



Job Satisfaction and Retention of Employees in Business Process Outsourcing Company

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Abstract— The study investigates the complex interplay between job satisfaction and employee retention in business process outsourcing (BPO) companies, employing a quantitative technique and descriptive design to analyze factors influencing work satisfaction and retention strategies. The research includes 208 participants from two major BPO companies, primarily females aged 18-20, earning ₱15,000-₱20,000 with 6-11 months of experience. Surprisingly, demographic factors such as age, income, and years of service were not statistically significant in establishing a conclusive connection with job satisfaction. Cramer's v values indicated weak relationships for sex, income, and years of service, while age demonstrated a moderate relationship with job satisfaction. The study further explored determinants of employees' job satisfaction and retention strategies, finding that all predictors—demographic profile age, sex, income, and years of service—were insignificant in predicting retention strategies. However, age emerged as a significant predictor of job satisfaction.

Keywords— Job Satisfaction, Employee Retention, Business Process Outsourcing (BPO) Companies, Work Satisfaction, Retention Strategies.

I. INTRODUCTION

Several businesses have devoted a substantial amount of time and resources to exploring the causes of employee turnover, for instance, through exit interview programs. The purpose of this research is to determine why individuals leave, with the belief that if a firm can identify the causes of terminations, it can strive to reduce terminations and turnover. This study was chosen since BPO plays a vital role in shaping employment patterns and labor markets. Researching BPO can help identify the industries most affected by outsourcing, the skill sets in demand, and the potential for job displacement or upskilling. Such insights can guide workforce and human resources management development strategies, training initiatives, and policies aimed at managing the turnover rate in the BPO industry.

Employees are an organization's most important asset, per Kumar and Jauhari (2016). While talented and dedicated employees are essential to any company's growth and success, a significant challenge that business process outsourcing (BPO) companies face is high staff turnover. The business process outsourcing (BPO) industry has a greater turnover rate than most others. Keeping this turnover rate in check is essential. Businesses that outsource their operations (BPOs) take several measures to keep their employees. Employee retention can't be ensured by training alone. Using retention techniques may lead to the best results in staff retention. Companies



that want to keep their employees around must use creative and efficient retention measures. This research explored how satisfied firm workers are with the retention methods provided by their company. Hence, business processing outsourcing businesses should design an action plan and guidance on where to focus more on creating successful retention methods to improve employee happiness.

Business Processing Outsourcing Businesses struggle to find effective solutions. Clearly, employee turnover is high. Wage sharing is a major industrial issue. As the organization offers rewards, well-being, job flexibility, and professional advancement, the high turnover rate is concerning, and business processing outsourcing (BPO) organizations tried to solve it by giving additional incentives, bonuses, and advantages to keep and recruit staff. This study aims to aid BPO companies to provide an effective outcome or program that could help in aiding the said concern about the high attrition in the BPO industry. Losing personnel reduces productivity and profits, which is not good for the company's reputation, and knowing the right action for it could help in addressing the concern.

II. LITERATURE REVIEW

2.1 Job Satisfaction and Retention Strategies

This section emphasizes the significance of employee satisfaction in the workplace, particularly in the context of Business Process Outsourcing (BPO). It emphasizes that employees are happier and more devoted when they believe they are appropriately compensated for their efforts and given rewards that match their contributions to the organization. Employees that are satisfied with their jobs are more productive, committed, and eager to go above and beyond their responsibilities. Furthermore, they are more inclined to stick with the company, turn down other employment offers, and promote the company as a fantastic place to work. Supervisors' roles in increasing employee satisfaction and preventing turnover are stressed, with suggestions including employee recognition, feedback, and adequate compensation. The chapter continues with recommendations for enhancing employee retention in the BPO industry, such as building a healthy work culture, providing career advancement chances, encouraging work flexibility, and valuing employee well-being. Overall, identifying and addressing the issues that influence employee happiness is critical for long-term success and sustainability in the BPO sector.

2.2 Impact of Demographic Factors on Retention

Employee retention is important for a company because it demonstrates how well its retention strategies are working. Age and number of years of service are two factors that are related to retention. According to Pesteno (2018), millennial employees are more inclined to leave a company sooner rather than later. In fact, 75% of those between the ages of 18 and 34 believe that changing jobs will help them advance. On the other side, Gen X, or those aged 35 to 54, made up 59% of the population, which is less than millennials. Job-hopping is the practice of freely switching jobs at different companies. Young people's job-hopping behavior can be explained in part by their exposure to a variety of options, their need for social interaction, and their conviction that exposure to new situations and experiences can help their skill set development. As a result, it is anticipated that Gen X employees will tend to stay with the organization longer than millennials.



