

JOB SATISFACTION IN OUTSOURCING

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BONAFIDE CERTIFICATE

This is to certify that this dissertation entitled “Job satisfaction in outsourcing” is a record of original work done by IRINE SEBASTIAN (REG NO. 200021077024), JAZEELA KHAN I (REG NO. 200021077025), JISHNU SURENDRAN (REG NO. 200021077026), in partial fulfillment of the requirement for the Degree of Bachelor of Commerce – Finance and Taxation under the guidance of Asst. Prof. ARYA SHAJI, Department of Finance and taxation, the work has not been submitted for the award of any other degree or title of recognition earlier.

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DECLARATION

We, IRINE SEBASTIAN, JAZEELA KHAN I and JISHNU SURENDRAN, hereby declare that the project report titled “JOB SATISFACTION IN OUTSOURCING”, is a Bonafide Record of work done by us under the guidance and supervision of Asst. Prof. ARYA SHAJI, Department of Finance and Taxation, BHARATA MATA COLLEGE, THRIKKAKARA. We also declare that this report embodies the findings based on our study and observation and has not been submitted earlier for the award of any Degree or Diploma to any institute or university.

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CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION

The practise of employing a third party from outside a business to carry out tasks or produce commodities that were previously completed in-house by the business's own employees and personnel is known as outsourcing. Companies typically engage in outsourcing as a cost-cutting strategy. As a result, it may have an impact on a variety of occupations, including customer service, manufacturing, and back office work.

In 1989, outsourcing was acknowledged for the first time as a corporate strategy, and throughout the 1990s it played a crucial role in business economics.

In many nations, outsourcing is a practise that has generated significant debate. The argument put up by those opposing is that it has led to the loss of domestic jobs, particularly in the manufacturing industry. Outsourcing, according to proponents, encourages enterprises and companies to spend resources where they are most productive and preserves the characteristics of free-market economies on a global scale.

Businesses can significantly lower labour costs through outsourcing. When a business uses outsourcing, it enlists the assistance of external, non-company companies to carry out certain activities. In order to accomplish the work for less money, outside businesses frequently establish different remuneration schemes with their employees than the outsourcing company. This finally makes it possible for the business that choose to outsource to reduce its labour expenditures. Companies can also cut back on overhead, equipment, and technology costs.

Companies can use outsourcing as a cost-saving technique as well as to better concentrate on their core competencies. Because another organisation can complete these minor jobs more effectively than the company itself, outsourcing non-core operations can increase productivity and efficiency. Also, this approach might boost industry competition, shorten turnaround times, and reduce overall operational costs.

Statement of the problem

Recently Business process outsourcing has grown tremendously in india . The number of employees has also increased significantly in outsourcing sector . As the no of employees has increased , their satisfaction at work has become a huge factor in the success of the outsourcing firms . Many of the employees face difficulties at BPO Firms mainly because the work shifts and several other factors. So , outsourcing firms have to maintain a good employer-employee relationship. The research will examine , interpret and identify the numerous characteristics and factors which effect employee satisfaction.

Importance of study

IT jobs are outsourced by businesses to increase productivity and revenues. This includes accelerating IT innovation and enhancing time to market. The third-party supplier is a seasoned tech professional. As a professional, they can carry out these tasks more quickly, more effectively, and more affordably than the hiring firm. Companies that outsource benefit from the knowledge, experience, and skill of the third party. Many businesses, especially small ones, opt to outsource their work to independent contractors, including IT services. Companies have the guarantee of achieving the best outcomes and performance by working with a professional IT outsourcing services provider rather than creating an internal team. Also, outsourcing is essential to their enterprises. No matter where they live, businesses can hire the best employees thanks to IT outsourcing. With this independence, businesses can hire people who have the skills they need. You may concentrate your human resources where and when you need them most via outsourcing. One of the main reasons why firms outsource IT activities is to save money. By putting the most up-to-date infrastructure in place, a strong ITO provider empowers their clients' workforce to use technology for increased productivity, communication, and efficiency. Because another organisation can complete these minor jobs more effectively than the company itself, outsourcing non-core operations can increase productivity and efficiency. Also, this approach might boost industry competition, shorten turnaround times, and reduce overall operational costs.

OBJECTIVES

- To analyse level of satisfaction among employees working on outsourcing firms
- To study about the facilities provided by outsourcing firms
- To study about work culture and benefits of employees in outsourcing sector.

1.5 RESEARCH METHODOLOGY

Based on the objectives formulated the following methodology is adopted to conduct the study.

Nature of study:- Descriptive and analytical research is conducted to achieve the above objectives and it is only done for academic purposes. Descriptive research has been a sort of study that uses words to describe a demographic, circumstance, or phenomena.

Sources of Data:- We need primary data for this study. The term "primary data" refers to information collected by the researcher themselves. The primary data is collected from the IT Professionals of Kochi by using a questionnaire which is framed on the basis of the objectives of study.

Population and sampling

Population :- Data was collected from IT professionals of Kochi which forms the universe of the study. The number of sampling units from the universe is called the size of the sample. From the universe, 106 respondents were selected randomly and were asked about their satisfaction level on outsourcing jobs.

Sampling technique :- Convenient sampling technique was adopted to select samples

Technique of data collection :- The data is collected from IT professionals of Kochi by using a questionnaire which is framed on the basis of the objectives of study. Statistically to arrive at conclusions, data were analyzed by using Percentage analysis method and were graphically presented using pie charts and bar diagrams. MS Word and MS Excel were the software used to analyze and present the data.

1.6 LIMITATIONS

- All the limitations of primary data are applicable to this study
- Many respondents don't share their original perceptions and views
- The study is limited by geographical location.
- The study is limited to the knowledge and experience of researcher.

1.7 CHAPTERIZATION

- Chapter 1 - Introduction
- Chapter 2 - Review of Literature
- Chapter 3 - Theoretical Framework
- Chapter 4 - Data Analysis and Interpretations
- Chapter 5 - Findings, Suggestions and Conclusion

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Before beginning another exam, a literature review lays forth knowledge of and comprehension of ebb and flow research in a certain topic. Doing a literature study should enable you to identify prior research that has been done and to identify any gaps in your argument.

1. **Au yong oliveria and walter C.E (2021)** : Applications to recruitment and outsourcing information technology organisations include "boosters of satisfaction, performance, and staff loyalty."
2. **Joan A. Pastor-Collado and Josep M. Marco-Simó (2020)**: When compared to ITO targeted at the private sector, IT outsourcing (ITO) in the public sector (PS) has not yet been thoroughly examined by academic literature, despite its economic magnitude. In fact, it has frequently been questioned whether ITO in the PS should be seen as entirely distinct from ITO in the private sector. The context and justification for the ITO process in the PS are explained in this framework's four primary areas. Then, we apply this framework to achieve our second objective, which is to emphasise the degree to which disparities in the ITO process between the public and private sectors are apparent and may have an impact on the ITO's implementation. Although the findings point to a number of coincidences, in part because both sectors include organisations with varying degrees of public visibility, they also highlight some PS-specific characteristics that should be taken into consideration in any work addressing ITO in this context.
3. **Chaudhuri and Bartlett (2014)** : discovered that some employees view outsourcing as a positive development and think the changes will benefit their careers.
4. **Han & Mithas,(2013)** : There is little current research on how IT outsourcing affects IT professionals' perceptions of their jobs' stress, discontent, and likelihood to leave such jobs.

5. **Dr. Lawrence Ness (2011):** more businesses are outsourcing their information technology operations to foreign suppliers. While outsourcing has some advantages, there are also a number of potential risks. This article's goal is to analyse these hazards and summarise the many mitigation measures that have been suggested.
6. **Lacity and Hanafizadeh (2010) :**Companies that are expanding their company operations look to people and organisations who have technological competence beyond their own to assist them achieve important goals. To achieve this, a rising number of businesses have hired outside service providers to handle their IT business tasks.
7. **Aihua Yan, Mary C. Lacity, Shaji Khan, and Leslie P. Willcocks (2010):** During the past 20 years, a tremendous amount of material has been produced about the IT outsourcing issue, but for consistent, impartial, and trustworthy research methods and analyses, one must turn to the academic literature. According to our review, the academic literature on IT outsourcing has done a great job of upholding both rigour and relevance in its research methods.
8. **Lee and way (2010):** asserts that hotel managers need to assess and understand the variables that are crucial in offering the benefits that employees anticipate from employment.
9. **Spector (2008) :** who believe that employee affect or emotions are a part of job satisfaction and that it affects an organization's well-being in terms of job productivity, employee turnover, absenteeism, and life satisfaction
10. **King (2007),Mathew(2006) :** Some of the benefits and motivations for outsourcing information technology functions are as follows: cost-cutting access to new knowledge or tools assurance of service quality, scalability, technology relevance, and availability of qualified labour
11. **According to Glen (2006) :** Fostering employee engagement by granting them independence, trust, and a sense of participation is one approach to keep them on board.
12. **Tomás F. Espino-Rodrguez and Victor Padrón-Robain (2006):** Outsourcing is a phenomenon that businesses are experiencing an increase in, and it is currently one of the strategic choices that has the most interest from experts and organisational

scholars. The main goal of the paper is to contribute by providing a survey of the key works that handle outsourcing from the firm's resource-based perspective (RBV).

