

Job Satisfaction of Healthcare BPO Employees: Evaluating Key Influencing Factors in Chennai

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Abstract

Purpose: This study rigorously assesses the factors influencing job satisfaction among healthcare BPO employees in Chennai. The research investigates the impact of work environment, compensation, career advancement prospects, and work-life balance on employee satisfaction, particularly within this sector, which is characterised by high turnover and burnout rates.

Methodology: A quantitative study design was employed to survey 368 employees from various healthcare BPOs in Chennai to attain these objectives. The data were analysed using descriptive statistics, analysis of variance, Pearson's correlation, and multiple regression to assess the relationship between work satisfaction and the proposed factors.

Key Results: The empirical results indicate that all four antecedents substantially influence job satisfaction. The primary determinants of satisfaction are work-life balance and opportunities for professional development, although remuneration and work environment notably enhance contentment. Increased satisfaction with these criteria is correlated with elevated organizational commitment and diminished intention to depart.

Conclusion: The survey results indicate that work-life balance and defined career advancement are essential for enhancing employee satisfaction in healthcare BPOs. These tactics can diminish attrition and enhance engagement.

Future Research Directions: Future research could broaden this scope by examining the long-term effects of these factors on staff retention and performance. Moreover, additional investigations should examine the impact of distant work structures and supplemental organizational support systems within the healthcare BPO sector.

Keywords: Job Satisfaction, Work Environment, Compensation, Career Development, Work-Life Balance, Healthcare BPO, and Employee Retention.

Introduction

The healthcare business process outsourcing (BPO) industry holds a strategic niche in contemporary health systems, providing ancillary services, such as customer support, medical coding, billing, and claims adjudication, to a wide range of healthcare facilities. It has had strong penetration into the international healthcare environment, especially in countries such as India, where it offers economically viable solutions to health service providers (Sengupta, 2011). However, despite its growth and necessity, the industry faces unique challenges, including high employee turnover rates, work burnout, and acute dissatisfaction, which negatively affect productivity and the quality of provided services (Fatma et al., 2025). Therefore, subtle interpretation of the factors that influence employee job satisfaction is imperative for alleviating these obstacles and promoting organizational effectiveness.

This study aims to examine the factors that determine job satisfaction among staff working in healthcare BPOs in Chennai. Past literature has touched on employee satisfaction in the wider BPO sector (Sarin and Saini, 2011; Bacea and Bordean, 2016); however, there is a relative dearth of research on the sub-sector of healthcare, especially in fast-changing environments such as that in Chennai. The available literature mostly considers the BPO industry in general and neglects the specifics of the healthcare BPO environment and the challenges it presents. In addition, the interaction between key variables, such as compensation, career development opportunities, and work-life balance, is under-researched in this regard. To this end, this research attempts to fill this gap by evaluating the implications of four major factors—work environment, remuneration, professional growth prospects, and work-life balance—on employee satisfaction in this industry.

This study investigates the impact of these four attributes on job satisfaction in Chennai's healthcare BPO sector. It examines this domain to elucidate local factors impacting the sector and provide pragmatic strategies to enhance employee wellness and satisfaction. Comprehending these factors enables healthcare BPOs to formulate strategies aimed at minimising turnover, enhancing employee engagement, and optimising performance and service delivery.

Review of Literature

Job satisfaction antecedents in the healthcare BPO industry are complex and include work environment, remuneration, career advancement, and work-life balance. As highlighted by Sarin and Saini (2011), work culture, remuneration, and career advancement opportunities play a significant role in determining job satisfaction among BPO companies in the NCR region. Similarly, Bacea and Bordean (2016) noted that employee satisfaction, retention, and the organisational culture, managerial support, and growth opportunities that are typical of outsourcing organisations align closely. Chaulagain and Khadka (2012) emphasised that in Kathmandu, Tilganga Eye Centre, career development, physical work environment, and training programmes were central in determining job satisfaction among

