commitment. Cronbach’s α was found 0.927(JUTotal), 0.867(EJSTotal), and 0.945(OCTotal) which were excellent to conduct the research.

Table 3: Pearson Correlation between JUTotal, ESTotal, and OCTotal.

	Mean	Sd	Cronbach’s Alpha (A)	JUTotal	JSTotal	OCTotal
JUTotal	3.1	0.714	0.927	-		
EJSTotal	3.7	0.612	0.867	.613**	-	
OCTotal	3.4	0.838	0.945	.717**	.695**	-

Multiple Regression Analysis

Multiple regression commonly enlightens the connection between multiple independent or predictor variables and one dependent or measurable variable. The multiple regression equation described as follows:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_kx_k + \epsilon$$

for $x_i = 1, \dots, k$

(where β_0 =intercept of y = constant term
 $\beta_1 \dots \beta_k$ is a coefficient relating to k explanatory variables to the variables of interest.)

Coefficient (Significant Range between -1 to +1) as 0.917a (p=0.000) which proves that there is a positive relationship between Job uncertainty has a relationship with employee satisfaction.

Table 4 represents the Regression analysis on Job Uncertainty as a dependent variable for its predictor – Employee satisfaction as a dependent variable. The data value R indicates the Multiple Correlations

Table 4: Regression Analysis- A

Model	1
R	0.921a
R Square	0.812
Adjusted R Square	0.816
Std. Error of the Estimate	0.345
Change Statistics	0.917
	41.212
	5
	115a
Sig.	0
Durbin Watson	1.451

a Dependent Variable: Job Uncertainty (JU)

b Predictor: Employee’s Job Satisfaction (EJS)

(Sig level = 0.000<0.01 (a = 0.01) shows that a multiple regression model just built is consistent to the other variable)

Table 5 represents the Regression analysis on Job Uncertainty as a dependent variable

for its predictor – Organizational Commitment as a dependent variable. The data value R indicates the Multiple Correlations Coefficient (Significant Range between -1 to +1) as 0.890a (p=0.000) which proves that there is job uncertainty has a relationship with organizational commitment.

Table 5 Regression Analysis- B

Model	1
R	.920a
R Square	0.621

Adjusted R Square	0.741
Std. Error of the Estimate	0.124
Change Statistics	0.89
	59.444
	5
	419a
Sig.	0
Durbin Watson	1.879

a Dependent Variable: Job Uncertainty

b Predictor: Organizational Commitment (OC)

(Sig level = 0.000 < 0.01 (a = 0.01) shows that a multiple regression model just built is consistent to the other variable)

Discussions and Conclusion

This research article aimed to investigate the possibility of a relationship between fear of job uncertainty on employee satisfaction at the organization and the overall organizational commitment of employees working in the BPO sector in Gujarat. The study also reveals the relationship between Gender differences in the aforesaid dimensions of the study. The data indicates that there is a significant relationship between male and female differences in dimensions of job uncertainty. The previous studies indicated the gender variances have spillover effects involving job uncertainty (Westman (2001), Berntson, E., Näswall, K., & Sverke, M. (2010). Male and female may find job uncertainty in different aspects; according to the situation happen at the workplace, demand expectation of supervisor, and work-life balance issue. This study found that equated to males, females tend to have more relationship with job uncertainty behavior. The over-all perilous condition in the labor market for female employees in the BPO sector could explain a higher level of job uncertainty and have negative enormities for them related to male employees (Keim, A. C., Landis, R. S., Pierce, C. A., & Earnest, D.

R. (2014). Past researches have declared family-work-related struggles as main influencers for job-related stress (Mauno, S., & Kinnunen, U. (1999), Vander Elst, T., Richter, A., Sverke, M., Näswall, K., De Cuyper, N., & De Witte, H. (2014). Employee satisfaction was also found to have a significant relationship with Gender. Male and female tend to react to job uncertainty. Low fear leads to more satisfaction among male and female both. It is also noted that job quality is having a large influence on employee satisfaction. Similarly, Data proves that Male and females are having a significant relationship with organizational commitment. The past research mentioned the major influencer as the type of job they do at the workplace leads to Organizational commitment. The t-test and ANOVA analysis indicate the relationship between dimensions of job uncertainty on employees' job satisfaction & organizational commitment. Job uncertainty dimensions like role ambiguity, role conflicts, rewards and compensation, work-life balance, nature of work, supervisors' behavior may lead to employee dissatisfaction. More clarity in roles to be performed may lead to satisfaction towards the job. With the statistical techniques used, the data proved that there is a significant association between higher fear of job uncertainty and lower employee satisfaction. Furthermore, data proved that higher job uncertainty also leads to lower organizational commitment.

Limitations and Future Studies (Times New Roman, bold, 12)

Since a cross-sectional design was used, the law of causality between all three dimensions cannot be recognized. Future studies may research diary approaches or longitudinal studies to confirm the relationship between job uncertainty and employee satisfaction and organizational commitment. The sample was identified based on a convenience sampling method, due to that generalization of the result is not possible. More systematic or cluster sampling methods can be implemented to envisage the result of the inter-gender impact on job uncertainty on employee satisfaction and organizational commitment.

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