13. **Juan Llopis, José Gasco, and Reyes Gonzalez (2006)**: One of the approaches used by companies to manage there is outsourcing. The amount of literature devoted to outsourcing has increased over the last few years as a result of its adoption. So, we made the decision to conduct a literature review in order to identify the key themes, the methodologies that were most frequently used, as well as the authors and nations that had made the most contributions to the field of IS outsourcing. We also sought to make recommendations for enhancing this field of research. This review of papers regarding IS outsourcing from the most esteemed journals in the IS field and from journals of management or business is included in the paper.
14. **A Pignatelli, M. Galetto, F. Franceschini, and M. Varetto (2003)**: An corporation may choose to outsource parts of its non-core operations to knowledgeable and capable service providers. Outsourcing is one of the fundamental foundations of the new method to conceptualise the relationships among enterprises in the "global market" and "e-economy" age. There is no systematic technique able to help the management of the evolution of a generic outsourcing process, despite outsourcing having a great dispersion, enormous business cases, and large amounts of documentation available on the internet or in the press.
15. **Andrew and Nada Kakabadse (2000)**: The practise and literature of management have been giving more and more attention to service outsourcing. It is believed that the increased efficiency of transaction costs through outsourcing has received the most attention. In contrast, this study investigates the outsourcing process, its motivations, and the impact of IT commoditization. Examining supplier-client interactions, as well as the resulting new outsourcing arrangements and organisational forms, is given special consideration. The advantages and disadvantages of outsourcing, client satisfaction, and outsourcing in the public sector are all covered
16. **Elmuty D. Kithawala in 1998**: "Outsourcing has become a useful method to power Cost and get competitive advantage,"
17. **Locke (1976)** : characterised job satisfaction as a "appreciative emotional state brought on by one's assessment of one's employment."

- 18. Mary C. Lacity and Shaji A. Khan:** This work analyses research papers on the practise of information technology outsourcing (ITO) and offers convincing evidence that researchers have substantively and significantly responded to the need for academics to provide knowledge useful to practitioners
- 19. YS Patil and Sunil Patil:** This essay reviews the volume of literature on outsourcing IT management that has been published. The practise of outsourcing is not new to the sector. For a long time, businesses have outsourced non-core services or tasks. The trend of outsourcing IT management began in the late 1980s and has since grown into a multi-billion dollar industry. Controlling operating costs was the primary motivator for outsourcing at first, but over time, a number of other incentives have emerged, such as flexibility.
- 20. Alan C. McKinnon:** This chapter reviews trends in the outsourcing of logistical activities, reports on the experience of businesses that have contracted-out their logistics, and outlines ways in which consumers and providers of logistical services can forge more enduring and fruitful relationships. Companies can also get specialised knowledge through outsourcing from businesses whose primary competency is logistics management. Significant changes in the way businesses buy logistical services and the form of their relationships with outside contractors have occurred in tandem with the growth in the quantity and diversity of external spending on these services by businesses.
- 21. Michael Lane, Aileen Cater-Steel, and Mohammad Mehdi Rajaeian:** The concept of information technology outsourcing (ITO) for IT governance is very popular. The Michael choices associated with IT outsourcing are challenging. The results of logical, codified decision-making are improved, according to empirical study.
- 22. Susanne Strahringer, Markus Westner, and Michael Könning:** The information technology outsourcing (ITO) literature's incomplete conceptualization poses a problem for understanding already published research and participating in informed academic dialogue. We continue to examine empirical data on the factors that influence ITO decisions, results, and governance. We pinpoint rising research maturity levels, examine the effects of 38 new independent variables, draw attention to incongruent results, and track rising interest in cutting-edge subjects like innovation through ITO and multisourcing.
- 23. According to Campbell, K. S. Lutches,** "Outsourcing systems [knowledge process outsourcing and business process outsourcing] allow companies to contract for services

outside the range of their expertise, allowing them to concentrate their time, money, and energy on more productive endeavours rather than squandering precious resources trying to understand areas where someone else is the example."

CHAPTER – 3

THEORETICAL KNOWLEDGE

3.1 OUTSOURCING

The practise of employing a third party from outside a business to carry out tasks or produce commodities that were previously completed in-house by the business's own employees and personnel is known as outsourcing. Companies typically engage in outsourcing as a cost-cutting strategy. As a result, it may have an impact on a variety of occupations, including customer service, manufacturing, and back office work. India-based businesses now provide a wide range of outsourced services, including medical transcription, customer service, medical billing, database marketing, Web sales and marketing, accounting, tax preparation, transaction document management, telesales and telemarketing, HR hiring, and biotech research.

For most businesses worldwide, outsourcing to India has been a positive and successful experience. The credit for this belongs to Indian outsourcing firms and the succeeding enabling governments. Indian outsourcing vendors have continuously adjusted to internal and external challenges. Due to the status of the global economy and the ongoing crisis, outsourcing in India has suffered challenges, but it is unquestionably here to stay.

3.2 HISTORY OF OUTSOURCING

In 1989, outsourcing was acknowledged for the first time as a corporate strategy, and throughout the 1990s it played a crucial role in business economics.

In many nations, outsourcing is a practise that has generated significant debate. The argument put up by those opposing is that it has led to the loss of domestic jobs, particularly in the manufacturing industry. Outsourcing, according to proponents, encourages enterprises and companies to spend resources where they are most useful and preserves the characteristics of free-market economies on a global scale.

Outsourcing is not a novel concept. Following Adam Smith's advice in his book "The Wealth of Nations," manufacturers began moving the production of goods to nations with

lower labour in the 1700s, which is when it all began. It's a fascinating tale how outsourcing to India came to be. Most of it still goes to India even after more than ten years of fierce international competition in this area. It has taken a long road for outsourcing to reach this zenith. Throughout the 15th and 21st centuries, as land, sea, and later air routes expanded, more countries began to outsource their trade, which ultimately led to outsourcing to India and other countries. Exactly why do businesses outsource? Cost and personnel cutbacks were once commonplace the most frequent causes for outsourcing. Nowadays, the driving factors are frequently more strategically oriented, such as how a company may make the best use of its own core competencies. While outsourcing to services is a relatively recent phenomena, outsourcing to manufacturing is not. Outsourcing of services to India began in the 1980s and picked up speed in the 1990s. The definition of outsourcing has drastically changed over the years in the modern world, when information technology has become essential to business. Businesses have begun to concentrate on their core skills and outsource many non-essential services for which they lacked internal competency.

Although India has had a thriving IT sector since the early 1980s, outsourcing didn't really take off until the early 1990s. IT businesses started outsourcing their back office work to India after some major international airlines. Texas Instruments, American Express, Swissair, British Airways, and GE were a few of the first companies to establish captive units in India and compete in the Indian outsourcing industry. The sector has developed reliable procedures through time to provide top-notch IT software and tech-related services.

India is the top choice for IT-BPO because of a special combination of factors that it provides. Technology and communication advancements have made it possible for multinational corporations to quickly and cheaply go global. . The necessity to outsource grew as a result of the sharp decline in the cost of managing employees in another country. India started making significant attempts to open up its economy to the rest of the globe. Governments have undertaken liberalisation and privatization-focused economic reform plans since the start of globalisation in the early 1990s. The government began loosening regulations and liberalising the economy, which has aided in the nation's quick economic expansion. The ability to communicate and transport data over the Internet was made possible by advancements in telephony, fibre optics, and satellite communications, which opened the door for outsourcing to India. In the past, India's telecom market was limited and the business was a monopoly under government control. By 1999, the government had put in place laws that were crucial in altering the telecom industry's size and structure and

opening up nearly all market segments to commercial enterprises. With the advent of IP telephony and the elimination of the governmental monopoly on international calling services, the new telecom strategy brought about other changes. Several international corporations have entered the Indian market as a result of the government's liberalised investment policy, which has significantly boosted the country's economy.

State governments are vying with one another to provide more welcoming business environments in order to entice IT/ITES corporations to set up development units in their states, in addition to the central government's intervention. This level of rivalry is enabling the sector to expand at an exponential rate.

By a combination of greenfield projects, international mergers and acquisitions, partnerships and alliances with local players, Indian companies are improving their ability to supply services globally. Throughout the years, India has been the home of captive development centres for numerous multinational software juggernauts, including Microsoft, Oracle, SAP, and others. Indian authorities have taken specific measures to improve the legal framework and have worked to further fortify the country's information security environment. Numerous Indian businesses currently integrate their internal procedures and practises with global norms like ISO, CMM, Six Sigma, etc., making India a reliable outsourcing location.

India's prosperity has benefited greatly from the IT and BPO industries, as the cost of international connectivity is fast falling and service quality is dramatically rising. By serving as the industry's coordinating body, India's National Association of Software and Service Companies (NASSCOM) has been instrumental in outsourcing. It holds seminars and surveys that aid in the communication of information and research in the outsourcing sector. According to NASSCOM, "Global incumbents have also recognised India's inherent advantage and have mastered this capability by offshoring more work out of India." While India's low-cost workforce pool has aided its firms in growing, India's capacity to offer significant cost savings and hence enable productivity increases gives it a competitive advantage.

The following are the main causes of India's success in the ITES/BPO:

- English-speaking labour force that is plentiful, skilled, and being used by ITES centres like Singapore and Ireland.
- Infrastructure and high-end telecom facilities that meet international requirements.

- Maintaining performance and quality standards should be your top priority.
- Due to the country's special geographic positions that enable utilising time zone differences, quick turnaround times and the capacity to provide 24x7 services are possible.
- A favourable tax framework that equalises the ITES/BPO sector with IT services providers.
- A proactive and encouraging policy climate that facilitates rule- and procedure-simplification and stimulates ITES/BPO investment.