healthcare professionals. Mohite (2021) highlighted that managerial support, work-life balance and recognition are universal predictors of job satisfaction in diverse demographic groups, which can be easily applied to the healthcare BPO setting. Gumising, Rendon, and German (2023) proved that workplace ergonomics improve job satisfaction and productivity, which is also relevant to BPOs where long hours and stress are common. Alarcon et al. (2021) reiterated that good working environment, supported by sufficient resources and generous management, directly supports job satisfaction and productivity among the BPO firms in Quezon City. Aruna and Seetha (2018) highlighted the paramount role of work-life balance and organisational culture in promoting employee satisfaction in a private-sector environment, and this view is quite applicable to high-pressure healthcare BPOs. Lastly, Usha and Balan (2016) shed light on the importance of work-life balance in reducing stress and improving job satisfaction in working women in Madurai, which supports the importance of work-life balance in the healthcare BPO industry.

Chaturvedi and Sangwan (2016) examined the relationship between job satisfaction and employee retention in BPO companies, emphasising the inseparable nature of a favourable working environment in enhancing satisfaction levels and reducing turnover rates. Bhanu, Babu, and Sai (2018) found job stress and environmental variables to be the key determinants of satisfaction and revealed that a positive milieu has a significant effect in reducing stress and strengthening the level of satisfaction. In a study of the consequences of remote working environments on employee satisfaction in Nepalese BPO firms, Kandel (2023) hypothesised that flexible working arrangements can increase employee satisfaction, especially with the growing popularity of remote work. In a comparative evaluation of the business environment, quality of work, and organizational structure in offshore service delivery, Messenger and Ghosheh (2010) found that although offshoring could compromise job quality, a supportive environment is essential in maintaining employee satisfaction. According to Azhagarasi and Vijayakumar (2018), similar to BPOs, the banking industry has a strong impact of corporate culture and

remuneration on satisfaction. Balaji and Anbalagan (2013) also highlighted the role of organizational commitment, stating that employees with increased commitment tend to report higher satisfaction with the environment. Lastly, Renganayaki (2016) examined job satisfaction among female workers, confirming that a positive working environment is necessary to reduce dissatisfaction and create a productive workforce, which is also applicable to the BPO setting.

Chico et al. (2022) found that competitive remuneration packages enhance employee satisfaction and that salary and additional benefits influence BPO workforce retention. Choudhury and Mishra (2011) took this argument a step further by investigating BPOs located in Orissa and found that there is a strong positive relationship between pay and satisfaction, especially when remuneration is in line with the expectations and actual performance of employees. Alambra et al. (2024) focused on job satisfaction and retention in the context of BPOs, whereby employees who felt that they were being well-compensated exhibited an increased tendency to stay with their company, thus supporting the nexus between pay and work satisfaction. Tamundong and Caballero (2024) established that organizational support and compensation have a direct effect on job satisfaction and turnover intentions, thus indicating that higher compensation can mitigate the tendency of employees to leave the organisation. Jesus and colleagues (2025) assessed employee satisfaction in relation to the human capital management practices in the BPO industry and found out that compensation, when combined with sound human resource programs, boosts the general job satisfaction. Akshatha and Akash (2017) supported the hypothesis that job satisfaction can be directly converted into increased productivity, particularly in the BPO setting, where the compensation plays a central motivational role and drives employees to effective performance.

Career development opportunities are a critical factor in job satisfaction in the BPO industry. A comparative study conducted by Monis and Sreedhara (2011) on Indian and foreign MNC BPO firms showed that employees who had opportunities to access career development practices, including

training programs and promotion opportunities, had higher levels of job satisfaction. Shujaat, Sana, and Aftab (2013) analysed the private banking industry and discovered that employees with internal growth opportunities have greater job satisfaction. Similarly, Kushwaha et al. (2022) highlighted the mediating role of growth needs in job satisfaction by showing that staff in BPOs and call centres who have strong career development support are more likely to stay with their organisations, thus ensuring talent sustainability. Mufina Begam (2025) explored the aspects of job dissatisfaction in BPO employees, and the lack of career-growth opportunities was identified as a significant factor, especially among team leaders in Tamil Nadu. Briones et al. (2024) also supported the close relationship between career development and employee retention intentions and noted that BPO employees with clear career development strategies exhibit a greater willingness to remain with their employers. Lastly, Mehta, Sharma, and Mehta (2011) emphasized the importance of employment opportunities and career growth in the BPO sector, particularly in India, where the career development is one of the most influential factors in influencing job satisfaction.

