

EMPLOYEES' JOB SATISFACTION AND WORKING CONDITIONS IN THE BUSINESS PROCESS OUTSOURCING (BPO) INDUSTRY AT ORTIGAS CENTER, PASIG CITY

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Abstract

Business Process Outsourcing (BPO) Industry is now considered as the center of the Philippine economy due to its contribution for the past decade. It fuels the growth of the Philippine economy not only by generating billions of dollars in revenue but also creating jobs for hundreds of thousands of Filipinos. Thus, the research study focused on the assessment of Employees' Job Satisfaction and Working Conditions in the Business Process Outsourcing (BPO) Industry particularly in Ortigas Center, Pasig City as it is considered to be the financial and central business district.

The study used quantitative research approach and descriptive method as design. A total of 150 respondents from different BPO companies were selected through convenience sampling and in the end, the following results was sought:

Research found employees' job satisfaction in Business Process Outsourcing (BPO) industry is neutral when it comes to monthly salary, monetary benefits and job security while agreeing when it comes to the work environment and relationship with management. Finally, respondents agreed when it comes to their working conditions.

It is recommended that the company should review and study the salary and monetary incentives given to the employees to have an improvement with the overall job satisfaction. For employees to perform well, the company needs to take their happiness and health into consideration. They must also consider the cost of living, effort and passion of an employee. In line with this, it will help to recruit and retain skills of the employee that will improve satisfaction and the company's name. Companies may also review their benefits to their employees so they can contribute more to their productivity and add enthusiasm to work. This benefits can be in the form of Employee Assistance Program, Adequate and Affordable Health Care Benefits, Short-Term Family Leave and Disability Benefits, Adequate Salaries, Accessible Affordable Child and Adult Care, Partner Benefits, Recognition and Appreciation, Professional Growth Opportunities, Freedom to Act on Their Own, Incentives for Personal Interests, Flexible Work Schedules. Furthermore, Companies can make the workplace more lively, friendly and comfortable despite the work pressure by putting decoration, rest area, free food and beverages, conducting staff meetings and social events like team building and most importantly being approachable to each other. This could build a strong team spirit for everyone. Companies may also conduct a seminar to improve their job security by providing employee with benefits, which include the appropriate pay for their position and the best and most affordable healthcare benefits that they can obtain; Offer merit pay increases upon review; retirement plan; Create a happy workplace; Lead as example and set the tone; Raise the bar by showing them that you trust their skills, they understand that the company trusts them; Know your employee by facilitating quarterly town hall meetings; Offer trainings, promotion, mentoring, skills rotation, and transfers; and Present a future timeline of goals of the company and employees within the company.

Introduction

Business Process Outsourcing (BPO) is the movement of functions from inside the organization to an outside service provider. It has been widely praised as a strategy for eliminating business processes that are not part of an organization's core competence, including back-office functions such as payroll and benefits administration, customer service, call center, and technical support.

According to an article written by Natividad (2015), "BPO sector has also proven to be the largest and fastest growing industry in the country." Moreover, it enables big bureaucratic companies to downsize to a smaller but more entrepreneurial and efficient company. Different countries such as India, South Africa, Morocco, Egypt, and the Philippines has become one of the top outsourcing destinations in the world, owing this to the combination of its highly qualified and cost-competitive workforce, plus strong government support and economic framework for investment in outsourcing. The BPO in the Philippines started in the 1990s when industries patterned the business models of foreign corporations which were adapted in the Philippine Setting. There is no denying its major role in providing job satisfaction and better work conditions for employees.

Job Satisfaction is one of the essential components for employee's motivation, productivity, commitment, and encouragement towards better performance. Martin (2005) pointed out that employees are the backbone of any organizations. Employees' job satisfaction will result into the success of an organization. According to an article written by Bisk, the importance of having job satisfaction with good working environment will lower turnover, produce higher productivity, increased profit, and build loyalty.

With the sustained growth of BPO industry, they are now receiving considerable academic attention dealing with multiple aspects like job satisfaction, work conditions, organizational environment and specific organizations and work-related issues. Taylor et al. (2002) succinctly conveyed that in this work setting: "powerful implicit expectations of acceptable and output levels are embedded in the culture in each work flow, with managers and particularly, team leaders applying performance norms."

Study Context

Job satisfaction among employees has become an important factor that keeps them motivated to do their tasks and to go along with other employees as well. The quality of working condition can greatly affect the performance of an employee, thus, providing them a sufficient management will lead to a higher productivity. Another thing is having a poor or complicated working condition would result to job dissatisfaction.

There will be various working conditions that employees in the BPO industry will encounter and this must definitely be a factor of job satisfaction. This assessment involves a number of employees that have been in the industry. By being successful in this assessment, employees will be given accurate information that will keep them knowledgeable about the issues that occurs within their job.

One of the researchers had a working experience in the BPO industry; this assessment will involve experience and thought as well. This assessment aims to point out the common factors and variables that affect employee's job satisfaction and working condition to serve as a guide on how

to maintain their quality of work life. This assessment can provide awareness that can also be used by other workforce or industry to help their employees perform efficiently.

Objectives

This study aimed to examine Employees' Job Satisfaction and Working Conditions in the BPO Industry.

Specifically, this study intended to address the following research problems:

1. What are the aspects to consider for employees' job satisfaction and working conditions in BPO Industry:
 - 1.1 Monthly Salary;
 - 1.2 Monetary Benefits;
 - 1.3 Work Environment;
 - 1.4 Job Security;
 - 1.5 Relationship with Management;
 - 1.6 Conditions?
2. Is there a significant difference in job satisfaction and working conditions of employees in BPO industry when they are grouped according to:
 - 2.1 Length of Working Experience;
 - 2.2 Highest Educational Attainment;
 - 2.3 Position in work?
3. Is a significant difference on the job satisfaction and working conditions of employees in BPO Industry when they are grouped according to length of working experience, and position in work?

Hypothesis of the Study

There is no significant difference on the job satisfaction and working conditions of employees in BPO Industry when they are grouped according to length of working experience, and position in work.

Theoretical Framework

Maslow (1943) proposed a theory about human needs. It was one of the first theories to examine the important contributors to job satisfaction. He suggested that human needs must form a five-level hierarchy or often portrayed a shape of a pyramid, which consists of physiological needs, safety, belongingness/love, esteem, and self-actualization.

Maslow's "Hierarchy of Needs" discussed that physiological are the needs for survival such as food, water, and shelter. Safety includes personal security, safety, and healthcare. Love/belongingness is the need for friendship, family, and intimate relationship. Esteem includes the feeling of prestige and accomplishment. Self-actualization is achieving one's full potential.

In an organization, an employee's compensation and healthcare are some of the benefits to meet their basic physiological needs. Safety needs include their job security and stability. A positive relationship with colleagues and management manifest their need to belong, to feel confident, to be accepted, and to be loved. The final step is the employees need to self-actualize where they need to persevere in order to achieve their goals and be capable of becoming who they can be. Employees are enthusiastically motivated by what they are aspiring for more than what they have already attained.

Herzberg (1950) identified factors in the workplace that can cause job satisfaction and a separate set of factors can cause dissatisfaction: motivator factors, that lead to satisfaction and motivate employees to work harder and hygiene factors that can lead to dissatisfaction and a lack of motivation.

The Two-factor Theory motivation implies that for a productive workforce, one must work on improving both motivator and hygiene factors. In order to motivate people, the management could eliminate job dissatisfaction by providing the sufficient need of the employees, helping them to grow and to develop progress and making sure they feel accepted and supported. To prevent job dissatisfaction, giving attention and forming supportive relationship are some of the ways that could help employees.

Vroom (1964) suggested that people decide what to do based on what they expect the outcome to be. Vroom's Expectancy Theory is based on three elements: expectancy, the belief that effort will result in the desired goal, instrumentality, the belief that a reward will be received if performance expectations were met and valence, the value placed on the reward. It explains that a person's motivation toward an action at a particular time is determined by the anticipated values of positive and negative outcomes. According to Vroom, most people are most motivated if they believe that they will receive a desired reward if they hit an achievable target. Setting achievable goals for employees and providing rewards could be a key to job satisfaction and the reason for choosing to stay in the company.

Landsberger (1950) noticed a tendency for some people to work harder and perform better when researchers were observing them. The Hawthorne Effect is named after a series of social experiments on the influence of physical conditions on productivity. The management showing care and giving attention to employees' working conditions could be an inspiration to work harder. Encourage to giving feedback and suggestions about the workspace and development could also help employees to be motivated.

Prahalad and Hamel (1990) illustrated that core competencies lead to the development of core products, which further can be used to build many products for end users. Core competencies are developed through the process of continuous improvements over the period of time rather than a single large change.

By using its core competencies, an organization is capable of developing unexpected and surprising products provided that the production costs are low and developments can be recognized faster than those of the competition. Outsourcing is then used reap cost savings from supplier with clear comparative advantages. A disciplined and competent approach to outsourcing leads to the development of strategy and management framework.