India has emerged as the industry leader in offshore delivery, producing some of the greatest volumes of work across a variety of industries. English-speaking professionals have unrivalled supply-side elasticity in both the technology and non-technology sectors. The industry's success has led Indian businesses to search for acquisition prospects abroad, and the nation's service providers are now seen as "strategic business partners" rather than just suppliers of IT services.

Throughout time, BPO has grown to be the second-largest and fastest-growing sector of the Indian IT/ITES industry. For the past few years, KPO (Knowledge Process Outsourcing) operations have been part of the process outsourcing umbrella. The BPO segments' main contributor is customer care. Over the past few years, the industry has evolved from carrying out tasks at the base of the value chain to one in which Indian businesses are aggressively competing for and winning significant turnaround projects. In contrast, the Small and Medium Providers (SMPs) in this industry are coping well with the current adversity. The Indian economy in general and the industry's growth engine in particular depend on SMPs.

According to NASSCOM studies:

- Throughout the previous five years, the industry has experienced a compound annual growth rate (CAGR) of nearly 25%. The industry has evolved over the years into four primary segments: IT services, BPO, engineering services, and hardware.
- One of the top four verticals for both the domestic and export markets is manufacturing, followed by banking and finance & accounting services, telecom, and.

- While hardware rules the local market, IT services rule the sector as a whole.

India-based businesses now provide a wide range of outsourced services, including medical transcription, customer service, medical billing, database marketing, Web sales and marketing, accounting, tax preparation, transaction document management, telesales and telemarketing, HR hiring, and biotech research.

For most businesses worldwide, outsourcing to India has been a positive and successful experience. The credit for this belongs to Indian outsourcing firms and the succeeding enabling governments. Indian outsourcing vendors have continuously adjusted to internal and external challenges. Due to the status of the global economy and the ongoing crisis, outsourcing in India has suffered challenges, but it is unquestionably here to stay.

3.3 OUTSOURCING IN INDIA

India is well-known for being a refuge for outsourcing throughout the world. A typical outsourcing company provides top-notch services at a fair price from a young, varied labour pool of committed people. Given that it has established a reputation in the outsourcing sector, India is perhaps the first nation that springs to mind when discussing outsourcing. India still stands out despite being surrounded by numerous new outsourcing locations.

The largest brands in the world are among those that are most interested in India's outsourcing sector. A business can concentrate its time and resources on its core competencies by contracting out a few processes to a third party. The Indian outsourcing market helps manage the corporate environment effectively, improves service quality, and addresses capacity constraints. Initially, outsourcing to India was done purely to cut expenses. The current competitive environment, agility, creativity, and the accessibility of competent labour are significant factors that drive corporations to outsource to India rather than other nations.

A few quick facts concerning outsourcing to India are as follows:

- India placed fifth out of 25 nations in Asia and ranked 35th out of 100 countries in the world for English Proficiency.
- The National Association of Software and Services Companies (NASSCOM), India's industry association for outsourcing, estimates that the country's information technology (IT) and business process outsourcing (BPO) sectors generated \$154 billion in revenue in 2019.

The growth of India's IT and outsourcing industries has the full support of the Indian government.

The outsourcing sector is well-represented in India. Manufacturing, healthcare, travel, telecommunications, retail, and media are some of its clientele.

Development of mobile applications, customer service, data input, business process outsourcing, and management of data centres were the most often outsourced services to India in 2018 and 2019. A significant factor in small and medium-sized businesses joining the Fortune 500 analogue is outsourcing to India. The USA, UK, Europe, Australia, and the Middle East have successfully outsourced a sizable amount of their business processes to service providers in India over the past ten years.

India's outsourcing sector has seen tremendous growth in the 20 years since that time due to the nation's enormous labour pool, government support, and low costs.

Outsourcing to India has long been regarded as one of the most well-liked and economically significant sectors of the Indian economy, ever since Dr. Manmohan Singh, the previous finance minister of India, introduced globalisation to the nation through the Economic Liberalization Plan. India's outsourcing sector has seen tremendous growth in the 20 years since that time due to the nation's enormous labour pool, government support, and low costs. "Now, however, outsourcing in India is changing, much like the rest of the offshoring sector. Due to a few important reasons, the nation is in an excellent position to keep up its position as the world's leading outsourcing powerhouse "PITON-Global, a renowned supplier of call centres and back-office outsourcing, whose CEO is Ralf Ellspermann, says.

At the middle of the 1980s, India was the industry leader in offshore IT and Business Process Outsourcing (BPO). The nation continues to be the biggest and most popular offshore BPO and IT destination in the globe. It is undeniable, and it is one of the main reasons why outsourcing to India has such a promising future. The nation continues to hold

the highest market share and the majority of jobs in the sector. In terms of IT and the majority of non-voice related BPO and KPO services, especially the more complicated ones, India clearly outperforms other offshore outsourcing locations. The nation is in a prime position to benefit from future outsourcing trends by building on its strengths because it already dominates this particular area of the outsourced sector.

The switch to higher-value services is another element influencing India's future as a leader in outsourcing. More complicated and knowledge-intensive outsourcing services, often known as Knowledge Process Outsourcing, are gradually replacing simple and highly repetitive outsourcing services (KPO). India's KPO industry is expanding quickly because the nation possesses the human resources and IT expertise necessary to sustain this expansion, which is anticipated to be aggressive. The development of this industry is being driven by a variety of industries, including the automotive, BFSI, healthcare, and manufacturing sectors, and India's dominance in the ITES and BPO sectors puts it in a prime position to benefit from the KPO trend. These elements will support India's continued leadership in outsourcing, but the nation must also recognise that the outsourcing industry is a competitive one.

Cost-effectiveness is the primary justification for outsourcing to India by businesses. While preserving high-quality services and access to a competent and educated workforce, outsourcing to India can drastically lower labour and operational costs. At a regional level, Asia continues to dominate the Global Services Location Index (GSLI) 2021 overall nation rankings. This year, the top four positions in the global services value chain are once again held by India, China, Malaysia, and Indonesia. Vietnam, the Philippines, and Thailand also keep their positions in the top 10 rankings steady.

The rankings clearly show that India outsource has continued to thrive since the beginning of the measuring of location attractiveness, even though most destinations have undergone changes in their ranks due to fierce competition.

The workforce in India can guarantee that work of high calibre is completed at reasonable costs. The list of outsourced services for which India is a prime location is provided below.

1. Information Technology (IT Services)

In the commercial world, technology and digital platforms are becoming increasingly essential, and outsourcing IT can considerably help businesses obtain a competitive advantage. IT services involve knowledge in particular domains as well as the appropriate equipment and technology. As a result, it is essential to train staff and put up the necessary infrastructure. This procedure can be time- and money-consuming.

The crucial IT support services that every industry needs are:

- Development of Technical Support Software
- Creation of Websites and Mobile Apps

2. Knowledge Process Outsourcing (KPO)

KPO entails the outsourcing of essential company operations including information.

The following are some of the major tasks that demand information processing:

- Research and Development
 - Data analysis
 - Interpretation
 - Finance and Investing

3. Back-office Support

The following additional back-office support functions can be outsourced: Application for Fraud Protection, Document Verification, and Content Moderation

4. Customer Support Services

One of the most crucial duties for organisations is to address the demands and concerns of its customers. Customer loyalty is greatly increased when questions are answered promptly. However it takes a lot of time and effort to respond to all the customer emails and phone calls.

The Top 10 IT Outsourcing Firms in India are :-

- The NineHertz
- Tata Consultancy Services
- HCL Technologies
- Wipro Limited
- Infosys
- Tech Mahindra limited
- Larsen & Toubro Infotech Ltd
- Mphasis Ltd
- Mindtree Ltd
- Cognizant

Business process outsourcing to India describes the services provided by the country's outsourcing sector, which mostly serves the Western operations of multinational businesses (MNCs).

Over 2.8 million people were employed in the outsourcing industry as of 2012.

Almost \$11 billion in annual revenue, or 1% of GDP. India has almost 2.5 million graduates per year. Due to a lack of skilled workers, wages are increasing by 10 to 15 percent.

3.4 SIGNIFICANCE OF OUTSOURCING

The idea of outsourcing is one that gets people excited. Others despise it, while others adore it. Nothing appears to divide a gathering of business experts more quickly than the suggestion of outsourcing some services. Although outsourcing can help you save money, that isn't the sole benefit. Many long-term benefits can be obtained by wise outsourcing. Due to the following advantages, outsourcing has grown in popularity across a variety of enterprises worldwide:

1. Cost effective

Cost-cutting may not be the main justification for outsourcing, but it undoubtedly plays a significant role. Outsourcing is embraced by many firms as a means of realising cost savings or improving cost control over the outsourced operation. By outsourcing, you can turn fixed costs into variable costs, free up capital for use elsewhere in your company, and avoid making significant outlays in the beginning. The main advantage of outsourcing work is that it makes it possible to complete tasks considerably more quickly and cheaply. The salary distribution between developing enterprises and western industrialised nations is very different. The kind of work that is done in the west for a very high price may be obtained in developing countries for a considerably lower price—the price difference can be as big as 60%. By offshore outsourcing, the firm is able to get high-quality services at a low cost of operation.

2. Increased efficiency

Businesses that handle everything in-house incur substantially higher costs for sales & marketing, distribution, and research & development, all of which must be passed through to customers. Your company may have a significant competitive advantage by outsourcing business services and utilising the scale and cost advantages of an outside source.

3. Focus

Each company has finite resources, and each management has finite amounts of time and energy. The entrepreneur can focus on the marketing and sales operations that are most crucial to the company's long-term growth and prosperity by outsourcing the arduous and time-consuming tasks, such as payroll. Outsourcing can assist your company in refocusing on tasks that serve customers rather than on non-essential tasks, and it can also assist management in more clearly defining their objectives.