Work-life balance is a critical factor in determining employee satisfaction in the healthcare BPO industry. Meenakshi and Bhuvaneshwari (2013) highlighted that work structure and the ability to balance professional and personal realms are fundamental determinants of well-being among workers in this profession. The study by Chitra Devi et. al. (2012) examined the overall life satisfaction and domestic satisfaction, especially in female BPO employees, and revealed that an equilibrated life significantly increases personal and professional satisfaction. Mitra, Sharma, and Walia (2024) emphasised the importance of strengthening work-life balance not only to ensure employee satisfaction but also to improve patient care by assuming that a balanced workforce is more productive and effective in a healthcare setting. Tolenada-Mabborang (2026) investigated the nexus between quality of work life and organizational commitment in BPOs, indicating that a positive work-life balance enhances the commitment of the employees to the organization. Chen et al. (2024) investigated the work-life balance

experience of BPO employees who work remotely and found that flexible work arrangements, including remote work, significantly contribute to the ability of employees to balance personal and professional life, thus leading to increased satisfaction. This view was also supported by Menaria (2016), who found that work-life balance plays a pivotal role in improving job satisfaction in the BPO industry, whereby people are often faced with high levels of stress due to irregular working hours. Furthermore, Prabu and Suthamathi (2017) analysed the stress and coping strategies among police officers, which indirectly clarifies high-stress careers. Devarajan and Chandrika (2025) shed light on the urgency of achieving work-life balance among migrant female workers, especially in such industries as BPOs, where balancing family life and work is usually a daunting task.

Healthcare BPO firms are concerned about employee retention, prompting numerous scholarly recommendations. Fatma et al. (2025) analyzed the primary determinants influencing BPO employee retention, emphasizing organizational culture, professional development, and work-life equilibrium. Srivastav et al. (2019) identified challenges in retaining BPO personnel and recommended enhancing employee engagement, recognition, and compensation to mitigate turnover. Kumar and Gopinath (2016) discovered that fostering an inclusive culture and offering advancement chances enhances employee retention in Indian BPOs. Saranya and Chandramouli (2024) discovered that employer branding and reputation effectively attract and retain elite talent. Vishal and Saraswathy (2024) found that well-defined career pathways, equal work-life frameworks, and explicit recognition of employee efforts improve retention.

Sharma and Gupta (2020) investigated job satisfaction across several industries and determined that outsourced people in healthcare are influenced by their work environment and compensation. Top, Akdere, and Tarcan (2015) investigated the influence of transformational leadership on job satisfaction within Turkish hospitals and revealed that leadership styles significantly affect job satisfaction and organizational commitment, with private sector employees exhibiting greater job satisfaction than

their public sector counterparts. Sigantoria et al. (2016) discovered that outsourced healthcare support workers frequently encounter health and safety concerns that impact their work satisfaction. Roberts et al. (2013) asserted that outsourcing in healthcare organisations can diminish operational expenses; although, it may adversely affect employee morale and job satisfaction due to apprehensions regarding job security and working circumstances. Esteban (2021) investigated the impact of school climate innovativeness on job satisfaction in an academic setting and noted that innovation and organizational climate play an important role in employee satisfaction, which could be extrapolated to the healthcare outsourcing context.

Workplace factors influencing job satisfaction in Indian BPOs have been extensively studied, and many investigations have identified key factors contributing to employee contentment in this sector. Sengupta (2011) discussed the interaction between jobs and demographic characteristics in the Indian BPO industry, highlighting that certain factors, such as job role, work environment, and demographic variables, such as age and educational background, have a significant impact on job satisfaction levels. Sam, Khan, and Babu (2020) discovered that job location significantly affects BPO employees' opinions of their work environment and self-esteem, hence influencing job satisfaction. Baisoya and Mohsin (2023) discovered that Indian BPO employees with greater job satisfaction experience enhanced security, but those with dissatisfaction may exhibit increased turnover intentions. According to Suneja and Kumar (2011), managerial support, opportunities for professional advancement, and work-life balance in ITes-BPO firms contribute to employee satisfaction.