Coase (1937) created a theory that described transaction cost as the cost of providing for some good or service through the market rather than having it provided from within the firm. He discussed in his article "The Problem of Social Cost" the transaction costs he is concerned with: in order to carry out a market transaction it is necessary to discover the one who wishes to deal with, to conduct negotiations leading up to a bargain, to draw up the contract, to undertake the inspection needed to make sure that the terms of the contract are being observed, and so on.

According to Coase, every company will expand as long as the company's activities can be performed cheaper within the company. An example would be outsourcing the activities to

external providers in the market. Outsourcing companies may assess the costs related to such a transaction with the environment, negotiations, and market exchange.

Conceptual Framework

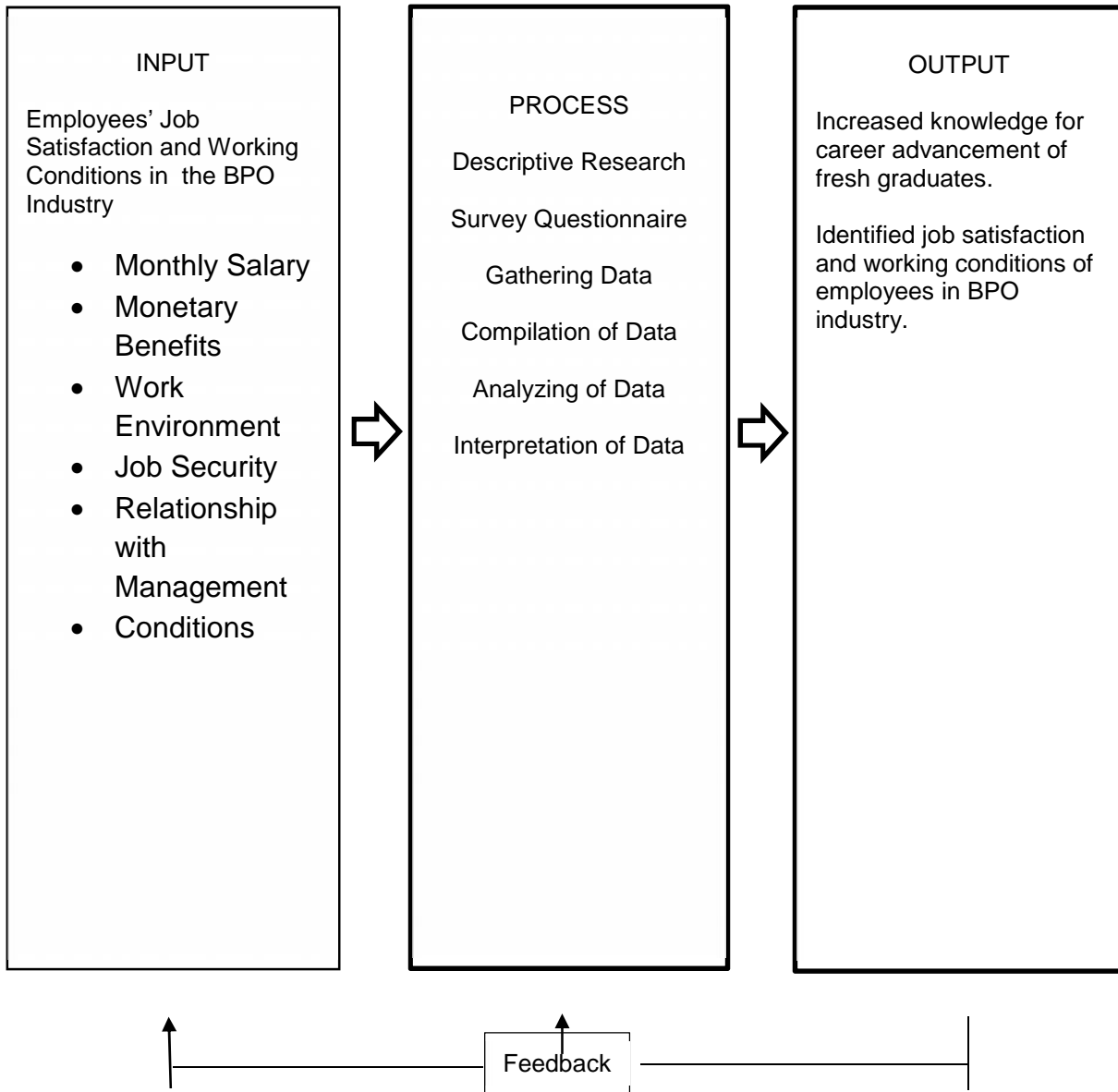


Figure 1. Paradigm of the Study

Methodology

This study utilized the descriptive method of research. As widely accepted, the descriptive method of research is a fact-finding study that involves adequate and accurate interpretation of findings. Descriptive research describes a certain present condition. Relatively, the method is appropriate to this study since it aims to describe the present Job Satisfaction and Working Conditions of employees in BPO Industry in Ortigas Center, Pasig City.

The purpose of employing the descriptive method is to describe the nature of condition, as it takes place during the time of the study and to explore the causes of a particular condition. The researchers opted to use this kind of research considering the desire to acquire the first hand data

from the respondents so as to formulate rational and sound conclusions and recommendations for the study. According to Creswell (1994), the descriptive method of research is to gather information about the present condition. Since this study is focused on the Job Satisfaction and Working Condition of employees in the BPO Industry, the descriptive method is the most appropriate method to use.

Data Generation

The researchers collected the data by means of survey questionnaire. The survey was comprised of questions, which are related to the respondent's perception on the Employees' Job Satisfaction and Working Conditions in the Business Process Outsourcing (BPO) Industry. After the necessary permission, the survey questionnaire was then distributed to the selected BPO Companies in Ortigas Center, Pasig City.

The respondents were given enough time to answer the questions. After the respondents have take the survey questionnaire, the papers were checked, tallied, analyzed, and interpreted. The researchers assured that all responses will be kept confidential and will solely use for academic purposes only.

The survey questionnaire used as the research instrument used by the researchers for the study entitled "Employees' Job Satisfaction and Working Conditions in the Business Process Outsourcing (BPO) Industry" was adapted and there is no need for validation.

Results and Discussion

Profile of the Respondents

Table 1: Frequency and Percentage Distribution of Respondents when grouped according to Name of Company, and Length of Working Experience

| Name of Company | f | % | Length of Working Experience | f | % |
|------------------|------------|------------|------------------------------|------------|------------|
| Omega Healthcare | 52 | 34.67 | 1 to 5 years | 114 | 76 |
| Sitel | 26 | 17.33 | 5 to 10 years | 28 | 18.7 |
| Alorica | 26 | 17.33 | 11 to 15 years | 7 | 4.67 |
| SPI Global CRM | 25 | 16.67 | 16 to 20 years | 1 | 0.67 |
| Teleperformance | 21 | 14 | | | |
| Total | 150 | 100 | Total | 150 | 100 |

Table 1 shows that Omega Healthcare have the highest number of respondents with 52 or 34.67%, while Sitel and Alorica have the same respondents of 26 or 17.33%, followed by SPI Global CRM have 25 or 16.67% respondents, and lastly Teleperformance have least number of respondents 21 or 14%.

On the other hand, the frequency and percentage distribution of the respondents according to Length of Working Service. As it is shown, 114 or 76% of the respondents are in 1-5 years of length of working experience. Employees who have 5-10 years in their work results into 28 or 18.67%, 11-15 years is in the 3rd least majority that have 7 or 4.67% and 16-20 years results into 1 or 0.67 which

means that of all employees, there is one who stays longer in their work. The table also indicates that a great number of company's employees are in service for 1-5 years.

Table 2

Frequency and Percentage Distribution of Respondents grouped according to Highest Educational Attainment and Position in Work

| Highest Educational Attainment | f | % | Position in Work | f | % |
|--------------------------------|------------|------------|---------------------------------|------------|------------|
| Master's Degree | 2 | 1.33 | Customer Support Representative | 108 | 72 |
| Bachelor's Degree | 81 | 54 | Team Leader | 17 | 11.3 |
| Undergraduate | 54 | 36 | Human Resource Personnel | 5 | 3.33 |
| Not Specified | 13 | 8.67 | Others | 20 | 13.3 |
| Total | 150 | 100 | Total | 150 | 100 |

Table 2 presents the Highest Educational Attainment of the respondents, 2 or 1.33% of the respondents are holder of Master's degree, 81 or 54% are holder of Bachelor's degree, respondents who are undergraduate results into 54 or 36% and 13 or 8.6% are not specified. In general, it can be inferred that a great number of the employees are Bachelor's degree holder. On the other hand, results in terms of Position in Work of the respondents, 108 or 72% are CSR employees, 17 or 11.33% are Team Leaders, 5 or 3.33% of the respondents are holding an HR Personnel Position. In overall result, most of them are Customer Support Representative.