4. Growth

Even while expansion is typically a beneficial thing, a company may suffer through growing pains. An effective outsourcing company has the tools necessary to launch a project straight away. To complete the same project internally, it might take weeks or months to find the ideal candidates, put them through training, and offer them the support they require. Also, the beginning process may be more challenging if a project calls for significant capital expenditures (such as the construction of a number of distribution facilities). The best option is to work with a third-party service.

5.Reduced risks

Every venture and investment in a business involves some level of risk. Technologies, financial conditions, government rules, markets, and competition are all subject to rapid change. The correct providers, who you outsource your business tasks to, will accept and manage this risk on your behalf, and they are typically considerably better at figuring out how to avoid risk in their areas of expertise.

6.Access to technology

Several professionals recommend outsourcing computer programming and other IT-related tasks as a method to get access to cutting-edge equipment and outside expertise. Another significant issue with internal services is the cost of the infrastructure. Due to the high cost of adopting a new payroll system, businesses that outsource HR may do so. A company that outsources customer service may be considering the whole cost of integrating the technology required to run the most modern contact centre and deliver the finest service possible to clients. The third-party vendor has already made the technical investment necessary to provide the services you require, and reps have received the necessary training.

7.Skilled manpower

In India, there will be 150 million IT-BPM professionals with digital skills in 2020, up from 50 million in 2010. Due to its young, educated, and English-speaking workforce, India enjoys an advantage over other nations in the global labour market. India is the country with the most technical personnel, with twice as many university graduates as the USA and other industrialised nations.

3.5 FEATURES OF OUTSOURCING

1.It involves contracting out

Many businesses nowadays have begun hiring outside companies on a contractual basis to manage the order, cleanliness, and general upkeep of their properties. Another example is inverter suppliers and manufacturers who work with specialist mechanical companies to service their clients. Obtaining work from experts outside the company through outsourcing.

2. Oftenly Non-core Business Activities are Outsourced by the Business Firm

A company concern typically only outsources non-core tasks. After the outsourcing experiment is successful, it may begin to have even the essential tasks carried out by contractors.

3. Processes may be Outsourced to a Captive Unit or a Third Party

A company organisation can hire outside companies to handle a variety of tasks, including hiring, selecting, training, maintaining records and payroll, managing accounts receivable and payable, and handling complaints from customers. In outsourcing, there are three types of third-party service providers:

A. Capative BPO unit

A huge multinational corporation may establish its own internal unit to carry out a certain task for its affiliates around the world. Example: For the parent company's use in the US and other countries, General Electric is the largest captive BPO unit.

B. Horizontals

These are the businesses that focus on specific functions like accounting and finance and offer their services to a broad clientele that spans a variety of industries.

C. Verticals

These companies may specialise in one or two industries and expand to handle a variety of processes, ranging from non-core to core.

3.6 OBJECTIVES OF OUTSOURCING

- **Efficiency:** is the necessity for a service to be obtained at a lesser price. This is illustrated clearly by the fact that large corporations may offer 24/7 help at a lesser cost when they outsource their customer service division to call centres where wages are lower.
- **Effectiveness:** A better level of service is required. An illustration of effectiveness is when a business outsources certain tasks to another organisation that performs them on their behalf because it lacks expertise in such areas, such as accountancy.

- **Flexibility:** The requirement to be agile and available at all times. The customer service example also applies since clients all around the world require assistance at all times; therefore, your customer service cannot be open from 8 to 5 EST for Bangladeshi customers. Because of this, we must be adaptable and ready to help whenever needed. Contracting out or business process outsourcing are other names for outsourcing corporate functions. The scope of outsourcing agreements might likewise vary greatly. It may be beneficial to hire independent contractors on a project-by-project basis for specific processes, such as programming or content development.

3.7 BENEFITS OF OUTSOURCING

1. COST ADVANTAGES

The financial reductions that outsourcing results in perhaps the most obvious and noticeable benefit. You may complete your work more affordably and with higher quality. The same type of work that is done elsewhere can be done in India for a fraction of the price due to the disparity in salaries between western nations and Asia. Also, the high quality of the services ensures that low cost does not equate to inferior quality.

2. INCREASED EFFICIENCY

When you outsource your company's requirements to an outsourcing partner like Flatworld Solutions, they bring years of business experience and proficiency in completing challenging outsourcing projects. Their expertise and awareness of the industry enable them to do their duties more effectively. As a result, the process becomes more productive and efficient, which boosts your company's bottom line.

3. FOCUS ON CORE AREAS

By letting your personnel concentrate on their primary responsibilities and long-term plan, outsourcing can free up your company to concentrate on its strengths.

4. INCREASED REACH

By outsourcing, you may have access to resources and facilities that would not otherwise be available or cheap.

5. GREATER COMPETITIVE ADVANTAGE

You may utilise information, talents, and your entire supply chain through outsourcing. Also, outsourcing can help your company become more adaptable and flexible, allowing it to better respond to difficulties and changing market conditions while achieving cost savings and higher service levels.

6. SAVE ON INFRASTRUCTURE AND TECHNOLOGY

Because the outsourcing partner assumes responsibility for the business operations and subsequently constructs infrastructure for them, outsourcing eliminates the requirement for infrastructure investment.

7. ACCESS TO SKILLED RESOURCES

You are no longer required to spend money on expensive resource recruitment and training for your company. Companies like Flatworld Solutions take care of the resourcing demands with their pool of highly experienced resources. The people hired by Flatworld Solutions are skilled in their various fields of business and have experience taking care of the outsourcing-intent of businesses.

8. TIME ZONE ADVANTAGE

Apart from the cost advantage, the second widely touted benefit has to do with the time zone mismatch between your country and the place you are outsourcing to. Do your task before you close for the day and your service will be delivered the following morning. This unique advantage gives you the advantages of round-the-clock business operations

9. FASTER AND BETTER SERVICES

Make your service offerings better with high quality deliverables and shorten the lead time it takes for your goods to reach the marketplace. As a result, you would be more adept at delivering the value-added proposition and quicker at turning your ideas into products.

3.8 LIMITATIONS OF OUTSOURCING

1. Loss of Managerial Control

You are handing over management and control of that function to another organisation when you sign a contract to have them handle the duties of a full department or a single assignment. Indeed, there will be a contract, but another business will have managerial control. It's possible that your outsourcing provider doesn't share the same values and goals as your business. When you contract with a third party to do a task for your business, you are essentially giving that task's management control and decision-making authority to that other organisation.

2. Hidden Costs

With the outsourcing business, a contract will be signed outlining the specifics of the service that will be rendered. Anything not specified in the contract may result in extra fees. Moreover, you will experience legal expenditures to get a lawyer to review the contracts you will sign. Always keep in mind that this is an outsourcing company's area of expertise. They are the ones that write the contract, and they have done this before. As a result, you can find yourself at a disadvantage when negotiations begin.

3. Threat to Security and Confidentiality

The information that powers any firm is at its core. There is a chance that the confidentiality may be jeopardised if the outsourcing company receives your salary, medical records, or any other sensitive information. Consideration must be given if the outsourced role entails exchanging confidential firm information (product designs, formulas, etc.). Make sure the data is protected and the contract has a penalty provision by thoroughly evaluating the outsourcing firm.

4. Political and cultural problems

With offshore outsourcing, there is a possibility that the outsourcer will become involved in the politics of the vendor country or at the very least be impacted by the political unrest in the area. Hence, efficient operation might be compromised. Language differences might lead to misunderstandings. Poor communication and decreased

productivity may result from a failure to comprehend the culture of the outsourcing company and the country that you outsource to. In order to avoid such situations, the company preparing to sign an outsourcing agreement should assess their business partners and make sure that they can effectively communicate and comprehend one another's goals and desires in order to achieve success together.

5. Quality Problems

The outsourcing company may occasionally be driven by financial gain. The only way for them to increase profit will be to cut costs because the contract will fix the price. The outsourcing company will be responsible for paying as long as they adhere to the terms of the contract. Also, in the business environment, it is possible to lose the capacity to react quickly to changes.

3.9 TYPES OF OUTSOURCING

1. Business process outsourcing

It is the most typical form of outsourcing. It means hiring a third-party service provider to handle any business process. This kind typically deals with routine work like administrative and customer service jobs.

2. Professional Outsourcing

Some jobs may be too difficult for business owners or their small staff to handle. To complete it, you either need more education or a professional licence. Due to little demand, hiring locally could be quite expensive for them. Professional outsourcing may be an effective solution in certain circumstances. This allows them to reduce expenses while still hiring top-notch personnel for their business.

3. IT outsourcing

One of the popular forms of outsourcing today is the outsourcing of IT services. It deals with hiring outside contractors to handle all or a portion of an information technology business function.

Every organisation, no matter how big or small, has IT needs since it works with technology on some level.

4. Multisourcing

Although multisourcing can be used in any industry, it is more prevalent in those with high levels of specialisation and complexity. Technology, avionics, automobiles, and space flight are just a few industries that extensively rely on multisourcing.

Simply put, multisourcing mixes the output of specialist organisations that specialise in outsourcing, and these companies then join outside service providers to produce a finished product. It operates in a way that is outcome-focused and establishes a partnership with other providers.

For this kind of outsourcing, a company primarily needs a thorough plan, a network of partnerships, and oversight.

5. Manufacturer Outsourcing

If you want to manufacture your own goods in-house, the price can be very high. Together with the high cost of raw materials, paying for industrial workers and investing in the necessary infrastructure and equipment can be very expensive.