Research indicates that work environment, compensation, opportunities for professional progression, and work-life balance significantly influence job satisfaction, particularly in the BPO sector. However, research on the healthcare BPO sector, particularly in Chennai, characterised by elevated personnel turnover and stress levels, is limited. The relationship between career advancement and compensation is well-documented; nevertheless, the intricate interplay of these factors with healthcare

BPO requirements remains underexplored. The significance of work-life balance is acknowledged; nevertheless, there is limited understanding of how flexible work arrangements and organizational support may benefit healthcare BPO employees. This study rigorously investigates the drivers of job satisfaction within Chennai's healthcare BPO sector to address existing gaps. Based on the identified research gap in understanding how key workplace factors influence job satisfaction in Chennai's healthcare BPO sector, the following hypothesis is formulated

Objective of the Study

To evaluate the factors influencing job satisfaction among employees working in the healthcare BPO sector in Chennai, with a focus on work environment, compensation, career development, and work-life balance.

Hypothesis

H_0 : There is no significant impact of work environment, compensation, career development, and work-life balance on job satisfaction among employees in the healthcare BPO sector in Chennai.

Research Methodology

This quantitative study investigates the variables of job satisfaction among healthcare BPO workers in Chennai. A cross-sectional survey facilitates a singular assessment of employee perceptions of the work environment, compensation, career advancement, and work-life equilibrium.

Sampling Method: This study utilised a non-probability convenience sampling method and selected participants from diverse healthcare BPOs in Chennai. This strategy was employed because respondents in the sector were relatively accessible. The sample consisted of 368 individuals from various positions, age groups, and educational backgrounds, thereby ensuring extensive representation of the workforce. The sample is valid because it is the appropriate size for statistical analysis and has a good mix of different types of employees in the healthcare BPO sector in Chennai.

Data Collection: Data were collected using a structured questionnaire developed to measure

four major factors affecting job satisfaction: work environment (WE), compensation (C), career development (CD), work-life balance (WLB), and job satisfaction. Participants evaluated their agreement with the statements of these variables using closed-ended questions and a Likert scale. Participants had convenient access to online data collection. The survey was sent online to workers in Chennai's healthcare BPO sector, ensuring a varied sample.

Variables and Measurement

The primary independent variables in this study include:

- **Work environment:** Measured by factors such as workspace comfort, safety, and organisation.
- **Compensation:** Measured by salary satisfaction, benefits, and incentives.
- **Career Development:** Measured by opportunities for growth, training, and skill development.
- **Work-life balance:** Measured by employees' ability to manage work demands alongside their personal life.

The dependent variable was job satisfaction, which is measured by employees' overall contentment with their jobs, including satisfaction with the work environment, compensation, career growth opportunities, and work-life balance.

Data Analysis

Descriptive statistics were used to summarise the sample demographics. Cronbach's alpha assessed the internal consistency of the construct. Skewness and kurtosis metrics evaluated data normalcy. Correlation analysis was used to ascertain the association between significant attributes and job satisfaction. A one-way analysis of variance (ANOVA) assessed job satisfaction based on age and position. Multiple regression analysis assessed the impact of the work environment, compensation, career advancement, and work-life balance on job satisfaction.

Ethical Considerations

This study received approval from ethical authorities, and participants were informed of its purpose and provided informed consent. Personal information were maintained in confidence.

Participants were informed that their responses would only be used for research purposes and that they may withdraw at any time without repercussions.

generalisable to other healthcare BPO sectors or regions. Self-reported statistics may be influenced by responses that align with social desirability. The cross-sectional design complicates the determination of causality and long-term effects.