Perception of the respondents on the Factors to consider for employees' job satisfaction and working conditions

Table 3

Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Monthly Salary when they are grouped according to Length of Working Experience

| Monthly Salary | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|---|-----------|---------|------------|---------|-------------|---------|-------------|---------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I feel I am being paid a fair amount for the work I do. | 2.96 | Neutral | 3.14 | Neutral | 3.00 | Neutral | 3.00 | Neutral |
| Raise in salary is too slow. | 3.48 | Agree | 3.61 | Agree | 4.00 | Agree | 3.00 | Neutral |
| I feel satisfied with the chances for salary increase. | 3.13 | Neutral | 2.89 | Neutral | 3.14 | Neutral | 3.00 | Neutral |

| | | | | | | | | |
|--|-------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| My pay matches my job performance. | 2.89 | Neutral | 2.89 | Neutral | 3.00 | Neutral | 3.00 | Neutral |
| The company and policy helps attract and retain high performing employees. | 3.20 | Neutral | 2.68 | Neutral | 2.43 | Neutral | 2.00 | Disagree |
| General Weighted Mean | 3.13 | Neutral | 3.04 | Neutral | 3.11 | Neutral | 2.80 | Neutral |

Table 3 presents in accordance with the profile of the respondents in Monthly Salary shows that, in 1-5 years field of working experience, the highest weighted mean 3.48 falls under Statement 2, "Raise in salary is too slow." The lowest weighted mean which is 2.89, falls in Statement 4, "My pay matches my job performance." While Employees who have 6-10 years in their work, the highest weighted mean results in 3.61 that is found in Statement 2, "Raise in salary is too slow." The lowest weighted mean which is 2.68, falls in Statement 5, "The company and policy helps attract and retain high performing employees." Employees who have 11-15 years length of working experience, the highest weighted mean of 4.0 is in Statement 2, "Raise in salary is too slow" and the lowest weighted mean results in mean of 2.43 in Statement 5, "The company and policy helps attract and retain high performing employees." Lastly, the first four table in 16-20 years length of service have all the same weighted mean of 3.0 and considered as the highest mean and the lowest weighted mean is 2.0 found in Statement 5, "The company and policy helps attract and retain high performing employees."

In general, the overall weighted mean was considered as Neutral with the respective mean of 3.13, 3.04, 3.11, and 2.80.

According to Marco (2013) Minimum wage for office workers In the Philippines is about Php10,000 a month. But starting salaries for all call center agents are around Php18,000 about 400 in US Dollars, with room to

Table 4

Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Monetary Benefits when they are grouped according to Length of Working Experience

| Monetary Benefits | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|--|-----------|---------|------------|---------|-------------|---------|-------------|----------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The benefits offered by the company meet my needs. | 3.14 | Neutral | 3.21 | Neutral | 3.43 | Neutral | 3.00 | Neutral |
| The company gives other extra benefits aside from what is prescribed by the law. | 3.02 | Neutral | 3.18 | Neutral | 3.14 | Neutral | 3.00 | Neutral |
| The benefits we receive are as good as most other company offers. | 2.92 | Neutral | 2.71 | Neutral | 2.86 | Neutral | 2.00 | Disagree |

| | | | | | | | | |
|--|-------------|----------------|-------------|----------------|-------------|----------------|-------------|-----------------|
| The benefits package we have is equitable. | 3.03 | Neutral | 2.96 | Neutral | 3.00 | Neutral | 2.00 | Disagree |
| I am satisfied with the benefits I received. | 3.01 | Neutral | 3.11 | Neutral | 3.14 | Neutral | 2.00 | Disagree |
| General Weighted mean | 3.02 | Neutral | 3.04 | Neutral | 3.11 | Neutral | 2.40 | Disagree |

Table 4 shows that in 1-5 years Length of working experience, Statement 1 “The benefits offered by the company meet my needs,” has the highest weighted mean of 3.14 and the lowest weighted mean of 2.92 falls under Statement 3, “The benefits we receive are as good as most other company.” While in 6-10 years of service, Statement 1 “The benefits offered by the company meet my needs” has the highest weighted mean of 3.21 and the lowest mean of 2.71 is in Statement 3, “The benefits we receive are as good as most other company offers.” When it comes to 11-15 years of service, Statement 1, “The benefits offered by the company meet my needs” where the highest weighted mean of 3.43, and Statement 3, “The benefits we received are as good as most other company needs” were considered as the lowest weighted mean of 2.86. Those are in 16-20 years of service, The highest weighted mean of 3.0, is at Statement 1, “The benefits offered by the company meet my needs.” And the lowest would be 2.0 from Statement 5, “I am satisfied with the benefits I received.” In result, it is verbally interpreted as Neutral when it comes to the all weighted mean with respective value of 3.02, 3.04, 3.11, except 2.40, which is interpreted as Disagree.

As a matter of fact, based on the result of the first three group in length of working experience that resulted into neutral interpretation. According to Bartolome (2014), Some of the common reasons they chose to work in this kind of life are the salary, benefits offered by the company, the great experience and the chance of getting a good career.

Table 5
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Work Environment when they are grouped according to Length of Working Experience

| Work Environment | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|--|-------------|--------------|-------------|----------------|-------------|--------------|-------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| Many of our rules and procedures make doing a good job difficult. | 3.48 | Agree | 3.04 | Neutral | 3.43 | Agree | 3.00 | Neutral |
| I like doing the things I do at work. | 3.55 | Agree | 3.68 | Agree | 3.71 | Agree | 3.00 | Neutral |
| The company is a family-friendly place to work. | 3.97 | Agree | 3.43 | Agree | 3.86 | Agree | 4.00 | Agree |
| I have the opportunity to collaborate with co-workers in my work. | 4.02 | Agree | 3.89 | Agree | 4.00 | Agree | 4.00 | Agree |
| I have a strong knowledge based in the areas in which I am assigned. | 4.00 | Agree | 4.32 | Strongly Agree | 4.14 | Agree | 2.00 | Disagree |
| General Weighted mean | 3.81 | Agree | 3.67 | Agree | 3.83 | Agree | 3.20 | Neutral |

Table 5 depicts the Working Experience category where in 1-5 years length of working experience, Question 4, “I have the opportunity to collaborate with co-workers in my work,” had the highest weighted mean resulting into 4.02, and the lowest weighted mean is 3.48 in the Statement 1, “Many of our rules and procedures make doing a good job difficult.” While in 6-10 years length of working experience, Statement 5, “I have a strong knowledge based in the areas in which I am assigned.” has the highest weighted mean of 4.32 and Statement 1, got the lowest weighted mean of 3.04. When it comes to 11-15 years of service, 4.14 has the highest weighted mean presented in Statement 5, “I have a strong knowledge based in the areas in which I am assigned.” Statement 1, “Many of our rules and procedures make doing a good job difficult” has the lowest weighted mean of 3.43. In the last group who are in service for 16-20 years, Statement 3 “The company is a family- friendly place at work” and Statement 4, “I have the opportunity to collaborate with co-workers in my work,” got the highest weighted mean of 4.0 and Statement 5, “I have a strong knowledge based in the areas in which I am assigned” got the lowest weighted mean of 2.0. In general, the overall average with the respective mean of 3.81, 3.67, and 3.83 are verbally interpreted as Agree except 16-20 years bracket which interpreted as Neutral.

As stated by Raziq (2014) Many research papers have focused on the intrinsic aspect of the job satisfaction. Results have shown that there is a positive link between work environment and the intrinsic aspect of the job satisfaction. This study fits the result of the overall weighted mean as where it resulted into Agree and Neutral interpretation.

Table 6

Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Job Security when they are grouped according to Length of Working Experience

| Job Security | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|--|-------------|--------------|-------------|----------------|-------------|----------------|-------------|-----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I have a sense of security in my job. | 3.64 | Agree | 3.75 | Agree | 4.29 | Strongly Agree | 2.00 | Disagree |
| The company has good terms of contract of employment. | 3.55 | Agree | 3.46 | Agree | 3.71 | Agree | 2.00 | Disagree |
| The company offers a satisfying retirement plan. | 3.03 | Neutral | 2.32 | Disagree | 2.00 | Disagree | 2.00 | Disagree |
| I know what to do in an emergency situation. | 3.71 | Agree | 3.46 | Agree | 3.29 | Neutral | 2.00 | Disagree |
| The company is able to maintain a high level of production while maintaining safety. | 3.73 | Agree | 3.46 | Agree | 3.86 | Agree | 3.00 | Neutral |
| General Weighted mean | 3.53 | Agree | 3.29 | Neutral | 3.43 | Agree | 2.20 | Disagree |

Table 6 presents that Job Security weighted mean results, wherein 1-5 years length of working experience, Statement 5, “The company is able to maintain a high level of production while

maintaining safety” has the highest weighted mean of 3.73 and Statement 3, “The company offers a satisfying retirement plan” got the lowest weighted mean of 3.03. In 6-10 years group of service, Statement 1, “I have a sense of security in my job,” has the highest weighted mean of 3.75 and Statement 3, “The company offers a satisfying retirement plan” has the lowest weighted mean of 2.32. Those who are in 11-15 years of service, Statement 1, “I have a sense in my security job,” has the highest weighted mean of 4.29 and Statement 3, “The company offers a satisfying retirement plan,” got the lowest weighted mean of 2.0.” When it comes to 16-20 years of service, highest weighted mean which is 3.0 falls in Statement 5, “The company is able to maintain a high level of production while maintaining safety.” The first four table results into equal lowest weighted mean of 2.0. In general, the overall average with the respective mean of 3.53, 3.29, 3.43 and verbally interpreted as Agree except 16-20 years bracket that has a weighted mean of 2.20 which interpreted as Disagree.