Yet, by outsourcing your company's production process, you can save prices dramatically because you won't have to worry about investing in expensive infrastructure, machinery, and people.

6. Process specific outsourcing

Process-specific outsourcing refers to the processes that are tailored to a particular task or internal procedure. The practise of hiring an outside service provider who specialises in a certain function has become widespread in the sector.

For instance, a retail business can contract out its delivery services, particularly its overseas shipping, to a specific business. The contract for this kind of offshore outsourcing approach is typically highly precise and includes specific information like the delivery schedule, product costs, and client contacts. Businesses can use process-specific outsourcing to save expenses while also freeing up time to concentrate more on their core operations and reduce the time it normally takes to complete customer orders.

7. Project outsourcing

When there isn't enough time to devote to each project individually, it can be tiresome for businesses to manage multiple projects at once. A company may choose to outsource this project to an outside service provider.

There are several reasons why a corporation outsources a project, but the most frequent one is a lack of qualified individuals to start and complete the work.

8. Offshore outsourcing

Outsourcing a portion of your business operations offshore, often known as offshoring, is a tactic to reduce labour costs.

Offshoring is also done to access the international expertise provided by other nations and to penetrate new markets in the pursuit of globalisation. Offshoring has also gained popularity as a way to get around local laws that forbid certain operations.

9. Onshoring

While some businesses believe that using offshore workers is a cost-effective option, others believe the contrary and begin to bring back local offshoring activity. It is frequently known as onshoring (or reshoring), which may simply be stated as outsourcing business operations in the same country as your headquarters.

Having a similar or identical working culture and time zones is just one benefit of onshoring. Since the remuneration will also be about equivalent to in-house workers, one drawback is that there are little to no cost savings.

10. Nearshoring

They are commercial operations that fall between offshoring and reshoring.

Its main goal is to reduce shipping times and other delays, which are frequent in offshore, while still reducing costs by identifying the closest country where labour costs are lower than in-country processing. In essence, this form of outsourcing combats the hazards of both offshore and reshoring while combining their advantages.

3.10 FACTORS TO BE CONSIDERED WHILE CHOOSING OUTSOURCING

1. Scope of Projects

The variety and size of a small company's projects are the most important factors to consider when it comes to scaling up. In the e-commerce industry, for example, retailers have to create and maintain their presence across numerous sales and marketing channels to cover the complete customer journey efficiently. Over time, a small team left to oversee numerous projects at once may find the volume of work to be overwhelming. This is the rationale behind why many companies opt to outsource transactional tasks like accounting, payroll and human resource management, as well as customer and technical assistance. Businesses can devote more of their time, effort, and financial resources to revenue-generating tactics by outsourcing to a trustworthy partner.

2. Size of the team

In the digital economy, a company can expand significantly in a single day. Yet, not all businesses can meet the demands of expansion as quickly as operational changes occur due to the size of their current employees. As a result, the majority of companies view staff leasing as a remedy for these human resource deficiencies.

A remote staff that has received rigorous training from an outsourcing company can start serving clients right away. Also, the client won't have to spend extra money on training to get staff members up to speed. However, a remote team will still be ready to make sure that the client's activities go without a hitch should they run into logistical issues, as was the case with the COVID-19 lockdowns.

3. Expertise and quality assurance

Growing your company through outsourcing involves more than just math. Finding a reputable outsourcing provider has many advantages, including increasing your staff availability.

To ensure that customers receive the degree of expertise and service quality they require, the most reputable names in BPO invest in workers' upskilling and their mastery of digital tools. The effort that outsourcing companies make to future-proof employees' abilities allows them to hold both in-house and outsourced teams to the same standards of service. Sometimes even outside subject matter specialists may be more knowledgeable about a field than a self-proclaimed resident expert.

Senior staff employees at outsourcing companies often conduct quality assurance checks and monitor team efficiency in addition to training. When it comes to how the business will represent their brand to customers, this is done to give them peace of mind.

4. Cost Efficiency

Several firms have realised the efficiency of engaging a third-party company rather than handling mundane and time-consuming work in-house by weighing the costs of outsourcing against its advantages.

It's ideal for the customer to be clear about the exact processes they require when picking an outsourcing partner, right down to the daily responsibilities of employees and how the quality of service will be assessed and communicated to the company. In this approach, the company may quickly audit the services they are required to supply and determine the costs related to those services. The customer can then compare prices depending on which providers offer to accomplish more tasks for less money.

5. Infrastructure

The business climate of the country where the BPO firm is based is an additional important consideration to take into account when outsourcing services. They can improve their technical know-how and infrastructure, but if their base of operations is hostile to foreign enterprises, all of these elements will be ineffective.

Because of this, clients select the best outsourcing destination before selecting a suitable partner. Companies should research whether their target country has the most modern

telecommunications infrastructure before beginning any data-intensive operations there. It's also vital that the outsourcing destination has a power system large enough to serve entire sectors without the risk of lengthy electrical failures, which delay services significantly.

6. Compliance

An outsourcing partner should have a history of adhering to regulations, including those pertaining to data protection and intellectual property laws in their country of operations, in addition to providing infrastructure support. The client should request an assurance from the company that the outsourcing partnership and the company will be protected by the law. Without this defence, a client might be in danger. One of the initial topics of conversation between outsourcing partners should be compliance.

7. Communication

The outsourcing company needs to designate contact people who are available around-the-clock to address the client's queries and issues. By this procedure, the business and its stakeholders develop a culture of trust and openness. Account managers should collaborate closely with workforce managers so that they can cascade the client's requirements to the teams on the ground that are supporting the company's operations.

8. Culture

The general work environment at the organisation is the last consideration when selecting a possible outsourcing partner. For the customer, it's crucial to determine whether their own values are represented in the way the company conducts business and treats its staff, as well as whether the employees are also having a well-balanced life and career free of toxic office environments. The best companies will ultimately stand out from the competition because they will have the proper leadership and management cultures. Businesses that are expanding quickly may discover that outsourcing to a dependable outside source offers advantages beyond filling talent and project management gaps. To make sure that their outsourcing partner is representing the company as best they can, clients must carefully consider their options.

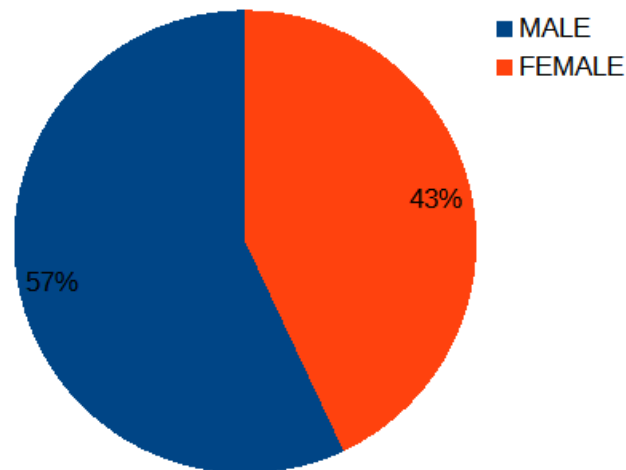
CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 DATA ANALYSIS AND INTERPRETATION

For the purpose of the study, the google form was shared to employees working at outsourcing firms. The level of satisfaction among the employees were studied through collecting data from 106 respondents. The data is collected with the help of a questionnaire containing 16 questions.

4.2 CHART SHOWING GENDER CLASSIFICATION

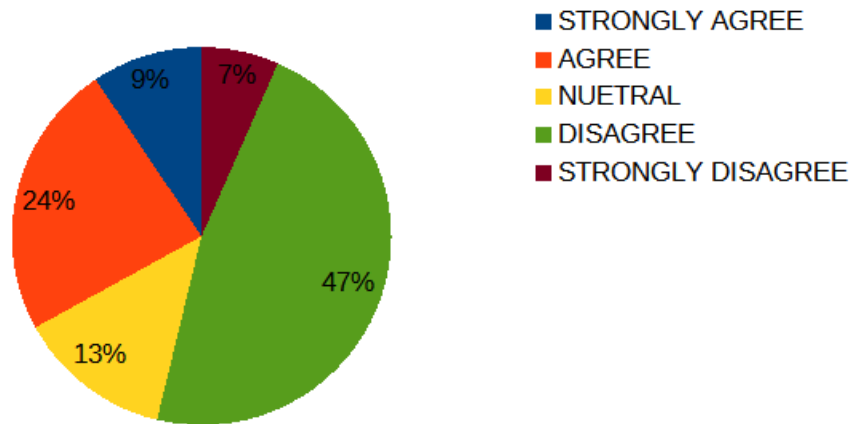


4.2 TABLE SHOWING GENDER CLASSIFICATION

SL NO	GENDER	NO OF RESPONDENTS	% OF RESPONDENTS
1	MALE	61	57.5
2	FEMALE	45	42.5
TOTAL		106	100

Out of the respondents , majority (57%) are male while 43 % are female

4.3 CHART SHOWING SATISFACTION IN SALARY

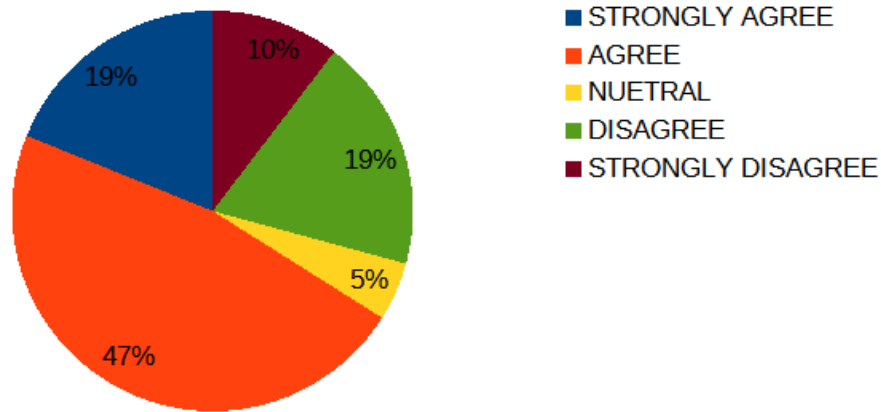


4.4 TABLE SHOWING SATISFACTION IN SALARY

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	10	9.4
AGREE	25	23.6
NEUTRAL	14	13.2
DISAGREE	9	47.2
STRONGLY DISAGREE	7	6.6
TOTAL	106	100

Most of the respondents (54%) feel dissatisfied with their current salary and wants a hike in their salary. There are many who are satisfied as well. This may be due to them feeling that they are underpaid compared to the level of pay in countries from which the job are outsourced.