Limitations

The study acknowledges its limitations. Findings derived from non-probability sampling are not

Analysis and Interpretation

Table 1 (A) Demographic profile of the respondents

S. No.	Variables	Classification of Variables	Frequency (N=368)	Percentage
1	Gender	Male	204	55%
		Female	164	45%
2	Age Group	25-34	104	28%
		35-44	87	24%
		45-54	70	19%
		Under 25	66	18%
		55 or above	41	11%
3	Educational Qualification	Undergraduate	150	41%
		Postgraduate	104	28%
		High School	74	20%
		Doctorate	40	11%
4	Years of Experience	1-3 years	97	26%
		7-10 years	84	23%
		4-6 years	84	23%
		More than 10 years	63	17%
		Less than 1 year	40	11%
5	Role	Entry Level	151	41%
		Mid-Level	116	32%
		Senior-Level	68	18%
		Management	33	9%
6	Healthcare BPO Service	Customer Support	134	36%
		Medical Coding and Billing	80	22%
		Healthcare Data Management	66	18%
		Telemedicine Support	57	15%
		Claims Processing	31	8%
7	Employment Status	Full-Time	224	61%
		Part-Time	70	19%
		Contractual	54	15%
		Temporary	20	5%

8	Income Range	3,00,000 - 6,00,000	122	33%
		Below 3,00,000	116	32%
		6,00,000 - 10,00,000	78	21%
		Above 15,00,000	27	7%
		10,00,000 - 15,00,000	25	7%
9	Healthcare BPO Organization Type	Private	184	50%
		Government	116	32%
		Non-profit	38	10%
		Hybrid	30	8%

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a diversified income spectrum, thus reflecting a relatively stable, growing, and heterogeneous healthcare BPO labour market.

Sharma and Gupta (2020) investigated job satisfaction across several industries and determined that outsourced people in healthcare are influenced by their work environment and compensation. Top, Akdere, and Tarcan (2015) investigated the influence of transformational leadership on job satisfaction within Turkish hospitals and revealed that leadership styles significantly affect job satisfaction and organizational commitment, with private sector employees exhibiting greater job satisfaction than their public sector counterparts. Sigantoria et al. (2016) discovered that outsourced healthcare support workers frequently encounter health and safety concerns that impact their work satisfaction. Roberts et al. (2013) asserted that outsourcing in healthcare organisations can diminish operational expenses; although, it may adversely affect employee morale and job satisfaction due to apprehensions regarding job security and working circumstances. Esteban (2021) investigated the impact of school climate innovativeness on job satisfaction in an academic setting and noted that innovation and organizational climate play an important role in employee satisfaction, which could be extrapolated to the healthcare outsourcing context.

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have a significant impact on job satisfaction levels. Sam, Khan, and Babu (2020) discovered that job location significantly affects BPO employees' opinions of their work environment and self-esteem, hence influencing job satisfaction. Baisoya and Mohsin (2023) discovered that Indian BPO employees with greater job satisfaction experience enhanced security, but those with dissatisfaction may exhibit increased turnover intentions. According to Suneja and Kumar (2011), managerial support, opportunities for professional advancement, and work-life balance in ITeS-BPO firms contribute to employee satisfaction.

Research indicates that work environment, compensation, opportunities for professional progression, and work-life balance significantly influence job satisfaction, particularly in the BPO sector. However, research on the healthcare BPO sector, particularly in Chennai, characterised by elevated personnel turnover and stress levels, is limited. The relationship between career advancement and compensation is well-documented; nevertheless, the intricate interplay of these factors with healthcare BPO requirements remains underexplored. The significance of work-life balance is acknowledged; nevertheless, there is limited understanding of how flexible work arrangements and organizational support may benefit healthcare BPO employees.