Jobzella (2014) discussed the 10 reasons why people might want to work in a BPO industry, high income and rewards comes first. BPO companies offer higher salary compared to other companies. In addition, you will get extra compensation for every outstanding performance at work. BPO companies also offer health insurance that covers even one or two of the employee’s immediate family. This explained that the company will secure the employees job, personal condition and the status of family member.

Table 7

Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Relationship with Management when they are grouped according to Length of Working Experience

| Relationship with Management | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|--|-------------|--------------|-------------|--------------|-------------|--------------|-------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The management established responsibility and accountability among employees. | 3.83 | Agree | 3.25 | Neutral | 3.29 | Neutral | 3.00 | Neutral |
| The management creates a sense of teamwork and company spirit. | 3.92 | Agree | 3.46 | Agree | 3.71 | Agree | 3.00 | Neutral |
| The management is not afraid to take disciplinary action when needed. | 4.17 | Agree | 3.64 | Agree | 3.86 | Agree | 3.00 | Neutral |
| The management has a mutual trust and respect for employees. | 4.05 | Agree | 3.46 | Agree | 3.57 | Agree | 3.00 | Neutral |
| The management at the company has a good understanding of my work environment and processes. | 4.04 | Agree | 3.26 | Neutral | 3.14 | Neutral | 3.00 | Neutral |
| General Weighted mean | 4.00 | Agree | 3.42 | Agree | 3.51 | Agree | 3.00 | Neutral |

Table 7 shows the result under Relationship with Management Category, in 1-5 years length of experience, Statement 3, “The management is not afraid to take disciplinary action when needed” results in 4.17 considering as the highest weighted mean, Statement 1, “The management established responsibility and accountability among employees” results in 3.83 considered as the lowest mean. In 6-10 years of service, Statement 3, “The management is not afraid to take disciplinary action when needed” got the highest weighted mean 3.64 and Statement 1, “The management established responsibility and accountability among employees” got the lowest mean of 3.25. When it comes to 11-15 years of service, Statement 3 “The management is not afraid to take disciplinary action when needed” has the respective mean of 3.86 was the highest weighted mean and Statement 5, “The management at the company has a good understanding of my work environment and processes” with the respective mean of 3.14 is consider as the lowest mean. Lastly, those who are 16-20 years length of working experience, all Statement have the same or equal weighted mean of 3.0.

In general, it can be inferred that they are all Agree with the respective mean of 4.0, 3.42, and 3.51, except in 16-20 years bracket that results into Neutral interpretation of 3.0 weighted mean.

The role of management in an organization is important feature, which affects job related among different employees (Stamatios 2003). This study can relate to the result of the table, where the management is concerned not only with the company but also to the employees welfare.

Table 8
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Conditions when they are grouped according to Length of Working Experience

| Conditions | 1-5 years | | 6-10 years | | 11-15 years | | 16-20 years | |
|--|-------------|-----------------------|-------------|----------------|-------------|----------------|-------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I have too much to do at work. | 3.94 | Agree | 3.32 | Neutral | 3.71 | Agree | 3.00 | Neutral |
| I believe that I am sufficient and productive. | 4.32 | Strongly Agree | 4.00 | Agree | 4.43 | Strongly Agree | 2.00 | Disagree |
| I believe that I have earned respect. | 4.41 | Strongly Agree | 4.00 | Agree | 3.71 | agree | 3.00 | Neutral |
| have the respect and support of my colleagues. | 4.42 | Strongly Agree | 4.21 | Strongly Agree | 4.29 | Strongly Agree | 3.00 | Neutral |
| I believe that I am good at what I do. | 4.39 | Strongly Agree | 4.29 | Strongly Agree | 4.29 | Strongly Agree | 2.00 | Disagree |
| General Weighted mean | 4.30 | Strongly Agree | 3.96 | Agree | 4.09 | Agree | 2.60 | Neutral |

Table 8 shows that in 1-5 years field of working experience, Statement 4, "I have the respect and support of my colleagues" got the highest weighted mean of 4.42 and Statement 1, "I have too much to do at work" got the lowest weighted mean of 3.94. While in 6-10 years bracket, Statement 5, "I believe that I am good at what I do" with the respective mean of 4.29 got the highest weighted mean and Statement 1, "I have too much to do at work" got the lowest weighted mean of 3.32. When it comes to 11-15 years of service, the highest weighted mean results into 4.43, under the Statement 2, "I believe that I am sufficient and productive" and the lowest weighted mean results into 3.71 under Statement 1, "I have too much to do at work." In the last group length of working experience 16-20 years of service, Statement 1, "I have to much to do at work," Statement 3, "I believe that I have earned respect" and Statement 4, "I have the respect and support to my colleagues" got the same weighted mean of 3.0 and Statement 2, "I believe that I am sufficient and productive" and Statement 5, "I believe that I am good at what I do" got the same lowest weighted mean of 2.0. In general, the overall weighted mean and perception results into respective mean of 4.30 as Strongly Agree, 3.96 and 4.09 as Agree and 2.60 as Neutral.

According to Manuel (n.d), with the sustained growth of this industry, BPO's who are now receiving considerable academic attention dealing with multiple aspects like work conditions, organization environment and specific organization and work related issues.

Table 9
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Monthly Salary when they are grouped according to Highest Educational Attainment

| Monthly Salary | Master's Degree | | Bachelor's Degree | | Under Graduate | | Not Specified | |
|--|-----------------|----------------|-------------------|----------------|----------------|----------------|---------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I feel I am being paid a fair amount for the work I do. | 3.00 | Neutral | 3.21 | Neutral | 2.67 | Neutral | 3.08 | Neutral |
| Raise in salary is too slow. | 4.50 | Strongly Agree | 3.59 | Agree | 3.50 | Agree | 3.08 | Neutral |
| I feel satisfied with the chances for salary increase. | 2.00 | Disagree | 3.19 | Neutral | 3.06 | Neutral | 2.77 | Neutral |
| My pay matches my job performance. | 4.00 | Agree | 3.05 | Neutral | 2.67 | Neutral | 2.69 | Neutral |
| The company and policy helps attract and retain high performing employees. | 3.50 | Agree | 3.13 | Neutral | 2.93 | Neutral | 3.15 | Neutral |
| General Weighted Mean | 3.40 | Neutral | 3.23 | Neutral | 2.96 | Neutral | 2.95 | Neutral |

Table 10 shows that when the respondents' perception is grouped according to Highest Educational Attainment, those who have Master's Degree, the statement "Raise in salary is too slow," has the highest weighted mean of 4.50 and is verbally interpreted as Neutral. Whereas, the lowest weighted mean of 2.00 and is verbally interpreted as Disagree falls on the statement "I feel satisfied with the chances for salary increase." Those who have Bachelor's Degree, "Raise in salary is too slow" also has the highest weighted mean of 3.59 and is verbally interpreted as Agree while the statement "My pay matches my job performance," results to the lowest weighted mean of 3.05 and is verbally interpreted as Neutral. For the respondents who are undergraduate, "Raise in salary is too slow" has the highest weighted mean of 3.50 and is verbally interpreted as Agree. On the other hand, the statements, "I feel I am being paid a fair amount for the work I do" and "My pay matches my job performance" have the same lowest weighted mean of 2.67 and is verbally interpreted as Neutral. For the respondents who were under Not Specified, the result of the highest weighted mean of 3.15 and is verbally interpreted as Neutral belongs to the statement "The company and policy helps attract and retain high performing employees" while the lowest mean of 2.69 and is verbally interpreted as Neutral falls on the statement "My pay matches my job performance." As a result, in the overall weighted mean was considered as Neutral with the respective means of 3.40, 3.23, 2.96 and 2.95.

Uligan (2012) pointed out that, though the requirements in the Business Process Outsourcing industry are easy to comply with, there are certain types of people who qualify for the job. Attracted by the high salary, students are opting to quit school because they cannot cope with the demands of academics and work.

