LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE: DETERMINANTS OF JOB SATISFACTION IN A BUSINESS PROCESS OUTSOURCING (BPO) INDUSTRY

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ABSTRACT

This study purports to investigate the impact of Leadership style and Organizational culture in the Job satisfaction among employees of the Business Process Outsourcing (BPO) – Call Center Industry. A total of 304 rand and file employees of BPO call centers in the Philippines. Data obtained were processed through Descriptive Statistics and SPSS v.19. Using Structural Equation Model (SEM) as an analysis tool, the finding of the study is that there is a direct relationship between Leadership style to Organizational Culture and Organizational culture to Job satisfaction of employees, while there is no relationship between Leadership style to Job satisfaction.

Keywords: Leadership Style, Transformational, Transactional, Autocratic, Situational, Charismatic, Organizational Culture, Job Satisfaction, Structural Equation Model

INTRODUCTION

Business process outsourcing in the call center industry is rapidly expanding worldwide (Schneider Stickeler, Knell, Aichstill & Jocher, 2010) and continues to prosper in the Philippines. In fact, India sees the Philippines as its nemesis because both countries have irrefutable reputations in producing BPO services, and the fact that filipinos are apparently known to speak English with a very natural accent which makes it easier to understand. (Little, Nelson, Quade & Ward, 2011).

Moreover, a lot of organizations invest in the BPO industry in the country because of its low operating costs due to the minimized training time for its agents. At the same time, BPO has also been a significant source of revenue for the country. Actually, the call center industry is projected to be the reason for the country's gross annual income increase of 10% and the industry was also able to employ 4.5M Filipinos which is a sign that the country's economic growth (Codilan, Salas, Uy, Wang, 2016).

The BPO industry earns a huge amount of dollars for the country and as it continues to grow, demand for call center agents is also increasing. A myriad of Filipinos applies for this job because the qualifications are too lenient. The qualified applicants should be at least a high school graduate, computer literate, proficient in English language or in the required language, and must possess problem solving and listening skills. Furthermore, there is no college degree program required that trains and prepares applicants.

Apparently, call center agents consider their work as very "toxic" and "robotic" which is caused by the impact of stress, and the cyclical and routinary tasks that they are doing (Schneider-Stickler et al, 2010; Fabros, 2009, p.359). Their main task is to handle calls and cater to the needs and demands of the customers (Fabros, 2009), and stay professional since they represent the image of the organization (Shamsuddin & Rahman, 2014). They have a very complex role because they are not only working in behalf of their third-party employer but for an organization and customers as well. BPO is a 24-hour industry so its employees are working with routinary and graveyard schedules. Consequently, employers make sure that they compensate them properly, with salaries thrice the minimum wage and the provision of health and wellness packages.

For a long time, the beliefs and values of the organizational culture have been existed and to the staff's belief and the anticipated value of their work that will influence their attitudes and behavior. There is one thing that determine the satisfactory level of the employee in their joband that could accomplish the mission of the organization it is the administrators usually adjust their Leadership style. Therefore, it is essential that the relationship between organizational culture, leadership style and job satisfaction of the employees can be understood (Tsai, 2011).

The growth of globalization has enforced us to explore deeply on how the people are managed within the differences and similarities. More managers are transferred internationally. Organizations operate across international boundaries, this emphasizes the importance of comparative knowledge and this helps raise the question of cultural influences". The multinational organizations present a substantial challenge with respect to the design of multinational organizations and their leadership through the cultural diversity of employees found in worldwide" (as cited by Nikandrou, Apospori, Papalexandris, 2003). It is essential for the effective management of people in different cultures, with different customs and the need to better understand cultural influences on leadership and organizational practices has never been greater.

This study aims to determine (1) the effects of organizational culture in the job satisfaction of employees (2) the effects of leadership style in the Job satisfaction of employees, (3) the effects of organizational culture and leadership style in the Job satisfaction of the employees. Furthermore, this study purports to provide a model depicting the role of organizational culture on the employees of a BPO Call Center industry who are seemingly always exposed to various leadership style.

THEORETICAL BACKGROUND

Theoretical Framework

This study is anchored on the theory Herzberg's Motivation Hygiene Theory or Two Factor Theory (1959). As pointed by Vroom (1964), "motivation is derived from the Latin word "movere", which means "to move". It is an internal force, dependant on an individual's needs which drive him/her to achieve" (Tan, Waheed, 2011).

Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention of having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe job experiences where they felt either extremely bad or exceptionally good about their jobs and rated their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), and responses about bad feelings are associated with job context (hygiene factor). Motivators came about with factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors were related to feelings of dissatisfaction within the employees and were extrinsic to the job, such as interpersonal relations, salary, supervision and company policy" (Herzberg, 1966).

According to Belias (2014), the employees' feelings toward their job are affected by two factors, motivators and hygiene issues. In particular, motivators are able to create satisfaction by fulfilling the individual's needs for meaning and personal growth. They include the work itself, personal achievement, responsibility, recognition and advancement. Those factors satisfy a person's need for self-actualization, thus, lead the employee to develop positive job attitudes. Hygiene factors, on the other hand, do not actually motivate employees, but if they are properly handled, it can minimize the feeling of dissatisfaction. They include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. If the hygiene factors are addressed, the motivators will promote the employee's job satisfaction and encourage production.

The significance of Herzberg's motivation-hygiene theory (as cited inSowmya and Panchanatham, 2011) lies in the fact that it revealed the global character of job satisfaction. The global approach is used in the study of the employee's overall attitude toward their work, while the facet approach is used in the study of separate job parts which are likely to promote or prevent job satisfaction and dissatisfaction"

Literature Review

Job Satisfaction

Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969 as cited in Codilan, Salas, Uy, Wang, 2016), job satisfaction represents the degree of employees' well-being and predicts negative attitude and behavior in the work contest, such as absenteeism, external turn-over and reduced productivity (as cited in Salguero, Martinez-De Lecea, & Carrasco Gonzales, 2011, p.436).

"The culture within an organization is very important, wherein, playing a large role of an employee whether it is a happy and healthy environment in which to work. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby, enhancing job satisfaction" (Tsai, 2011).

H1: The stronger the leadership style, the more the employee is effective in the organizational culture

Organizational Culture

"Organizational culture is described by (Robbins & Coulter, 2005) as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. Because organizational culture reflects the values, beliefs and behavioral norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behavior of the staff" (Scott-Findlay, Estabrooks, 2006). "Understanding the organization's core values can prevent possible internal conflict" (Clarke, Forester, 2005).

"Organizational culture has been presented as an enigma which has held the attention of practitioners and theorist's world- wide for at least two decades" (as cited in Dwivedi, Kaushik and Luxmi, 2011).

"Due to the fact that there is little agreement on what the concept means in conceptualizing organizational culture is a difficult task on how it should be observed and measured, and on how it related to more traditional industrial and organizational psychology theories. Due to the popular demand use of the concept, it has further complicated matters by organizations labeling anything, from value statements to common behavior patterns as organizational culture" (Schein, 1990 as cited by Dwivedi, Kaushik and Luxmi 2011).

H2: The more the employee is influenced by the organization, the more the employee is satisfied

Leadership

One of the responsibilities of a leader is that they are required to develop the future vision, and to motivate the organizational members to achieve the visions and to improve the performance. Leadership is an ability of a manager to induce the subordinates to work with confidence, dedication and enthusiasm.

"Leadership is the ability to persuade others to seek the objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals" (Iqbal, Halder, 2015).

Leadership Style

Transactional Leadership

According to Avolio (2007), "Transactional leadership theories proposed an exchange of wants between leaders and followers. Transactions maybe tangible or psychic; however, these relationships do not last long. Transactional leadership concerns itself with granting, rather than exerting, power. When one person takes initiative in making contact with others for the exchange of valued things is when transactional leadership occurs, the exchange of expected good does not go beyond in the relationship".

Transformational Leadership

"Transformational leaders are best at inspiring and communicating the organizational vision. Studies on transformational leadership show leadership style enables followers to rise to a higher level of performance than normally possible" (Houghton & Yoho, 2012).