This study rigorously investigates the drivers of job satisfaction within Chennai's healthcare BPO sector to address existing gaps. Based on the identified research gap in understanding how key workplace factors influence job satisfaction in Chennai's healthcare BPO sector, the following hypothesis is formulated

Table 1 (B) Reliability Test Results - Cronbach's Alpha for the four Constructs

Construct	Cronbach Alpha
Work Environment (WE)	0.829
Compensation (C)	0.845
Career Development (CD)	0.848
Work-Life Balance (WLB)	0.763

The measurement of construct reliability, as shown in Table 1B, used Cronbach's alpha. Each construct showed acceptable internal consistency, with values greater than the traditional threshold of 0.70. The work environment construct produced an alpha of 0.829, indicating strong reliability; compensation achieved an alpha of 0.845; career development scored 0.848; and work-life balance scored 0.763. All constructs therefore exhibited sufficient reliability, ensuring that the analyses of factors affecting job satisfaction were based on reliable measures.

Table 2 Test for Normality - Skewness and Kurtosis for the four constructs

Variables	Observation	Skewness		Kurtosis	
		Stat.	Std. Error	Stat.	Std. Error
Work Environment (WE)	368	-0.771	0.168	0.468	0.247
Compensation (C)	368	0.838	0.168	0.725	0.247
Career Development (CD)	368	0.742	0.168	0.36	0.247
Work-Life Balance (WLB)	368	-0.809	0.168	0.17	0.247
Job Satisfaction (JS)	368	-0.771	0.168	0.468	0.247

Normality diagnostics for each key variable (Table 2) were tested using skewness and kurtosis statistics. The work environment construct showed a skewness of -0.771 and kurtosis of 0.468, which is indicative of a relatively symmetric distribution with mild platykurtic tendencies. Compensation was positively skewed (0.838) and kurtic (0.725), indicating a moderate peak. Career Development has a skewness of 0.742 and a kurtosis of 0.36, which are close to normal, with negative skewness of

-0.809 and kurtosis of 0.17 for Work-Life Balance, which is near normal with a slightly platykurtic distribution. Job satisfaction was similar to that of the work environment in terms of skewness (minus 0.771) and kurtosis (0.468). Collectively, the variables were close to a normal distribution, except for mild skewness in compensation and work-life balance, which justified the application of parametric statistical procedures.

Table 3 ANOVA Analysis of Age Groups on ten items of Work Environment (WE)

Variables	groups	Sum of Squares	df	Mean Square	F	Sig.
WE1	Between Groups	0.084	4	0.064	0.529	0.714
	Within Groups	43.771	363	0.121		
	Total	43.855	367			
WE2	Between Groups	0.177	4	0.017	0.195	0.941
	Within Groups	46.334	363	0.088		
	Total	46.51	367			
WE3	Between Groups	0.859	4	0.034	0.346	0.847
	Within Groups	47.351	363	0.098		
	Total	48.21	367			
WE4	Between Groups	0.039	4	0.019	0.221	0.802
	Within Groups	33.591	363	0.088		
	Total	33.63	367			
WE5	Between Groups	0.564	4	0.429	3.472	0.032
	Within Groups	53.881	363	0.124		
	Total	54.446	367			
WE6	Between Groups	0.013	4	0.042	3.472	0.001
	Within Groups	37.44	363	0.114		
	Total	37.453	367			
WE7	Between Groups	0.493	4	0.059	3.472	0.034
	Within Groups	48.784	363	0.126		
	Total	49.277	367			
WE8	Between Groups	0.122	4	0.061	2.005	0.010
	Within Groups	84.948	363	0.222		
	Total	85.07	367			
WE9	Between Groups	0.084	4	0.088	0.73	0.483
	Within Groups	43.771	363	0.121		
	Total	43.855	367			
WE10	Between Groups	0.177	4	0.083	1.937	0.042
	Within Groups	46.334	363	0.128		
	Total	46.51	367			

An analysis of variance conducted on Table 3 examined the possible modulation of age groups on the perceptions of work environment facets. Across ten items, most parameters, including physical convenience of the workspace (WE1), adequacy of lighting (WE2), thermal comfort (WE3), accessibility of tools (WE4), and management support (WE9), showed no significant age group differences ($p > 0.05$). However, considerable variability was found for items related to workspace layout (WE5, $p = 0.032$), cleanliness and organisation (WE6,

$p = 0.001$), safety perception (WE7, $p = 0.034$), collaborative encouragement (WE8, $p = 0.010$), and provision of a stress-free environment (WE10, $p = 0.042$). These results suggest that although basic aspects of the environment are consistent across ages, certain dimensions of spatial organisation, hygiene, security, teamwork, and stress reduction vary significantly with age, indicating that age may affect the environmental experiences of employees in healthcare BPOs.