Table 11
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Monetary Benefits when they are grouped according to Highest Educational Attainment

| Monetary Benefits | Master's Degree | | Bachelor's Degree | | Under Graduate | | Not Specified | |
|--|-----------------|----------------|-------------------|----------------|----------------|----------------|---------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The benefits offered by the company meet my needs. | 3.50 | Agree | 3.40 | Neutral | 2.78 | Neutral | 3.31 | Neutral |
| The company gives other extra benefits aside from what is prescribed by the law. | 4.00 | Agree | 3.25 | Neutral | 2.72 | Neutral | 3.08 | Neutral |
| The benefits we receive are as good as most other company offers. | 3.00 | Neutral | 3.00 | Neutral | 2.70 | Neutral | 2.77 | Neutral |
| The benefits package we have is equitable. | 3.00 | Neutral | 3.17 | Neutral | 2.76 | Neutral | 3.00 | Neutral |
| I am satisfied with the benefits I received. | 3.00 | Neutral | 3.23 | Neutral | 2.72 | Neutral | 3.08 | Neutral |
| General Weighted Mean | 3.30 | Neutral | 3.21 | Neutral | 2.74 | Neutral | 3.05 | Neutral |

Table 11 illustrates those who have Master's Degree their perception about "The company gives other extra benefits aside from what is prescribed by the law" has the highest weighted mean

of 4.00 with a verbal interpretation of Agree, while the statements “I am satisfied with the benefits I received,” “The benefits package we have is equitable” and “The benefits I receive are as good as most other company offer”, have the same lowest weighted mean of 3.00 and when verbally interpreted, they are all Neutral. When it comes to the perception of the Bachelor’s Degree holder, the highest weighted mean of 3.40 falls on the statement, “The benefits offered by the company meet my needs” while the lowest mean of 3.00 is under “The benefits we receive are as good as most other company offers.” Both weighted means are verbally interpreted as Neutral. The respondents who are undergraduate has the same perception of Neutral when it comes to the statements under monetary benefits. “The benefits offered by the company meet my needs” has the highest weighted mean of 2.78 and the lowest weighted mean of 2.70 falls on “The benefits we received as good as most other company offers.” Most of the respondents who were under Not specified has the perception of Neutral when it comes to “The benefits offered by the company meet my needs” which has the highest weighted mean of 3.31 and the statement “The benefits we receive are as good as most other company offers” with the lowest weighted mean of 2.77. In general, they were all Neutral in their perception of statements under monetary benefits with the weighted mean scores of 3.30, 3.21, 2.74 and 3.05.

Bartolome (2014) pointed out that the only few folks have known the real sacrifice behind the stages that most agents carry. People who turn their ways to work in a call center have their own stories and motivations in life why they push themselves into this kind of vineyard. Some of the common reasons why they choose to work in this kind of life are the salary, benefits offered by the company, the great experience and the chance of getting a good career.

Table 12
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Work Environment when they are grouped according to Highest Educational Attainment

| Work Environment | Master’s Degree | | Bachelor’s Degree | | Under Graduate | | Not Specified | |
|--|-----------------|----------------|-------------------|--------------|----------------|--------------|---------------|--------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| Many of our rules and procedures make doing a good job difficult. | 3.00 | Neutral | 3.47 | Agree | 3.35 | Neutral | 3.15 | Neutral |
| I like doing the things I do at work. | 3.50 | Agree | 3.70 | Agree | 3.37 | Neutral | 3.69 | Agree |
| The company is a family-friendly place to work. | 3.50 | Agree | 3.88 | Agree | 3.85 | Agree | 3.92 | Agree |
| I have the opportunity to collaborate with co-workers in my work. | 4.50 | Strongly Agree | 4.04 | Agree | 3.87 | Agree | 4.15 | Agree |
| I have a strong knowledge based in the areas in which I am assigned. | 4.50 | strongly Agree | 4.14 | Agree | 3.91 | Agree | 4.08 | Agree |
| General Weighted mean | 3.80 | Agree | 3.85 | Agree | 3.67 | Agree | 3.80 | Agree |

Table 12 reveals when results are treated by highest educational attainment, for the Master's Degree, respondents believe that the company is a family-friendly place to work and they have the opportunity to collaborate with fellow workers. Those statements have the highest weighted mean of 4.50 and is verbally interpreted as Strongly Agree. While the lowest weighted mean of 3.00 and is verbally interpreted as Neutral falls on the statement "Many of our rules and procedures make doing a good job difficult." For the employees who are Bachelor's Degree holder, the highest weighted mean of 4.14 falls on "I have a strong knowledge based in the areas in which I am assigned" while the lowest weighted mean of 3.47 falls on "Many of our rules and procedures make doing a good job difficult." They are both verbally interpreted as Agree. On the insight of Undergraduate, the "I have a strong knowledge based in the areas in which I am assigned" Statement has the highest weighted mean of 3.91 and is verbally interpreted as Agree. While "Many of our rules and procedures make doing a good job difficult" has the lowest weighted mean of 3.35 and is verbally interpreted as Neutral. For those respondents under Not Specified, having the opportunity to collaborate with fellow workers has the highest weighted mean of 4.15 and is verbally interpreted as Agree, while many of the rules and procedures make doing a good job difficult has the lowest mean of 3.15 and is verbally interpreted as Neutral. The overall weighted mean was considered as Agree with the respective means of 3.80, 3.85, 3.67 and 3.80.

According to an article written by Bisk, the importance of having job satisfaction with good working environment will lower turnover, produce higher productivity, increased profit, and build loyalty. Bisk also named some factors to consider to build satisfaction in the workplace: respect, trust; security, healthy environment, career-path, right salary pays, and benefits.

Table 13
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Job Security when they are grouped according to Highest Educational Attainment

| Job Security | Master's Degree | | Bachelor's Degree | | Undergraduate | | Not Specified | |
|--|-----------------|--------------|-------------------|--------------|---------------|----------------|---------------|--------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I have a sense of security in my job. | 4.00 | Agree | 3.93 | Agree | 3.24 | Neutral | 3.92 | Agree |
| The company has good terms of contract of employment. | 4.50 | Agree | 3.70 | Agree | 3.15 | Neutral | 3.92 | Agree |
| The company offers a satisfying retirement plan. | 3.00 | Neutral | 2.89 | Neutral | 2.74 | Neutral | 2.92 | Neutral |
| I know what to do in an emergency situation. | 4.00 | Agree | 3.67 | Agree | 3.56 | Agree | 3.69 | Agree |
| The company is able to maintain a high level of production while maintaining safety. | 4.00 | Agree | 3.75 | Agree | 3.50 | Agree | 3.92 | Agree |
| General Weighted mean | 3.90 | Agree | 3.59 | Agree | 3.24 | Neutral | 3.68 | Agree |

Table 13 shows that those who have Master's Degree, having a sense of security in their job has the highest weighted mean of 4.50 and is verbally interpreted as Agree while the company offers a satisfying retirement plan has the lowest mean of 3.00 and is verbally interpreted as Neutral. For

Bachelor's Degree holders, the statement "I have a sense of security in my job" has the highest weighted mean of 3.93 and verbally interpreted Agree as while "The company offers a satisfying retirement plan" has the lowest mean of 2.89 and verbally interpreted as Neutral. For Undergraduate respondents, "I know what to do in an emergency situation" has the highest weighted mean of 3.56 with a verbal interpretation of Agree while "The company offers a satisfying retirement plan" has the lowest weighted mean of 2.74 with a verbal interpretation of Neutral. For those respondents under Not Specified, the highest weighted mean of 3.92 and verbally interpreted as Agree falls on the following statements: "I have a sense of security in my job," "The company has good terms of contract of employment" and "The company is able to maintain a high level of production while maintaining safety." While only the statement "The company offers a satisfying retirement plan" has the lowest weighted mean of 2.92 and is verbally interpreted as Neutral. In general, the overall weighted mean was considered as Agree with the respective means of 3.90, 3.59 and 3.24, except for the Undergraduate with an overall weighted mean of 3.24.

Jobzella (2014) discussed the 10 reasons why people might want to work in a BPO industry – 5. *Get your dream job*, as working on a BPO the easiest gate to enter any big corporation, graduates from office related programs, has the highest chance to be hire as an internal employee rather that to hire new from outside.

Table 14
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Relationship with Management when they are grouped according to Highest Educational Attainment

| Relationship with Management | Master's Degree | | Bachelor's Degree | | Undergraduate | | Not Specified | |
|--|-----------------|--------------|-------------------|--------------|---------------|--------------|---------------|--------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The management established responsibility and accountability among employees. | 4.00 | Agree | 3.72 | Agree | 3.63 | Agree | 3.77 | Agree |
| The management creates a sense of teamwork and company spirit. | 4.00 | Agree | 3.79 | Agree | 3.87 | Agree | 3.77 | Agree |
| The management is not afraid to take disciplinary action when needed. | 4.00 | Agree | 4.04 | Agree | 4.07 | Agree | 4.00 | Agree |
| The management has a mutual trust and respect for employees. | 4.00 | Agree | 3.78 | Agree | 4.09 | Agree | 4.00 | Agree |
| The management at the company has a good understanding of my work environment and processes. | 4.50 | Agree | 3.80 | Agree | 3.87 | Agree | 3.92 | Agree |
| General Weighted mean | 4.10 | Agree | 3.82 | Agree | 3.91 | Agree | 3.89 | Agree |

Table 14 shows the perception of the respondents about their relationship with management. Those who have Master's Degree, "The management at the company has a good understanding

of my work environment and processes” has the highest weighted mean of 4.50 while all the other statements such as “The management establish responsibility and accountability among employees,” “The management create a sense of teamwork and company spirit,” “The management is not afraid to take disciplinary action when needed” and “The management has a mutual trust and respect for employees” have the lowest weighted mean of 4.00. when verbally interpreted, they all Agree to these Statements. For the Bachelor’s Degree holder, “The management is not afraid to take disciplinary action when needed,” has the highest weighted mean of 4.04 while “The management establish responsibility and accountability among employees” has the lowest mean of 3.72. They are both Agree when verbally interpreted. For the Undergraduate, the highest weighted mean of 4.09 falls on the statement “The management has a mutual trust and respect for employees” while the lowest mean of 3.63 falls on “The management established responsibility and accountability among employees,” they are both interpreted as Agree. For the Not Specified, the statements “The management is not afraid to take disciplinary action when needed” and “The management has a mutual trust and respect for employee” have the highest weighted mean of 4.00. Whereas, the statements, “The management establish responsibility and accountability among employees” and “The management create a sense of teamwork and company spirit” have the lowest weighted mean of 3.77. In general, the overall weighted mean was considered as Agree with the respective means of 4.10, 3.82, 3.91 and 3.89. Research shows that workers are happier in their job when they have friendship with fellow workers. Employees report that when they have friends at work, their job is more fun, enjoyable, worthwhile, and satisfying. Gallup (2011) found that close work friendships boost employee satisfaction by 50% and people with best friend at work are seven times more likely to engage fully in their work.