4.5 CHART SHOWING PREFERENCE OF THE JOB

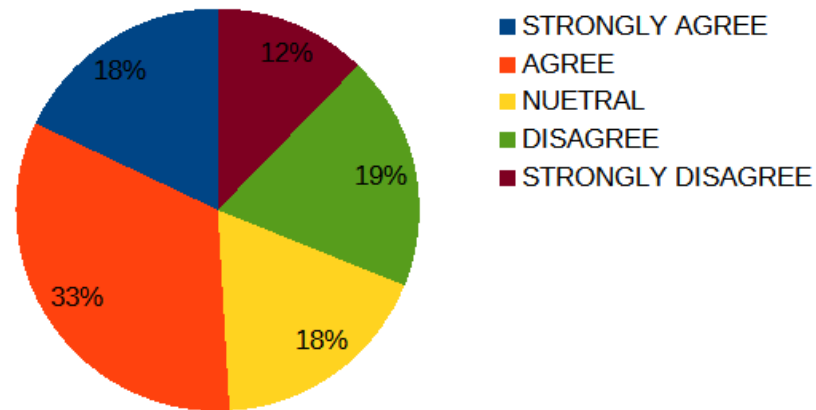


4.6 TABLE SHOWING PREFERENCE OF THE JOB

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	20	18.9
AGREE	50	47.2
NEUTRAL	5	4.7
DISAGREE	20	18.9
STRONGLY DISAGREE	11	10.4
TOTAL	106	100

Most of the respondents prefer outsourcing jobs over non outsourcing jobs as they see huge career growth in this field. India has seen a tremendous growth in the size and scale of outsourcing in recent times. The employees gets the benefit of it in terms of monetary benefits compared to normal jobs in several cases. Almost 66% prefer outsourcing jobs.

4.7 CHART SHOWING OPINION ON CAREER GROWTH

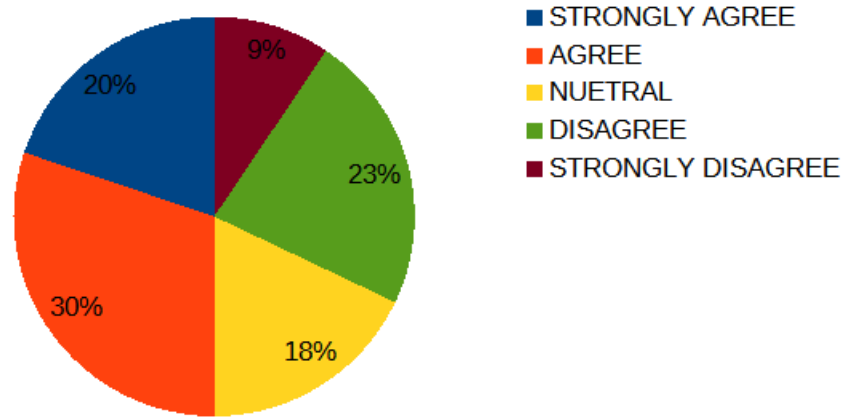


4.8 TABLE SHOWING OPINION ON CAREER GROWTH

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	19	17.9
AGREE	35	33
NEUTRAL	19	17.9
DISAGREE	20	18.9
STRONGLY DISAGREE	13	12.3
TOTAL	106	100

Majority of respondents feel that there is huge career growth in outsourcing jobs as they see India as the potential hub of outsourcing jobs and sees huge growth in the immediate future. Almost half of the respondents share this view. They think that this potential growth will have a positive impact on their career.

4.9 CHART SHOWING SATISFACTION ON MANAGERMENTS WORKS

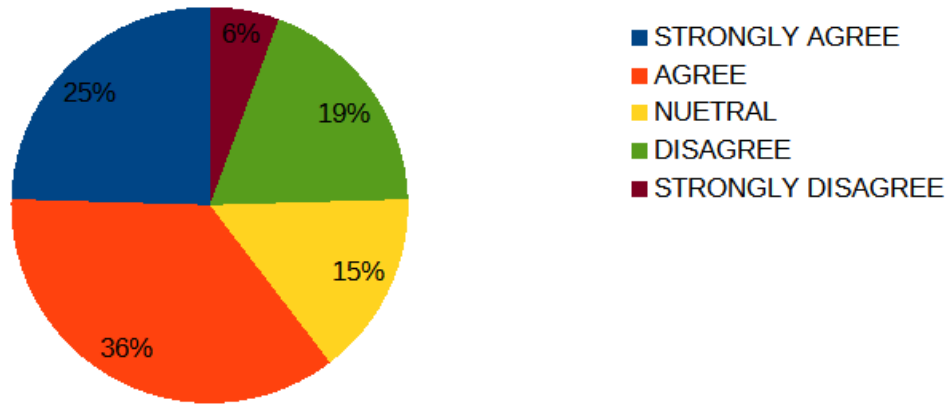


4.10 TABLE SHOWING SATISFACTION ON MANAGERMENTS WORKS

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	21	19.8
AGREE	32	30.2
NEUTRAL	19	17.9
DISAGREE	24	22.6
STRONGLY DISAGREE	10	9.4
TOTAL	106	100

Most of the respondents feel satisfied on managements work in the day to day working of the firm.

4.11 CHART SHOWING MANagements ASSISTANCE TO EMPLOYEES VIA EQUIPMENTS FACILITIES ETC.

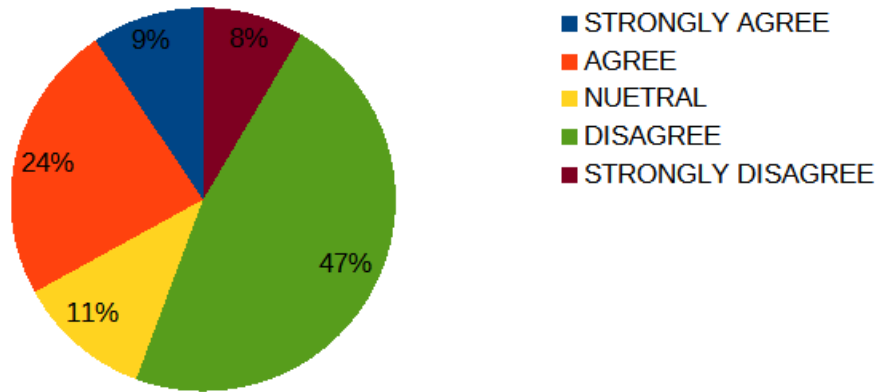


4.12 TABLE SHOWING MANagements ASSISTANCE TO EMPLOYEES VIA EQUIPMENTS FACILITIES ETC.

CATEGORY	NO OF EMPLOYEES	% OF EMPLOYEES
STRONGLY AGREE	26	24.5
AGREE	38	35.8
NEUTRAL	16	15.1
DISAGREE	20	18.9
STRONGLY DISAGREE	6	5.7
TOTAL	106	100

Around 60 % of the respondents are very satisfied with the management’s efforts to assist the employees on daily activities . They feel they are given proper assistance on work place is done by providing high quality internet facilities, computers, necessary software, office facilities etc.

4.13 CHART SHOWING SATISFACTION ON PERFORMANCE EVALUATION

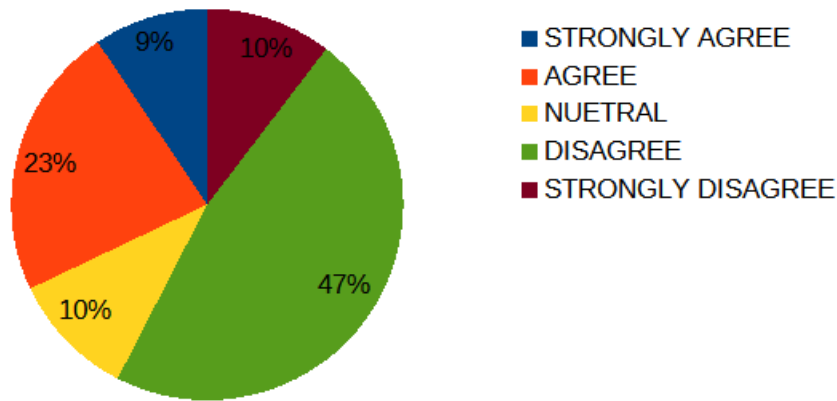


4.14 TABLE SHOWING SATISFACTION ON PERFORMANCE EVALUATION

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
AGREE	10	9.4
STRONGLY AGREE	25	23.6
NEUTRAL	12	11.3
DISAGREE	50	47.2
STRONGLY DISAGREE	9	8.5
TOTAL	106	100

Majority of the respondents are not satisfied on the methods and techniques followed by the management to evaluate the employers performance as they feel improvements should be made. Almost 56% are dissatisfied on the conduct followed for evaluation as they feel they are treated on promotions, various incentives etc.