"Through this exchange, the leaders are allowed to accomplish their performance objectives, complete required tasks, the current organizational situation maintains, through contractual agreement will motivate followers, direct behavior of followers toward achievement of established goals, extrinsic rewards are emphasized, avoid unnecessary risks, and focus on improve organizational efficiency. In turn, transactional leadership allows followers to fulfill their own self-interest, the anxiety in the workplace minimizes, and concentrate on clear organizational objectives such as increased quality, customer service, reduced costs, and increased production" (Sadeghi & Pihie, 2012).

According to Singh, Krishnan (2005), "The transformational leaders engages with others in such a way that the leaders and followers raise on another to higher levels of motivation and morality". It is important that transformational leadership should address the true needs of the followers and they must lead followers towards fulfillment of those needs. There are four components of leadership: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are four components of leadership: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration"

Situational Leadership

"Situational leadership can be used appropriately by leaders as a development and training leadership style. This allows leaders to communicate openly and honestly with employees while simultaneously developing a sense of competence and independence in employees. Various authors have classified Situational Leadership as a behavioral theory or a contingency theory (Bass, 2008; Yukl, 2011).
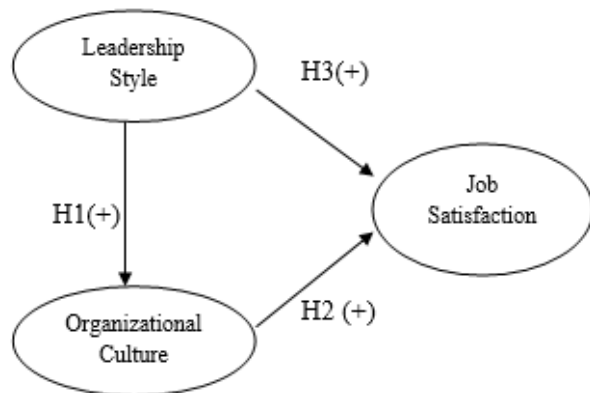
Autocratic Leadership

"Autocratic leadership asserts absolute power and influence over followers and demands from them absolute submission. Communities and cultures that have been nurtured by autocratic leaders and they naturally accepted hierarchical structures in leadership which legitimize unequal relationships between subordinates and superiors. Autocratic leadership has fallen from commonplace to lowest in popularity, possibly a result of comparatively low levels of job satisfaction under autocratic leaders" (Kerfoot, 2013).

Charismatic Leadership

"Charismatic leaders articulate an idealized future for the organization and they are the agents of change. Charismatic leaders promise better opportunities. They are successful when they can project a vision that resonates with employees. This determines the extent of the followers' identification with the leader and their commitment to the vision" (Choi, 2011).

H3: The more the employees contribute significantly in the Leadership style, the more the employees are satisfied

The Hypothesized Model

Figure.1: Proposed theoretical model of Leadership Style and Organizational Culture: Determinants of Job Satisfaction of BPO Company

METHOD

Design

This study used the Structural Equation Model (SEM) to show the effects of leadership style and organizational culture on job satisfaction. "It is a series of statistical methods allow complex relationships between one or more independent variables and on or more dependent variables". According to Sahin, Akyurek and Yavuz (2014), SEM is an "efficient method of testing and developing a model which can explain the cause and effect relation of the variables in the hypothesis and, thus, enables the chance to test the theoretical models as a whole". The model has three (3) latent variables with three (3) hypotheses.

Subject and Study Site

Target respondents of the survey are employees in the rank and file positions who are always exposed to different leadership styles in the BPO- Call centers particularly in Cebu and Alabang. The respondents were randomly selected based on their accessibility of their time and approval of their consent to answer the survey questionnaires.

Data Measures

The survey questionnaire is a researcher made tool, the questionnaires were tested using Reliability Statistics to measure the overall consistency. The survey questionnaire consist of four major sections Part 1, the Profile surfaced the demographic information of the respondents such as age, gender, civil status and educational attainment status. Parts 2-4 consist of researcher made tools measured using a 6-point likert scale in relation to either agreement,

satisfaction or frequency. Job Satisfaction (JS) consists of ten (10) questions. (α=.850). Ten (10) questions were used to measure Organizational Culture (OC) (α=.910). Lastly, Leadership Style (LS) consists of ten (10) items. (α=.911).