According to studies, women made up the majority of employees in the call center sector. According to a Magellan Solutions (2022) study, 58% of the population is female and 42% is male. The Philippines call center industry was open to gender-nonconforming, allowing people to express themselves freely through their attire and identity, which was the cause of it (Talusán, 2022). In addition, the office environment and flexibility of working from home allow for better work-life balance, and women are known to adhere to rules more strictly and be more customer-focused than men (Johnson, 2022).

2.3 Impact of Demographic Factors on Job Satisfaction

One of the most challenging issues that managers nowadays must deal with while handling their staff is job satisfaction (Aziri, 2011). As a result, measuring an employee's job satisfaction goes beyond simply assessing how they feel about their overall mood. Studies on the relationship between demographic characteristics and employee work satisfaction (Chirchir, 2016; Abdul-Nasiru & Mendah, 2016; Ghafoor, 2012) have produced findings that are inconsistent. While some studies (Choudhary & Abbassi, 2015; Chirchir, 2016; Kolo, 2018) showed significant positive correlations between the variables, different research (Brinkmann, 2017; Judge, Piccolo, & Podsakoff, 2010) showed significant negative relationship or showed no correlation at all. Age, work title, and relationship status all had a beneficial effect on job satisfaction, according to the conclusions of studies by Bukers (2010) and Paul and Phua (2011) on the subject. In line with Shrestha's (2019) research, among eight demographic factors, monthly income appeared to have been a more important variable that significantly impacted other work satisfaction factors. Additionally, correlations found in Sengupta's study (2011) indicated a substantial positive association between compensation and employee work satisfaction. Because they view every task as tiresome and difficult, men tend to be more content with their jobs than women do. Gender can also have an important impact on job satisfaction.

Additionally, the institution rarely provides opportunities for employee promotions, which has an impact on how satisfied they are with their jobs (Bello & Nasiru, 2021). Amarasena et al. (2015) discovered that job title and income per month had no effect on job satisfaction. Collins and Hellen (2013) also found no evidence of a gender-based difference in job satisfaction. Alcana et al. (2019) studied the correlation between job satisfaction and years of service. The results showed that there was no significant relationship; it can be concluded that the length of time the employees spend in the organization cannot guarantee that they are satisfied with their jobs. Kandhro and Chandio (2014) also concluded that service length does not have any impact on the job satisfaction of the employees in the organization.

III. METHODOLOGY

The study used two surveys to assess employee job satisfaction and the efficiency of the company's retention tactics. The first questionnaire, "Job Satisfaction to Retention Strategies," included 13 items rated on a Likert four-point scale to assess satisfaction with various retention strategies. This instrument was expert validated, with only minor changes based on input.



The second questionnaire, "Measure of Job Satisfaction," had 11 items on a similar Likert four-point scale and was designed to assess overall job satisfaction across aspects such as work-life balance and workplace involvement. It, like the first questionnaire, was validated by experts and provided integrated input. Both measures required submitting the instruments to experts, who evaluated the content and structure to ensure that they accurately measured the target constructs. These validated questionnaires were used in the study to obtain information about the company's employee satisfaction and retention efforts.

3.1 Participants

The study intends to make observations regarding job satisfaction based on survey questionnaire dimensions such as work flexibility, career growth, incentives, welfare, work-life balance, engagement, and workplace. Participants are BPO employees from Pasay and Taguig, with a total sample size of 208 chosen via convenience selection due to practical constraints. The overall purpose is to provide insights into BPO employees' job satisfaction levels using certain aspects stated in the survey form.

The survey focuses on employees in Business Processing Outsourcing (BPO) organizations, with a significantly higher proportion of female respondents (66%) than males (34%). The age distribution shows that the largest group is between 18 and 22 years old (39.42%), followed by 23 to 27 years old (29.33%) and 28 to 32 years old (17.31%). 54.33% of respondents reported an average monthly income of ₱15,000 to ₱20,000, which is consistent with the Department of Labor and Employment's BPO industry average. In terms of years of service, most respondents (39.42%) worked for six to eleven months. Conversely, the fewest participants (7.2%) had a tenure of 3 to 4 years, indicating probable turnover in the BPO industry, which is recognized for weaker retention and tenure when compared to other industries.