Table 15
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Conditions when they are grouped according to Highest Educational Attainment

| Conditions | Master’s Degree | | Bachelor’s Degree | | Undergraduate | | Not Specified | |
|--|-----------------|-----------------------|-------------------|-----------------------|---------------|-----------------------|---------------|--------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I have too much to do at work. | 4.00 | Agree | 3.81 | Agree | 4.00 | Agree | 2.92 | Neutral |
| I believe that I am sufficient and productive. | 4.50 | Strongly Agree | 4.23 | Strongly Agree | 4.28 | Strongly Agree | 4.15 | Agree |
| I believe that I have earned respect. | 4.50 | Strongly Agree | 4.30 | Strongly Agree | 4.35 | Strongly Agree | 4.00 | Agree |
| I have the respect and support of my colleagues. | 4.50 | Strongly Agree | 4.40 | Strongly Agree | 4.39 | Strongly Agree | 4.08 | Agree |
| I believe that I am good at what I do. | 4.00 | Strongly Agree | 4.40 | Strongly Agree | 4.35 | Strongly Agree | 4.15 | Agree |
| General Weighted mean | 4.30 | Strongly Agree | 4.23 | Strongly Agree | 4.27 | Strongly Agree | 3.86 | Agree |

Table 15 shows that when the respondents' perception is grouped according to Highest Educational Attainment, for the Master's Degree, the highest weighted mean of 4.50 and is verbally interpreted as Strongly Agree belongs to the following statements: "I believe that I am sufficient and productive," "I believe that I have earned respect" and "I have the respect and support of my colleagues." While the lowest weighted mean of 4.00 and is verbally interpreted as Agree falls on the statements: "I have too much to do at work" and "I believe that I am good at what I do." For the Bachelor's Degree holder, "I believe that I have earned respect" and "I have the respect and support of my colleagues" have the highest weighted mean of 4.40 and is verbally interpreted as Strongly Agree. While "I have too much to do at work" has the lowest weighted mean of 3.81 with the verbal interpretation of Agree. When it comes to Undergraduates, "I have the respect and support of my colleagues" have the highest weighted mean of 4.39 and is verbally interpreted as Strongly Agree, and "I have too much to do at work" got the lowest weighted mean of 4.00 and interpreted as Agree. Respondents under Not Specified, the highest weighted mean of 4.15 and is verbally interpreted as Agree falls on "I believe that I am sufficient and productive" and "I believe that I am good at what I do." While "I have too much to do at work" has the lowest weighted mean of 2.92 and is verbally interpreted as Neutral. In general, the overall weighted mean was considered as Agree with the respective means of 4.30, 4.23, and 4.27, except the respondents who are classified as Not Specified with an overall weighted mean of 2.92.

According to Feldmann and Arnold (1985) working conditions such as flexible time of working hours, job sharing and shorter workweeks are quite valued by employees because they can facilitate valued off the job activities such as pursuing hobbies.

Table 16
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Monthly Salary when they are grouped according to Position in Work

| Monthly Salary | Customer Service Representative | | Team Leader | | HR Personnel | | Others | |
|---|---------------------------------|---------|-------------|---------|--------------|---------|--------|---------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I feel I am being paid a fair amount for the work I do. | 3.01 | Neutral | 2.81 | Neutral | 3.00 | Neutral | 3.00 | Neutral |
| Raise in salary is too slow. | 3.58 | Agree | 3.75 | Agree | 3.60 | Agree | 3.25 | Neutral |
| I feel satisfied with the chances for salary increase. | 3.14 | Neutral | 2.69 | Neutral | 2.80 | Neutral | 3.00 | Neutral |
| My pay matches my job performance. | 2.90 | Neutral | 2.56 | Neutral | 2.80 | Neutral | 2.85 | Neutral |
| The company and policy helps attract and retain high performing | 3.22 | Neutral | 2.31 | Neutral | 2.60 | Neutral | 2.70 | Neutral |

| | | | | | | | | |
|------------------------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| employees. | | | | | | | | |
| General Weighted Mean | 3.17 | Neutral | 2.83 | Neutral | 2.96 | Neutral | 2.96 | Neutral |

Table 16 shows the monthly salary when treated according to position in work. The Customer Support Representative respondents got the highest weighted mean of 3.58 and they agreed under the “Raise in salary is too slow.” They got the lowest weighted mean of 2.90 and they are neutral under the “My pay matches my job performance.” The Team Leader respondents got the highest weighted mean of 3.75 and they agreed under the “Raise in salary is too low.” They got the lowest weighted mean of 2.31 and they are neutral under the “the company and policy helps attract and retain high performing employees.” The Human Resource respondents got the highest weighted mean 3.60 and they agreed under the “Raise in salary is too slow.” They got the lowest weighted mean of 2.60 and they are neutral under the “the company and policy helps attract and retain high performing employees.” The respondents with other positions got the highest weighted mean 3.25 and they are neutral under the “Raise in salary is too slow.” They got the lowest weighted mean of 2.70 and they are also neutral under the “The company and policy helps attract and retain high performing employees.” The overall weighted mean for Customer Support Representative is 3.17; Team Leader is 2.83; Human Resource and other positions are both 2.96 and they are all verbally interpreted as Neutral. In terms of salary/pay, employees are satisfied if they are being paid competitively among the local market. To attract the best employees, companies must research the market in their area to ensure that their salaries match up against the competitors. Base rate of pay is very important to employee's job satisfaction.

Table 17
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Monetary Benefits when they are grouped according to Position in Work

| Monetary Benefits | Customer Service Representative | | Team Leader | | HR Personnel | | Others | |
|--|---------------------------------|----------------|-------------|----------------|--------------|----------------|-------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The benefits offered by the company meet my needs. | 3.10 | Neutral | 3.06 | Neutral | 3.20 | Neutral | 3.35 | Neutral |
| The company gives other extra benefits aside from what is prescribed by the law. | 3.12 | Neutral | 2.56 | Neutral | 3.60 | Neutral | 2.80 | Neutral |
| The benefits we receive are as good as most other company offers. | 2.96 | Neutral | 2.44 | Neutral | 2.60 | Neutral | 2.75 | Neutral |
| The benefits package we have is equitable. | 3.04 | Neutral | 2.75 | Neutral | 2.80 | Neutral | 2.85 | Neutral |
| I am satisfied with the benefits I received. | 3.04 | Neutral | 2.56 | Neutral | 3.60 | Agree | 3.05 | Neutral |
| General Weighted mean | 3.05 | Neutral | 2.68 | Neutral | 3.16 | Neutral | 2.96 | Neutral |

Table 17 shows the monetary benefits when treated according to position in work. The Customer Support Representative got the highest weighted of 3.12 and they are neutral under the “The company gives other extra benefits aside from what is prescribed by the law.” They got the lowest weighted mean of 2.96 under the “The benefits we receive are as good as most other offers.” The Team Leader Respondents got the highest weighted mean of 3.06 and they are neutral under the “The benefits offered by the company meet my needs.” They got the lowest weighted mean of 2.44 and they are neutral under the “The benefits we receive are as good as most other company offers.” The Human Resource respondents got the highest weighted mean of 3.60 both under the “The company gives other extra benefits aside from what is prescribed by the law” which they are neutral and “I am satisfied with the benefits I received” which they agreed. They got the lowest weighted mean of 2.60 and they are neutral under the “the benefits we receive are as good as most other company offers. The respondents with other positions got the highest weighted mean of 3.35 and they are neutral under the “The benefits offered by the company meet my needs.” They got the lowest weighted mean of 2.75 and they are neutral under the “The benefits we receive are as good as most other company offers.” The overall weighted mean for Customer Support Representative is 3.05; Team Leader is 2.68; Human Resource is 3.16; and other positions is 2.96 and they are all verbally interpreted as neutral.