Data Gathering Procedure and Ethical Consideration

Based from the list of BPO Call Centers, six (6) organizations were chosen as the locus considering their accessibility. A letter of intent was addressed to the HR Supervisor of the six (6) BPO Call Center in the Philippines, wherein, only two (2) were able to accommodate the request. After securing permission from the organizations, distribution of 400 survey questionnaires was done in a span of one (1) week. The respondents were given ample time to answer the survey in order to get the most reliable information.

Data Analysis

With the gathered data, descriptive statistics is used to surface the demographic information of the respondents. A Structural Equation Model (SEM) using SPSS v.17 and AMOS v.19 will utilized to test and interpret the leadership style and organizational culture in the Job Satisfaction working in a Business Process Outsourcing (BPO). Leadership Style Organizational Culture Job Satisfaction.

RESULTS

Table 1. Demographic Profile of Business Process Outsourcing (BPO) Call Center Employees (n=304).

Profile	n	%	Profile	n	%
AGE			**CIVIL STATUS**		
18-20 years old	29	9.5	Single	154	50.7
21-30 years old	135	44.4	Married	138	45.4
21-40 years old	86	28.3	Widowed	4	1.3
41-50 years old	52	17.1	Separated	8	2.6
51-60 years old	2	0.7			
GENDER			**EDUCATIONAL ATTAINMENT**		
Male	146	48.0	High School	11	3.6
Female	158	52.0	College Undergraduate	119	39.1
			College Graduate	169	55.6
			Post Graduate	5	1.7

Table 1 shows the demographic profile of the respondents. Of the 304 respondents, more than half are female (158 or 52%). Most of them are single (154 or 50.7%) and within the age bracket of 21-30 years old (135 or 44.4%). As to the respondent's educational attainments they were mostly college graduates (169 or 55.6%).
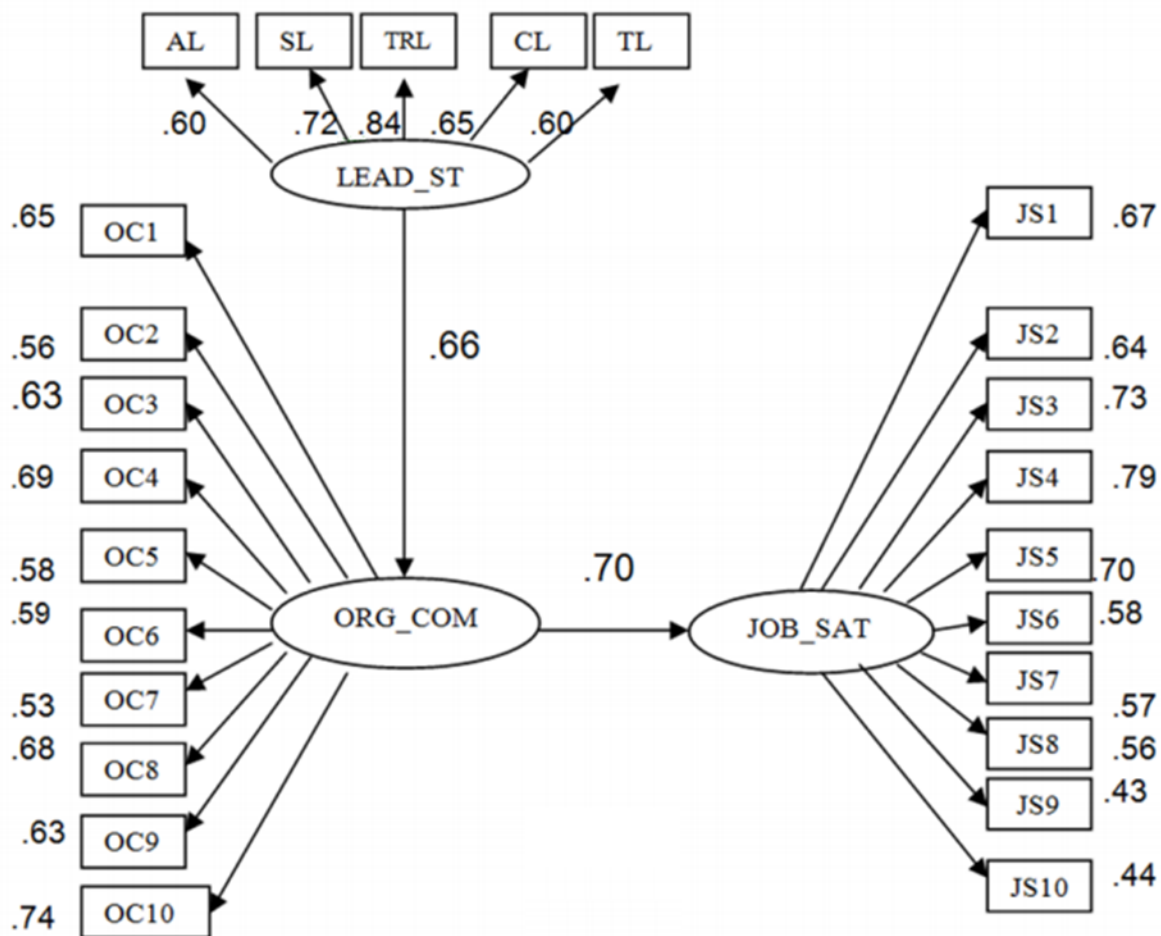
The emerging model