3.2 Procedure

The inquiry process is divided into three well-structured phases that strive to ensure a thorough and successful data collection effort. During the initial round, researchers methodically drafted a cover letter and a standard questionnaire, which were then reviewed by the research advisor. With approval acquired, a supplementary survey interview form was created to collect critical data that aligned with both short-term and long-term study objectives.

The principal and research coordinator signed a formal letter of intent, demonstrating their commitment to ethical research techniques. Moving on to the second phase, the study will take place in Pasay City, focusing on active employees from BPO firms VXI and Alorica, with a target survey respondent pool of 128 people. Finally, in the third step, data collecting occurred through the distribution of printed questionnaires, which was preceded by explicit permission-seeking from participants.

Respondents, identified using company-provided identity documents, were directed through the survey procedure, and the generated raw data is awaiting analysis tests to extract the necessary information. Overall, this

methodical approach guarantees that data is collected in a systematic and ethical manner, including questionnaire approval, respondent identification, and a rigorous data gathering process to meet the study's objectives.

IV. RESULTS

4.1 Level of Job Satisfaction

Table 1: The Job Satisfaction of employees based with Work life balance, Engagement, and Workplace

LEVEL OF JOB SATISFACTION	MODE	VI
WORK LIFE BALANCE		
I am able to balance my personal life and work.	4	SS
I am satisfied with my working hours and am not forced to work overtime.	4	SS
I feel like I have little or no control over my work- life	2	D
TOTAL	4	SS
ENGAGEMENT		
I always know who to ask for help.	4	SS
I collaborate with my co-workers to achieve goals.	4	SS
We regularly set aside time to consider how to make our team's work operations better.	3	S
My department continually provides updated information when we need it to achieve our goals	3	S
TOTAL	3&4	S&SS
WORK PLACE		
I feel comfortable working with my teammates.	4	SS
The workplace has suitable ventilation and a good environment.	4	SS
I am able to express my feedback to the company, and they accept and recognize it.	3	S
We regularly take time to figure out ways to improve our team's work processes.	4	SS
TOTAL	4	SS
OVERALL MODE	4	SS

Legend: Strongly Satisfied (SS) Satisfied (S) Dissatisfied (D) Strongly Dissatisfied (DE)

The table presented indicates high levels of satisfaction among respondents regarding work-life balance and the workplace, with both dimensions scoring a mode of four, signifying strong satisfaction. Engagement, however, shows a bimodal distribution, indicating mixed levels of satisfaction.

Work-life balance, engagement, and workplace environment are crucial factors influencing overall job satisfaction, with studies linking them to higher levels of satisfaction and productivity. Positive workplace connections, opportunities for growth, and a focus on employee welfare contribute significantly to job satisfaction. Employers must prioritize creating a conducive workplace environment to enhance employee satisfaction and productivity.



4.3 Factors Associated with Retention

Table 2: The retention strategies result in employees based on career growth, incentives, welfare and work flexibility.

SATISFACTION LEVEL OF RETENTION STRATEGIES	MODE	VI
WORK FLEXIBILITY		
I have the flexibility to balance my working hours with other activities, such as caring for my family, attending social events, pursuing my academic interests, and taking care of myself.	4	SS
I am satisfied with my ability to take a day off from work for personal and family reasons.	4	SS
I am able to adapt to sudden changes in my work shift.	4	SS
TOTAL	4	SS
CAREER GROWTH		
I want to stay with the company I am presently working for because of the opportunities for career progression.	4	S
I am satisfied with my job because I have the opportunity to utilize my skills and talents.	3	S
I am aware of the expectations I must meet in order to advance and get promoted within my organization.	3	S
I can envision myself improving and developing my career in this organization.	3	S
TOTAL	3	S
INCENTIVE RETENTION		
I am satisfied with my career path and promotion plan.	3	S
The retirement benefits offered by my company are an important factor in my decision to stay with the company.	4	SS
Incentives based on my performance are important to me in deciding to stay with my company.	3	S
TOTAL	3	S
WELFARE		
I am satisfied with the company's initiatives to promote mental and physical health.	3	S
I am given the opportunity to take paid off or voluntary time off in my company.	4	SS
The welfare benefits provided by the organization are a motivational factor for me.	3	S
TOTAL	3	S
OVERALL MODE	3	S

The table depicts factors influencing BPO retention strategies, such as work flexibility, career growth, incentives, and welfare. It indicates high employee satisfaction in areas such as career development, incentives, and welfare, with a mode of three. Work flexibility, with a mode of four, stands out as a key factor contributing to high employee satisfaction and retention. All these dimensions play a crucial role in retaining employees in the BPO sector.