Monetary benefits also may motivate people to invest effort to acquire the skills needed to perform a task so that future performance and rewards will be higher than they otherwise would be. (Locke & Latham, 1990)

Table 18
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Work Environment when they are grouped according to Position in Work

| Work Environment | Customer Service Representative | | Team Leader | | HR Personnel | | Others | |
|--|---------------------------------|--------------|-------------|--------------|--------------|--------------|-------------|--------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| Many of our rules and procedures make doing a good job difficult. | 3.41 | Agree | 3.19 | Neutral | 3.60 | Agree | 3.30 | Neutral |
| I like doing the things I do at work. | 3.51 | Agree | 3.44 | Agree | 3.20 | Neutral | 4.00 | Agree |
| The company is a family-friendly place to work. | 3.96 | Agree | 3.25 | Neutral | 3.80 | Agree | 3.70 | Agree |
| I have the opportunity to collaborate with co-workers in my work. | 4.07 | Agree | 3.50 | Agree | 4.00 | Agree | 3.85 | Agree |
| I have a strong knowledge based in the areas in which I am assigned. | 4.02 | Agree | 4.13 | Agree | 4.20 | Agree | 4.15 | Agree |
| General Weighted Mean | 3.79 | Agree | 3.50 | Agree | 3.76 | Agree | 3.80 | Agree |

Table 18 shows the work environment when treated according to position in work. The Customer Support Representative got the highest weighted mean of 4.07 and they agreed under the “I have the opportunity to collaborate with co-workers in my work.” They got the lowest weighted mean of 3.41 and they agreed under the “Many of our rules and procedures make doing a good job difficult.” The Team leader Respondents got the highest weighted mean of 4.13 and they agreed under the “I have a strong knowledge based in the areas in which I am assigned.” They got the lowest weighted mean of 3.19 and they are neutral under the “Many of our rules and procedures make doing a good job difficult.” The Human Resource respondents got the highest weighted mean of 4.20 and they agreed under the “I have a strong knowledge based in the areas in which I am assigned.” They got the lowest weighted mean of 3.20 and they are neutral under the “I like doing the things I do at work.” The respondents with other positions got the highest weighted mean of 4.15 and they agreed under the “I have a strong knowledge based in the areas in which I am assigned.” They got the lowest weighted mean of 3.30 and they are neutral under the “Many of our rules and procedures make doing a good job difficult.” The overall weighted mean for Customer Support Representative is 3.79; Team Leader is 3.50; Human Resource is 3.76; and other positions is 3.80 and they are all verbally interpreted as Agree.

Individuals will be more satisfied with colleagues who see things the same as the way they do (Slocum, 2009). Interpersonal relations at work serve a critical role in the development and maintenance of trust and positive feelings in an organization. Although the quality of interpersonal relationships alone is not enough to produce worker productivity. It can significantly contribute to it (Montes2009)

Table 19
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Job Security when they are grouped according to Position in Work

| Job Security | Customer Service Representative | | Team Leader | | HR Personnel | | Others | |
|--|---------------------------------|--------------|-------------|----------------|--------------|----------------|-------------|----------------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| I have a sense of security in my job. | 3.72 | Agree | 3.56 | Agree | 3.60 | Agree | 3.45 | Agree |
| The company has good terms of contract of employment. | 3.56 | Agree | 3.19 | Neutral | 3.60 | Agree | 3.40 | Neutral |
| The company offers a satisfying retirement plan. | 3.09 | Neutral | 2.25 | Neutral | 2.20 | Neutral | 2.10 | Neutral |
| I know what to do in an emergency situation. | 3.73 | Agree | 3.19 | Neutral | 3.60 | Agree | 3.3 | Neutral |
| The company is able to maintain a high level of production while maintaining safety. | 3.71 | Agree | 3.31 | Agree | 3.60 | Agree | 3.70 | Agree |
| General Weighted mean | 3.56 | Agree | 3.10 | Neutral | 3.32 | Neutral | 3.19 | Neutral |

Table 19 presents the job satisfaction under job security when treated according to position in work. The Customer Support Representative respondents got the highest weighted mean of 3.73 and they agreed under the “I know what to do in an emergency situation.” They got the lowest weighted mean of 3.09 and they are neutral under the “The company offers a satisfying retirement plan.” The Team Leader Respondents got the highest weighted mean of 3.56 and they agreed under the “I have a sense of security in my job.” They got the lowest weighted mean of 2.25 and they are neutral under the “The company offers a satisfying retirement plan.” The Human Resource Respondents got the same weighted mean of 3.60 and they are all agreed under the “I have a sense of security in my job,” “The company has a good terms of contract of employment,” “I know what to do in an emergency situation,” “The company is able to maintain a high level of product while maintaining safety,” while the “the company offers a satisfying retirement is 2.20 and they are all verbally interpreted as Neutral. The respondents with other positions got the highest weighted mean of 3.70 and they agreed under the “The company is able to maintain a high level of production while maintaining safety.” They got the lowest weighted mean of 2.10 and they are neutral under the “The company offers a satisfying retirement plan.” The overall weighted mean for Customer Support Representative is 3.56 which is verbally interpreted as Agree; for Team Leader it’s 3.10; Human Resource is 3.32 and other positions is 3.19 and they are all verbally interpreted as Neutral.

Quite a number of factors such as employment contract, collective bargaining agreement, labor legislation and personal factors such as education work experience, job functional area, work industry, work location, and etc., play an important role in determining the need for an individuals' services and impacts their personal job security (Adebayo and Lucky, 2012).

Table 20
Perception of the Respondents about the Aspects to Consider for Employees’ Job Satisfaction and Working Conditions in Terms of Relationship with Management when they are grouped according to Position in Work

| Relationship with Management | Customer Service Representative | | Team Leader | | HR Personnel | | Others | |
|---|---------------------------------|-------|-------------|---------|--------------|---------|--------|---------|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| The management established responsibility and accountability among employees. | 3.82 | Agree | 3.25 | Neutral | 3.20 | Neutral | 3.50 | Agree |
| The management creates a sense of teamwork and company spirit. | 3.98 | Agree | 3.44 | Agree | 3.20 | Neutral | 3.35 | Neutral |
| The management is not afraid to take disciplinary action when needed. | 4.15 | Agree | 3.75 | Agree | 4.20 | Agree | 3.65 | Agree |
| The management has a mutual trust and respect for employees. | 4.07 | Agree | 3.44 | Agree | 3.40 | Neutral | 3.65 | Agree |

| | | | | | | | | |
|--|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|
| The management at the company has a good understanding of my work environment and processes. | 4.01 | Agree | 3.25 | Neutral | 3.20 | Neutral | 3.50 | Agree |
| General Weighted mean | 4.01 | Agree | 3.43 | Agree | 3.44 | Agree | 3.54 | Agree |

Table 20 shows the job satisfaction under relationship with management when treated according to position in work. The Customer Support Representative respondents got the highest weighted mean of 4.15 and they agreed under the “The management creates a sense of teamwork and company spirit.” They got the lowest weighted mean of 3.82 and they agreed under the “The management establish responsibility and accountability among employees.” The Team Leader respondents got the highest weighted mean of 3.75 and they agreed under the “The management is not afraid to take disciplinary action when needed.” They got the lowest weighted mean of 3.25 and they are both under the “The management is not afraid to take disciplinary action when needed” and “The management at the company has a good understanding of my work environment and processes.” The Human Resource respondents got the highest weighted mean of 4.20 and they agreed under the “The management is not afraid to take disciplinary action when needed.” They got the lowest weighted mean of 3.20 and they are neutral under “The management establish responsibility and accountability among employees,” “The company create a sense of teamwork and company spirit” and “The management at the company has a good understanding of my work environment and processes.” The respondents with other positions got the highest weighted mean of 3.65 and they agreed both under the “The management is not afraid to take disciplinary action when needed” and “The management has a mutual trust and respect for employees.” They got the lowest weighted mean of 3.35 and they are neutral under the “The management creates a sense of teamwork and company spirit.” The overall weighted mean for Customer support Representative is 4.01; Team Leader is 3.43; Human Resource is 3.44 and other positions is 3.54 and they are all verbally interpreted as Agree.

Lochet, (2001) mentioned that there is a satisfaction in the job when an employee believes or feels that he is recognized by his superiors or immediate supervisors or peers in the job, or the general public. Employees are satisfied with organizations that have policies and procedures designed to help them attain rewards. Individuals will be dissatisfied with of conflicting roles and /or ambiguous by organization (Slocum, 2009) Robbins (1991) said that the behavior of one's supervisor is also a major element of satisfaction. Studies generally find that employees' satisfaction is increased even the immediate supervisor understands and friendly, listens to the employee's opinions and shows personal interest.