The study purported to test a hypothesized model that illustrates the role of leadership style and organizational culture to job satisfaction of employees working in a Business Process Outsourcing (BPO) Call Center industry (See Fig.1)

Table 2. Model Fit Statistics of the resulting models

Measurement	Values
x^2 / df	3.69
Root mean square error of approximation (RMSEA)	0.94
Normed-fit index (NFI)	0.80
Incremental fit indeces (IFI)	0.84
Comparative fit index (CFI)	0.84
Tucker Lewis index (TLI)	0.82

Table 2 circulates the model fit the statistics of the resulting models namely; x2/df, root mean square error of approximation (RMSEA), normed-fit index (NFI), Incrementral fit indeces (IFI), Comparative fit index (CFI), and Tucker lewis index (TFI). Other fit indeces, the IFI (.84), NFI (.80), CFI (.84), TLI (.82), which result indicates measure with the acceptable level of 0.95. Therefore, presenting support to the proposed model. RMSEA with the value of .94 falls in between the ideal range less than 0.05 which reveals the fitness of the proposed model.

As shown in figure 2, SEM results manifested that leadership style positively affects organizational culture (β=.66) while organizational culture positively affects job satisfaction (β=.70) while leadership style has no relationship to job satisfaction.

Figure 2. Emerging model of the causal relationships between leadership style, organizational culture and job satisfaction of employees in a Business Process Outsourcing (BPO) Call center industry.

Table 3. Regression Weights of Leadership style, Organizational culture and Job satisfaction by BPO- Call Center employees

Item Code	Organizational Culture Indicators	Standard Regression Wieghts
OC1	Well informed of the risks in my work	0.74
OC2	I can see linkage between my work in the company's goal	0.69
OC3	My company has systematic process to identify the risk	0.68
OC4	My company's core purpose inspire us to work	0.65
OC5	There are sufficient people in my company	0.63
	Job Satisfaction Indicators	
JS1	I have clearly defined quality goals	0.79
JS2	My work gives me a feeling of personal accomplishment	0.74
JS3	I have the tools and resources to do my job well	0.73
JS4	The company does an excellent job to keep employees informed	0.70
	Leadership Style Indicators	
LS1	Most workers what a frequent and supportive communication	0.84
LS2	cation	0.84
LS3	Providing guidance without pressure is the key	0.75
LS4	Employees need to be supervised closely	0.72
LS5	Employees must be given rewards to motivate them	0.72
	Leaders should allow subordinates appraise their own work	

Table 3 confirms that employees feel more satisfied if the employees are well informed of the risks in their work (β=.74) and they can perceive the linkage between their work in the company's objectives (β=.69) and the company has the systematic process to identify the risk in the environment and company's reputation (β=.68) and the company's core purpose inspires the employees to work (β=.65) and there are sufficient people in the company (β=.63) Significantly, all indicators of organizational culture have moderate-regression weights, ranging from .40-.69, showing each item's moderate impact on the construct being measured.

Likewise, the table surfaced that BPO employees feel they are performing their job well if their job has a clearly defined quality goals of the organization (β=.79) and if the employee perceives that his performance gives him a feeling of accomplishment (β=.74). Notably, call center employees perceived that they are satisfied with their work if they have the tools and resources to do the job (β=.73)

DISCUSSION

The main purpose of this study is to provide a model depicting the impact of leadership style and organizational culture to the employees of the BPO Call Center Industry.