Offering work flexibility, such as remote work or flexible hours, can greatly boost worker satisfaction and retention rates. Career growth opportunities and professional development can help to increase employee engagement and commitment to the organization. Incentives and welfare benefits, both monetary and non-monetary, improve employee happiness and retention. To effectively retain personnel, BPO organizations should use a variety of retention techniques, such as training, recognition programs, and unique retention tools. These strategies must constantly grow and adapt to suit the changing demands and expectations of employees in the fast-paced BPO business.

4.4 Level of Job Satisfaction and Demographic Profile

Table 3: Relationship between the respondents' level of satisfaction with their corresponding profile.

Descriptive Statistics	x2 value	Cramer's v	Strength of relationship	P-value	Conclusion	Interpretation
Age	26.39	0.36	Moderate	0.09	Failed to reject H_{01}	NS
Sex	8.28	0.200	Weak	0.04	Reject H_{01}	S
Income	9.68	0.216	Weak	0.64	Failed to reject H_{01}	NS
Service	16.25	0.280	Weak	0.179	Failed to reject H_{01}	NS

Legend: Significant (S), Not Significant (NS)

The table focuses at the connection between respondents' various demographic characteristics and job satisfaction. It suggests that there is no discernible relationship between years of service, income, or age and job happiness. Nonetheless, there is a strong correlation between job happiness and gender.

These correlations are quantified by the use of Cramer's V values. The data indicates that there is little effect on job satisfaction levels from gender, salary, and years of service, which have modest associations with job satisfaction (0.200, 0.216, and 0.280, respectively). On the other hand, age shows a modest association (0.356) with job satisfaction, indicating that age influences levels of satisfaction somewhat.

4.5 Level of Retention strategies and Demographic Profile

Table 4: Relationship between the retention strategies with their corresponding Profile

Descriptive Statistics	x2 value	Cramer's v	Strength of relationship	P-value	Conclusion	Interpretation
Age	11.36	0.253	Moderate	0.76	Failed to reject H_{02}	NS
Sex	1.11	0.081	Negligible	0.77	Reject H_{02}	NS



Income	4.76	0.151	Negligible	0.96	Failed to reject Ho2	NS
Service	6.60	0.178	Negligible	0.88	Failed to reject Ho2	NS

Legend: Significant (S), Not Significant (NS)

The table focuses on how respondents' demographic characteristics and retention tactics relate to one another. The findings indicate that there is no significant correlation between retention tactics and age, sex, income, or years of service. The Cramer's V value of 0.253 for age indicates a poor association between retention tactics and demographic characteristics. Moreover, no meaningful correlation has been shown between retention tactics and an individual's sexual orientation, earnings, or length of service. In a similar vein, Hom et al. (2012) discovered that factors related to age, gender, and ethnicity had no discernible effect on retention outcomes like job satisfaction.

4.6 Respondents' Level of Satisfaction and Retention Strategies of the Company.

Table 4: Relationship between the respondents' level of satisfaction and the retention strategies of the company.

Variables	Spearman Rho	P-value	Conclusion	Interpretation
Job Satisfaction and Retention Strategies	0.44	0.01	Reject Ho3	Significant

The table discusses the relationship of job satisfaction and retention strategies. It can be seen from the table that ($r_s=0.44$, $p=0.01 < 0.05$) which is significant in proving information about the relationship of the said variables. There is relationship between job satisfaction and retention strategies. It also concludes a strong correlation between the variables. Numerous research studies have been conducted on the relationship between employee retention and job satisfaction, most of the studies believe that job satisfaction is directly linked with Employees' desire and willingness to stay with their organizations. Most studies assume that employee retention strategies can affect job satisfaction; therefore, organizations that need to retain their employees need to adopt policies and practices that lead to satisfaction on the job.

4.7 Determinants of Employees Job Satisfaction and Retention Strategies of Business Process Outsourcing Company

Table 5: Determinants of Employees Job Satisfaction Model Fit Measures

Model	Deviance	R ² N	Overall Model Test		
			X ²	df	p
1	316	0.0784	22	15	0.107

The whole model's p-value of 0.107 (> 0.05) is shown in the model summary output, suggesting that the correlations between the variables and job satisfaction were not statistically significant. Furthermore, it shows that the model can only define 7.84% of job satisfaction variability using age, sex, income, and years in service.



Given that the demographic profiles under consideration explain a mere 8% of the variation in employee satisfaction levels, they don't seem to have much predictive value.