Table 21
Perception of the Respondents about the Aspects to Consider for Employees' Job Satisfaction and Working Conditions in Terms of Conditions

| Conditions | Customer Support Representative | Team Leader | HR Personnel | Others |
|------------|---------------------------------|-------------|--------------|--------|
|------------|---------------------------------|-------------|--------------|--------|

| | WM | VI | WM | VI | WM | VI | WM | VI |
|--|-------------|-----------------------|-------------|--------------|-------------|----------------|-------------|--------------|
| I have too much to do at work. | 3.87 | Agree | 4.19 | Agree | 3.60 | Agree | 3.25 | Neutral |
| I believe that I am sufficient and productive. | 4.29 | Strongly Agree | 4.19 | Agree | 4.00 | Agree | 4.10 | Agree |
| I believe that I have earned respect. | 4.40 | Strongly Agree | 4.13 | Agree | 4.00 | Agree | 3.90 | Agree |
| I have the respect and support of my colleagues. | 4.41 | Strongly Agree | 4.13 | Agree | 4.60 | Strongly Agree | 4.30 | Agree |
| I believe that I am good at what I do. | 4.41 | Strongly Agree | 4.19 | Agree | 4.60 | Strongly Agree | 4.15 | Agree |
| General Weighted mean | 4.28 | Strongly Agree | 4.16 | Agree | 4.16 | Agree | 3.94 | Agree |

Table 21 shows the job satisfaction under conditions when treated according to position in work. The Customer Support Representative respondents got the highest weighted mean of 4.41 and they are strongly agreed both under the “I have the respect and support of my colleagues” and “I believe that I am good at what I do.” They got the lowest weighted mean of 3.87 and they agreed under the “I have too much to do at work.” The Team Leader respondents got the highest weighted mean of 4.19 and they agreed under the “I have too much to do at work,” “I believe that I am sufficient and productive,” and “I believe that I am good at what I do.” They got the lowest weighted mean of 4.13 and they agreed both under the “I believe that I have earned respect” and “I have the respect and support of my colleagues.” The Human Resource respondents got the highest weighted mean of 4.60 and they are strongly agreed both under the “I have the respect and support of my colleagues,” and “I believe that I am good at what I do.” They got the lowest weighted mean of 3.60 and they agreed under the “I have too much to do at work.” The respondents with other positions got the highest weighted mean of 4.30 and they agreed under the “I have the respect and support of my colleagues.” They got the lowest weighted mean of 3.05 and they are neutral under the “I have too much to do at work.” The overall weighted mean for customer support representative is 4.28; 4.16 both for Team Leader and Human Resource; and 3.94 for other positions. They are all verbally interpreted as Agree except for Customer Support Representative who Strongly Agree.

Spector (1997) observed that the most businesses ignore the working environment within their organization resulting in an adverse effect in the performance of their employees. According to him, working environment consists of safety to employees, good relations with fellow workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm

considers them important, they will have high level of commitment and a sense of ownership for their organization.

Significant Difference on the Employees' Job Satisfaction and Working Conditions:

Table 22
Significant Difference on the Employees' Job Satisfaction and Working Conditions when they are grouped according to Length of Working Experience

| Length of Working Experience | Weighted Mean | F-Value | P-Value | Decision | Interpretation |
|------------------------------|---------------|---------|---------|-----------|---------------------------|
| 1-5 years | 3.63 | 2.473 | 0.064 | Accept Ho | No significant difference |
| 6-10 years | 3.40 | | | | |
| 11-15 years | 3.51 | | | | |

As shown in the table 22, the weighted mean score of the respondents who have 1-5 years length of working experience is 3.63 while the weighted mean of 6-10 years is 3.40 and 11-15 years has a weighted mean of 3.51. There were no respondents for the length of working experience of 16-20 years and 21 and above. The computed F-value is 2.473 with P-value of 0.064 is greater than the assumed level of significance of 0.05. Therefore, the null hypothesis is accepted. Hence, there is no significant difference on the employees' job satisfaction and working conditions when they are grouped according to Length of Working Experience.

Table 23
Significant Difference on the Employees' Job Satisfaction and Working Conditions when they are grouped according to Highest Educational Attainment

| Highest Educational Attainment | Weighted Mean | F-Value | P-Value | Decision | Interpretation |
|--------------------------------|---------------|---------|---------|-----------|---------------------------|
| Master's Degree | 3.80 | 1.592 | 0.194 | Accept Ho | No significant difference |
| Bachelor's Degree | 3.65 | | | | |
| Undergraduate | 3.46 | | | | |
| Not Specified | 3.54 | | | | |

Table 23 illustrates the weighted mean of Master's Degree that is 3.80, while Bachelor's Degree has a weighted mean of 3.65. On the other hand, the weighted mean of Undergraduate is 3.46 and the weighted mean of 3.54 are respondents who have been not specified. There were no respondents for the Doctoral Degree holder. The computed F-value is 1.592 with the P-value of 0.194. At 0.05 level of significance, the null hypothesis is accepted. Therefore, there is no significant difference on the employees' job satisfaction and working conditions when they are grouped according to Highest Educational Attainment.

Table 24
Significant Difference on the Employees' Job Satisfaction and Working Conditions when they are grouped according to Position in Work

| Position in Work | Weighted Mean | F-Value | P-Value | Decision | Interpretation |
|---------------------------------|---------------|---------|---------|-----------|-----------------------------------|
| Customer Support Representative | 3.66 | 3.730 | 0.013 | Reject Ho | There is a significant difference |
| Team Leader | 3.29 | | | | |
| Human Resource Personnel | 3.47 | | | | |
| Others | 3.40 | | | | |

Table 24 reveals the weighted mean score of employees who works as a Customer Support Representative which is 3.66 while the Team Leader has a weighted mean of 3.29. On the other hand, the weighted mean score of Human Resource Personnel is 3.47. Whereas, other positions have a weighted mean of 3.40.

The computed F-value is 3.730 with P-value of 0.013. At 0.05 level of significance, the null hypothesis is rejected. Therefore, the outcome indicated that there is a significant difference on the employees' job satisfaction and working conditions when they are grouped according to Position in Work.

Results showed that:

1. The response on the Employees' Job Satisfaction and Working Conditions in Business Process Outsourcing (BPO) Industry, in terms of Monthly Salary, results to "Neutral" with an overall weighted mean of 3.06. While in the aspect of Monetary Benefits, it results to "Neutral" with an overall weighted mean of 2.95. On the other hand, in terms of Work Environment, it results to "Agree" with an overall weighted mean of 3.65. For Job Security, it results to "Neutral" with an overall weighted mean of 3.38. Whereas, in terms of Relationship with Management, it results to "Agree" with an overall weighted mean of 3.75 and for Conditions, it results to "Agree" with an overall weighted mean of 4.10.
2. The computed P-value of gender (0.800), civil status (0.497), age (0.532), length of working experience (0.064), and highest educational attainment (0.194) is greater than the level of significance of 0.05. Therefore, the null hypothesis is accepted while the computed P-value of position in work which is 0.013 is less than the level of significance of 0.05. Therefore, the null hypothesis is rejected.

Conclusions

1. The response on the Employees' Job Satisfaction and Working Conditions in Business Process Outsourcing (BPO) Industry, in general, when treated according to their demographic profile, the result is "Neutral" in the aspect of Monthly Salary, Monetary Benefits, and Job Security. On the other hand, the result is "Agree" in the aspect of Work Environment, Relationship with Management and Conditions.
2. There is no significant difference in the job satisfaction level of the respondents when they are grouped according to gender, civil status, age, length of working experience, and

highest educational attainment. However, there is a significant difference in the job satisfaction level of the respondents when they are grouped according to position in work.

Recommendations

1. Company may review and study the salary and monetary incentives given to the employees to have an improvement with the overall job satisfaction. For employees to perform well, the company needs to take their happiness and health into consideration. They must also consider the cost of living, effort and passion of an employee. In line with this, it will help to recruit and retain skills of the employee that will improve satisfaction and the company's name. Companies may also review their benefits to their employees so they can contribute more to their productivity and add enthusiasm to work. This benefits can be in the form of Employee Assistance Program, Adequate and Affordable Health Care Benefits, Short-Term Family Leave and Disability Benefits, Adequate Salaries, Accessible Affordable Child and Adult Care, Partner Benefits, Recognition and Appreciation, Professional Growth Opportunities, Freedom to Act on Their Own, Incentives for Personal Interests, Flexible Work Schedules

Companies can make the workplace more lively, friendly and comfortable despite the work pressure by putting decoration, rest area, free food and beverages, conducting staff meetings and social events like team building and most importantly being approachable to each other. This could build a strong team spirit for everyone. Companies may also conduct a seminar to improve their job security by providing employee with benefits, which include the appropriate pay for their position and the best and most affordable healthcare benefits that they can obtain; Offer merit pay increases upon review; retirement plan; Create a happy workplace; Lead as example and set the tone; Raise the bar by showing them that you trust their skills, they understand that the company trusts them; Know your employee by facilitating quarterly town hall meetings; Offer trainings, promotion, mentoring, skills rotation, and transfers; and Present a future timeline of goals of the company and employees within the company.

Management may also strengthen their relationship by building a friendly and family-like foundation with their employees for them to feel they are valued and they can lean on their management. Through conducting activities where they can get along like team building; Open, honest communication of employee-management; Determine employee needs; Management can be more approachable; may be of assistance to the employees. In this method, companies may attract and retain more employees. Running inspirational talks and seminars could also help improve the morale and boost confidence of the employees. Consistent communication is the key to good conditions, which builds morale and trust. A workplace terms and conditions that is fair and non-discriminatory.

2. Employees may be given an opportunity to attend training sessions to improve determination and retain productivity in the workplace. Having a regular team building in a company could also help to improve good communication with other employees and managers.
3. The future researchers could conduct the study in the other areas where BPO companies are.

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