4.15 CHART SHOWING SATISFACTION ON WORK CULTURE

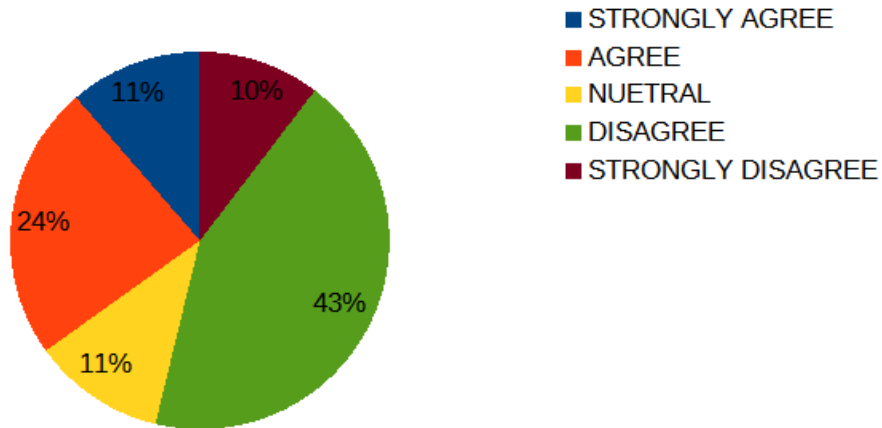


4.15 TABLE SHOWING SATISFACTION ON WORK CULTURE

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	10	9.4
AGREE	24	22.6
NEUTRAL	11	10.4
DISAGREE	50	47.2
STRONGLY DISAGREE	11	10.4
TOTAL	106	100

Out of the 106 Respondents , majority (57%) feel that the work culture in outsourcing firms are bad and are of the opinion that further improvements should be made.

4.16 CHART SHOWING SATISFACTION ON SHIFT WORKING

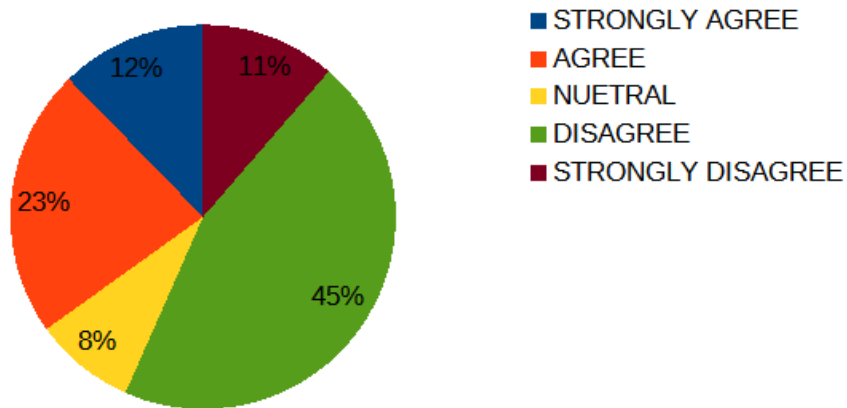


4.17 TABLE SHOWING SATISFACTION ON SHIFT WORKING

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	12	11.3
AGREE	25	23.6
NEUTRAL	12	11.3
DISAGREE	46	43.4
STRONGLY DISAGREE	11	10.4
TOTAL	106	100

Around 54% of the respondents are not satisfied on working on shifts, especially night shifts as there are concerns both mentally and physically to employees working on late night shifts.

4.18 CHART SHOWING SATISFACTION ON INCENTIVES GIVEN BY THE FIRM

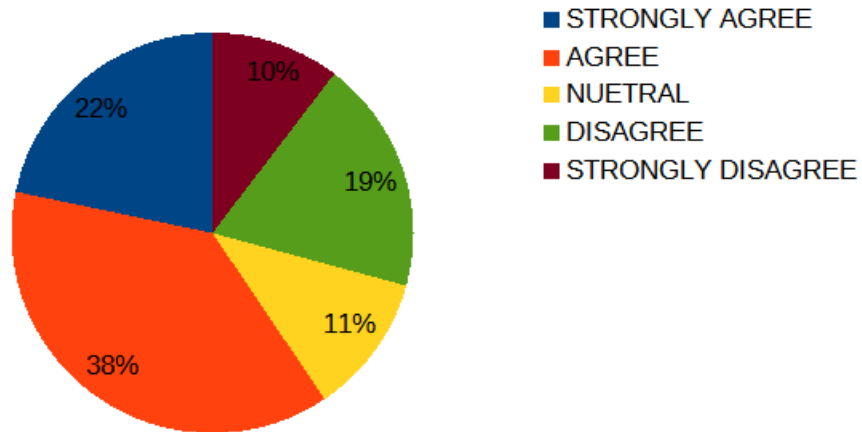


4.19 TABLE SHOWING SATISFACTION ON INCENTIVES GIVEN BY THE FIRM

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	13	12.3
AGREE	24	22.6
NEUTRAL	9	8.5
DISAGREE	48	45.3
STRONGLY DISAGREE	12	11.3
TOTAL	106	100

There is a huge dissatisfaction among employees in BPO sector towards the incentives and bonus schemes provided by the firm as they feel more incentives should be provided.

4.20 CHART SHOWING LEVEL OF WORK PRESSURE IN THE FIRM

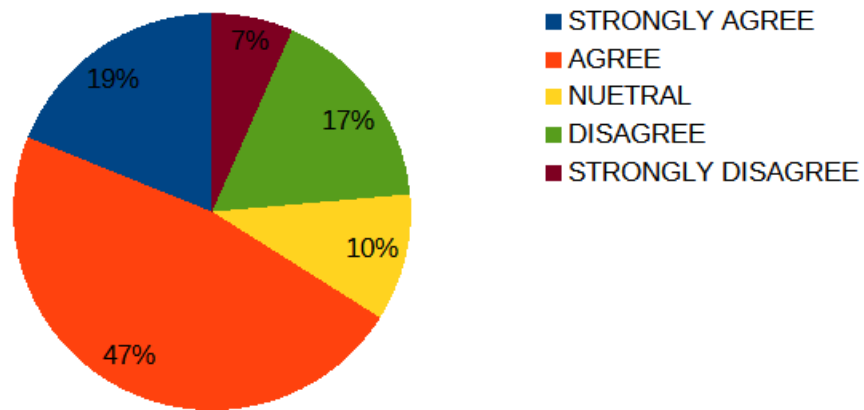


4.21 TABLE SHOWING LEVEL OF WORK PRESSURE IN THE FIRM

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	13	12.3
AGREE	24	22.6
NEUTRAL	9	8.5
DISAGREE	48	45.3
STRONGLY DISAGREE	12	11.3
TOTAL	106	100

Work pressure is experienced by about 58% of employees and only small percentage of them have a different opinion.

4.22 CHART SHOWING SATISFACTION ON EXPLANATIONS GIVEN BY HIGHER SUBORDINATES

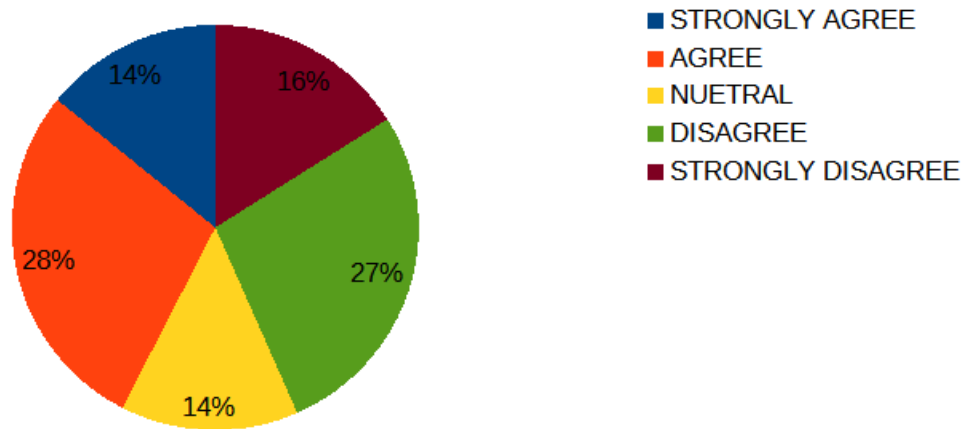


4.23 TABLE SHOWING SATISFACTION ON EXPLANATIONS GIVEN BY HIGHER SUBORDINATES

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	20	18.9
AGREE	50	47.2
NEUTRAL	11	10.4
DISAGREE	18	17.0
STRONGLY DISAGREE	7	6.6
TOTAL	106	100

Almost half of them agree that the higher subordinates are giving necessary explanations regarding their work. Only a small percent disagree with this, which shows that proper communication is taking place with the higher subordinates