Table 6. Omnibus Likelihood Ratio Test

Predictor	X ²	df	p
Age	12.74	6	0.047
Sex	2.17	1	0.100
Income	2.86	4	0.581
Service	4.15	4	0.386

According to this table, only age (p-value of 0.047, greater than 0.05) demonstrates statistical significance as a predictor of employees' job satisfaction among the four factors taken into consideration. The model coefficient table reveals that other predictors are not significant in determining job satisfaction, implying that age is the only possible factor. The sample size may not have been sufficient for each level of the putative predictors, which could account for the predictors' lack of significance.

Table 7: Determinants of Employees Retention Strategies Model Fit Measures

Model	Deviance	R ² N	Overall Model Test		
			X ²	df	p
1	333	0.0413	11.8	15	0.697

The table above displays the model fit measurements for determinants of retention methods and demographic profile. The overall retention techniques were utilized as the dependent variable, and the predictor was the demographic profile, which included age, gender, income, and years in service. The model has a p-value of 0.697, indicating that it was negligible or insignificant. Furthermore, if we make a model for these four predictors age, gender, income, and years in service only 4.13% of the variability in retention strategies can be defined.

Table 8. Omnibus Likelihood Ratio Test

Predictor	X ²	df	p
Age	6.794	6	0.340
Sex	0.082	1	0.774
Income	3.830	4	0.429
Service	3.655	4	0.455

In the table given above, the predictor's age, gender, salary, and years in service are all inconsequential. This insignificance may be attributed to inadequacy of sample size per level of potential predictors, as there are no potential determinants in employee retention techniques, as determined by the model coefficient table.



millennial employees are more inclined to leave a company sooner rather than later. In fact, 75% of those between the ages of 18 and 34 believe that changing jobs will help them advance. On the other side, Gen X, or those aged 35 to 54, made up 59% of the population, which is less than millennial. Job-hopping is the practice of freely switching jobs at different companies. Young people's job-hopping behaviour can be explained in part by their exposure to a variety of options, their need for social interaction, and their conviction that exposure to new situations and experiences can help their skill set development. As a result, it is anticipated that Gen X employees will tend to stay with the organization longer than millennial.

IV. DISCUSSION AND CONCLUSION

Employees indicate high levels of satisfaction in key areas such as employment flexibility, work-life balance, engagement, and working environment, all of which are scored as level 4 (SS - Strongly Satisfied). However, there is some evidence of modest satisfaction in areas such as career growth, incentive retention, and welfare. Despite the overall positive opinion toward the organization, the need for development in key areas is clear. Model testing for Job Satisfaction and Retention Strategies show that the Job Satisfaction model is a good fit but lacks statistical significance. This implies that the model may not provide an adequate explanation for the facts. Predictor variables, particularly "Age," are statistically significant in predicting job satisfaction, underlining the role of age in satisfaction levels. However, for Retention Strategies, none of the predictor variables are statistically significant.

The debate emphasizes the relevance of p-values in understanding the significance of each predictor variable, while also recognizing that correlation does not indicate causality.

Demographic analysis investigates the relationship between job satisfaction and retention tactics using factors such as age, gender, salary, and years of service. While age appears to be a more influential factor in job satisfaction, other variables exhibit minor relationships. The findings are consistent with previous studies demonstrating that demographic indicators may not significantly predict retention outcomes, highlighting the need for a more sophisticated approach to evaluating employee satisfaction and retention. The Spearman rank correlation coefficient demonstrates a statistically significant association between work satisfaction and retention tactics. The positive association shows that as job satisfaction increases, so does the effectiveness of retention methods. This highlights the need of increasing job happiness to improve employee retention rates.

Strong employee satisfaction is shown by the company in areas like engagement, work-life balance, employment flexibility, and workplace atmosphere. There are, nevertheless, several areas where satisfaction is only moderate, notably in welfare, incentive retention, and career advancement. While certain predictor variables, such as gender, salary, and service length, may not have a meaningful impact on job satisfaction, others, like age, do.

Overall, the model tests show that the Job Satisfaction model is not statistically significant. Demographic variables have little bearing on retention strategies. A statistically substantial and positive association between retention methods and job satisfaction is revealed by the Spearman rank correlation coefficient. This implies that increasing job happiness may increase the efficacy of retention tactics, offering insightful information to companies looking



to increase staff retention rates. Maintaining long-term employee satisfaction and retention requires addressing the areas that have been highlighted for improvement and concentrating on efficient channels for feedback and communication.

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