According to the study of Habib, Aslam, Hussain, Yasmeen and Ibrahim (2014), "there is positive and significant relationship among Impact of organizational culture on job satisfaction. It was discussed that every employee working in an organization has different norms, values and beliefs towards the industry where he/she works. Organizational culture often differs from employees' norms and values. Organizational culture has direct impact on the performance of the employee that make them to be satisfied within the organization and increase the productivity of their work".

There is a crucial correlation between organizational culture and job satisfaction which has a tremendous effect on the performance of an employee. A collective combination of organizational culture leads to employee's satisfaction which actually perceived the shared vision of the organization. "Organizational culture and its direct impact on job satisfaction has become an important issue in global business and the amount of time which is invested in it. A strongly satisfying organizational culture commence employee satisfaction and performance productivity" (Biswas, 2015).

It also supports the study of Tsai (2011) that organizational culture was significantly correlated with the job satisfaction of the employees. "The culture plays an important role in communicating and promoting the organizational essence to employees, their acceptance and acknowledgements of it can influence their work behavior and attitudes".

"Policy making department should also focus on organizational culture related to employees and exercise such guidelines which may raise the level of cooperation, mutual trust, respect of opinions and thoughts of colleagues, and openness to seek and gain feedback among employees of the industry" (Sabri, Ilyas, Amjad, 2011). The roles of the managers to facilitate the employees of the organization should also be supportive and encouraging to the rank and file employees to perform well.

Nowadays, the fast changing environment needs leaders who are creative, visionaries and capable of dealing with unsettled change rather than those who just engage in material exchange between leaders and employees. Leaders who are likely to succeed in such environment are those who prioritize the needs of the individual and personal development of employees and encourage the employees to give the best in them" (Ojulu, 2015). It calls for leaders who encourage employees, set challenging expectations and achieve higher performance productivity.

"Leaders should always find for new and better ways of doing things that increase the value of organizational success. The leadership style applied should be aligned with the goal of the organization as well as the well-being of the employees. Leaders in the organization should be informed of the leadership styles that they practice and its influence towards the job satisfaction of the employees. Therefore, in order for leaders to stay along of the changing environment, they need to adapt new and better approaches to managing employees" (Loganathan, 2013).

"Business enterprises are constantly planning to obtain superiority towards each other and increase their profit proportions. In order to succeed, they try to find some methods to use productive power most effectively and efficiently. Organizational culture has an important role on the production, employees must be effectively and productively to meet the standards of the enterprise" (Baltaci, Kara, Tascan, Avssali, 2012).

CONCLUSION

This study used a model that shows the effect of organizational culture on job satisfaction of Two (2) Business Process Outsourcing (BPO) Industry in the Philippines. Three hypotheses were used to test

the model from the gathered data from a rank and file company of BPO Call center in the Philippines. Based on the findings, leadership style has a direct relationship to the organizational culture which in turn made significant effect on job satisfaction. Surprisingly, the relation between leadership style and job satisfaction was rejected due to insignificant relationship.

Based on the results of the study, BPO industry should take into consideration utilization of organizational culture of employees, by helping the employee when they are in need of assistance, since the supervisors are the ones who directly in contact with the call center agents, then they should be the ones to take the initiative and check whether their employees are motivated and empowered. They should make sure that the organization provides an appropriate system that will be able to inspire the employees to perform their best.

Interestingly, the findings of the paper also proved that organizational culture matters on the job satisfaction in a Business Process Outsourcing (BPO) call center employees. BPO industry should give importance to the different impacts of culture of an employee to enhance communication towards employees in Two (2) different BPO industry. Although Leadership styles do not matter on the job satisfaction of the said industry. Supervisors or managers of the BPO industry should continue the approach they have towards the employees for them to continue the goal of the organization.

There are several ways in which this study can be extended, considering that this study was limited only to the rank and file employees in a Business Process Outsourcing (BPO) industry. Future studies may involve respondents representing other business industries such as agriculture, manufacturing, telecommunications and other firm and institutions in the Philippines.

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