4.24 CHART SHOWING SATISFACTION ON WORK DONE AND SKILLS UTILIZED

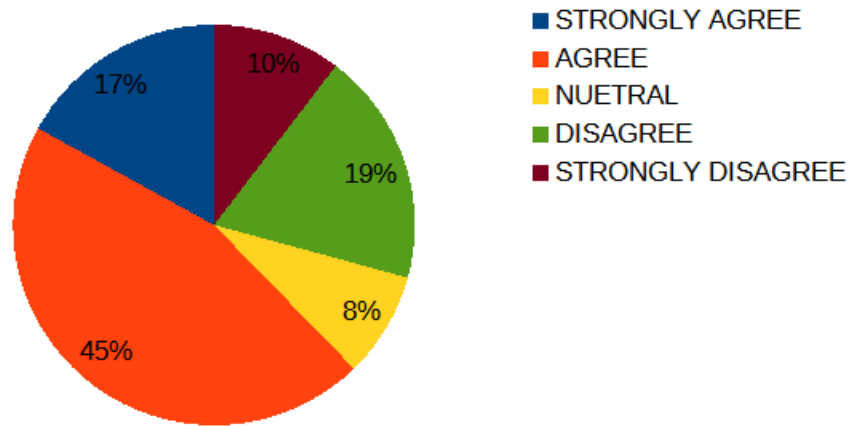


4.25 TABLE SHOWING SATISFACTION ON WORK DONE AND SKILLS UTILIZED

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	15	14.2
AGREE	30	28.3
NEUTRAL	15	14.2
DISAGREE	29	27.4
STRONGLY DISAGREE	17	16.0
TOTAL	106	100

Employees have mixed opinion about satisfaction on work done and skills utilized .28% agree that their skills are properly utilized by the companies whereas equal percentage of employees have different opinion. So it is difficult to arrive at a conclusion

4.25 CHART SHOWING LEVEL OF HAPPINESS OF EMPLOYEES

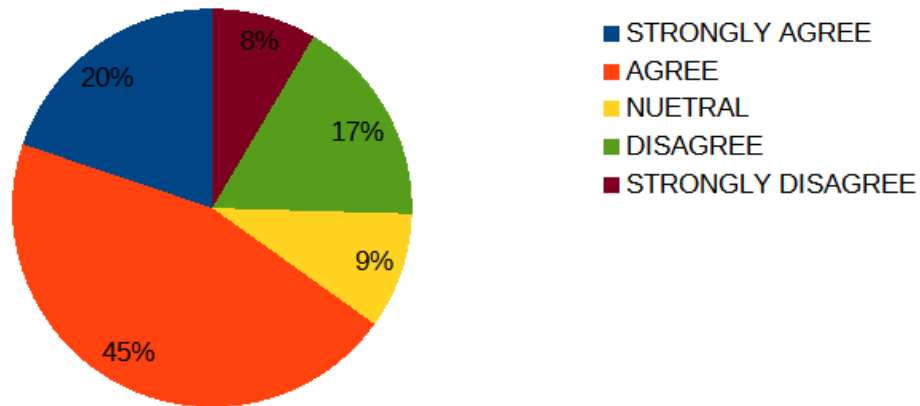


4.26 TABLE SHOWING LEVEL OF HAPPINESS OF EMPLOYEES

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	18	17.0
AGREE	48	45.3
NEUTRAL	9	8.5
DISAGREE	20	18.9
STRONGLY DISAGREE	11	10.4
TOTAL	106	100

45% of the employees are happy with their job and only 28 % of them are not satisfied. This shows that employees are generally happy at work .

4.27 CHART SHOWING SATISFACTION ON TRAINING FACILITIES PROVIDED

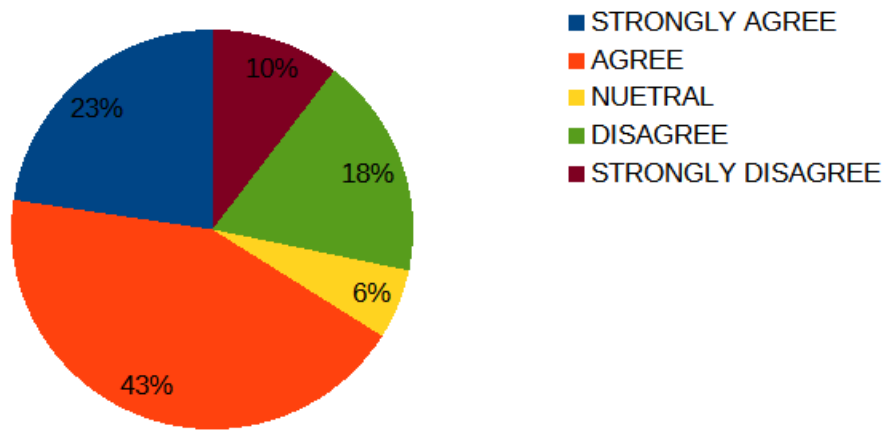


4.28 TABLE SHOWING SATISFACTION ON TRAINING FACILITIES PROVIDED

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	21	19.8
AGREE	48	45.3
NEUTRAL	10	9.4
DISAGREE	18	17.0
STRONGLY DISAGREE	9	8.5
TOTAL	106	100

Most of the respondents agree that the training facilities are provided by the companies. Only a small percentage of employees are unsatisfied with the training provided for them

4.29 CHART SHOWING SATISFACTION ON COMPANIES GOALS AND EXPECTATIONS



4.30 TABLE SHOWING SATISFACTION ON COMPANIES GOALS AND EXPECTATIONS

CATEGORY	NO OF RESPONDENTS	% OF RESPONDENTS
STRONGLY AGREE	24	22.6
AGREE	46	43.4
NEUTRAL	6	5.7
DISAGREE	19	17.9
STRONGLY DISAGREE	11	10.4
TOTAL	106	100

Majority are satisfied on companies trajectory. They are happy with the current goals and expectations of the company.

CHAPTER 5

FINDINGS SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority of respondents are male 57 % ,only 43 % are females.
- Most of the respondents (55%) are unsatisfied with their salary.
- Generally employees tend to choose outsourcing firms over non outsourcing firms.66 % Respondents share this view.
- They feel that there is a huge potential for career growth in outsourcing field compared to other fields.
- Managements are providing better facilities to employees, assist guide and monitor them in day to day works. Almost half of the respondents (50%) have this opinion.
- Majority of employees feel that the performance evaluation tools following should be modified. Almost 56% are dissatisfied with current method or conduct of evaluation.
- Work culture is found to be not assisting employees in their job. Around 54 % are dissatisfied on the graveyard shifts they tend to work in.
- Incentives are not properly provided by the company. Around 60 % feel that they should be rewarded more properly.
- A lion share of employees(60 %) feel that work pressure is effecting their performance on job
- There is mixed opinion on the utilisation of potential of employees.
- Employees are generally found to be happy,62% respondents shared positive views on this question.
- Most of the employees(66%) feel that good and quality training facilities are provided.
- Majority are Satisfied with companies trajectory. Almost 66% shared positive view on this matter.

5.2 SUGGESTIONS

- The outsourcing companies can pay more attention in creating better working atmosphere by improving colleague interaction among the employees which will also help them in their career growth
- Focus on work culture will likely increase the output of the company and employees overall performance
- Better performance evaluation methods should be followed
- Incentives and bonuses to the employees can be improved
- Better recreational facilities can be provided to employees
- Firms should carry out annual surveys to evaluate employee satisfaction and to ensure human resources are properly utilised
- The companies should make sure that the work distribution is properly done thus providing them better work-life balance
- Increase team-building efforts for a comfortable work atmosphere.
- Allocate a certain day in the week to organise a virtual happy hour activity.

5.3 CONCLUSION

The labour market has changed dramatically over the past few years. The globalisation of economies and cut throat competition is forcing organisation to cut cost of its operations. Therefore firms are seeking to obtain higher value through lower cost. The use of outsourced employees helps organisations to bring down cost, also ensuring labour flexibility. However it brings with certain limitations.

BPO jobs are more stressful. Most of the people in the BPO as per analysis work in the graveyard shifts and are are not content with their timings. Moreover the employees also feel that the pay that they are receiving is not worth the work they are rendering to the company. The shift timings also have an impact on the health of the employees and they cannot work for a prolonged period in the existing working conditions. So this may lead to higher labour turnover. On the positive side are the working conditions , training and career progression which are satisfactory to the employees. Overall emphasis should be mainly laid on the organisations on the pay and shift timings. They need some innovations to have a stress free work space and have a healthy work life balance .

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ANNEXURE

QUESTIONNAIRE

Dear respondents,

We, IRINE SEBASTIAN, JAZEELA KHAN I and JISHNU SURENDRAN are pursuing our Bcom in BHARATA MATA COLLEGE Thrikkakara. As a part of our course, we are doing a research titled " JOB SATISFACTION IN OUTSOURCING ". As a source of primary data for our research, we request you to kindly fill the questionnaire below and we assure that the data collected will be kept confidential.

QUESTIONS

- Gender
 - Male
 - Female
- I am satisfied with my salary in this current job of outsourcing.
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I prefer outsourcing job over non outsourcing job.
 - Strongly agree

- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
- There is career growth in this field.
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- There is good work culture in the current job at outsourcing
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I see potential growth in outsourcing industry in India over a long period
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I am satisfied with managements strategies and decisions on daily operations
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- There is proper performance evaluation on employees
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree

- Strongly disagree
- There is clear goals and expectations for the firm
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- Deadlines are creating stress among employees
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I am satisfied with the training facilities provided
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I foresee myself in this field for a very long time
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- I don't have any discomfort working both day and night shifts
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- There is proper bonus schemes relating employee performance
 - Strongly agree
 - Agree

- Neither agree or disagree
- Disagree
- Strongly disagree
- My work assignments are clearly explained to me
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- There is work pressure in the job on daily basis
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree
- My management provides necessary equipments, supplies and resources for performing assigned duties
 - Strongly agree
 - Agree
 - Neither agree or disagree
 - Disagree
 - Strongly disagree