Table 4 ANOVA Analysis of Age Groups on ten items of Compensation (C)

Variables	Groups	Sum of Squares	df	Mean Square	F	Sig.
COMP1	Between Groups	0.297	4	0.074	2.462	0.045
	Within Groups	43.558	363	0.114		
	Total	43.855	367			
COMP2	Between Groups	0.782	4	0.195	2.398	0.049
	Within Groups	45.728	363	0.12		
	Total	46.51	367			
COMP3	Between Groups	0.277	4	0.096	0.99	0.413
	Within Groups	47.933	363	0.097		
	Total	48.21	367			
COMP4	Between Groups	0.238	4	0.06	0.679	0.607
	Within Groups	33.391	363	0.088		
	Total	33.63	367			
COMP5	Between Groups	0.172	4	0.043	0.301	0.877
	Within Groups	54.274	363	0.142		
	Total	54.446	367			
COMP6	Between Groups	0.385	4	0.069	2.19	0.039
	Within Groups	37.068	363	0.126		
	Total	37.453	367			
COMP7	Between Groups	0.828	4	0.207	1.627	0.167
	Within Groups	48.449	363	0.127		
	Total	49.277	367			
COMP8	Between Groups	0.518	4	0.237	2.082	0.038
	Within Groups	84.552	363	0.12		
	Total	85.07	367			
COMP9	Between Groups	0.297	4	0.13	0.584	0.675
	Within Groups	43.558	363	0.222		
	Total	43.855	367			
COMP10	Between Groups	0.782	4	0.15	2.155	0.042
	Within Groups	45.728	363	0.128		
	Total	46.51	367			

The one-way ANOVA shown in Table 4 investigated age-group effects on compensation perceptions across ten statements. Significant age-related differences emerged for salary satisfaction (COMP1, $p = 0.045$), industry competitiveness (COMP2, $p = 0.049$), adequacy of incentives (COMP6, $p = 0.039$), congruence with job satisfaction expectations (COMP8, $p = 0.038$), and perceived value conferred by compensation

(COMP10, $p = 0.042$). In contrast, perceptions about benefits sufficiency (COMP3), fair performance-based remuneration (COMP4), and overall appropriateness of compensation (COMP5) did not differ significantly between age groups ($p > 0.05$). Thus, age seems to affect subjective evaluations of remuneration elements with dynamic elements (salary, competitiveness, incentives, value) rather than static benefit structures.

Table 5: Correlation Analysis of dependent and independent variables

Variable Pair	Correlation and Significance (p-value)
Work Environment and Compensation	0.72 (0.001**)
Work Environment and Career Development	0.65 (0.002**)
Work Environment and Work-Life Balance	0.8 (0.000**)
Work Environment and Job Satisfaction	0.85 (0.000**)
Compensation and Career Development	0.55 (0.015*)
Compensation and Work-Life Balance	0.42 (0.050*)
Compensation and Job Satisfaction	0.78 (0.000**)
Career Development and Work-Life Balance	0.6 (0.008**)
Career Development and Job Satisfaction	0.74 (0.000**)
Work-Life Balance and Job Satisfaction	0.88 (0.000**)

Correlational analysis (Table 5) showed a network of significant positive relationships among the important variables affecting job satisfaction. A strong correlation ($r = 0.72$, $p = 0.001$) was found between work environment and compensation, and a moderate correlation ($r = 0.65$, $p = 0.002$) was found between work environment and career development. The relationship between work environment and work-life balance was especially strong ($r = 0.80$, $p < 0.001$). Work Environment also has a very strong relationship with Job Satisfaction ($r = 0.85$, $p < 0.001$). Compensation was moderately related to career development ($r = 0.55$, $p = 0.015$) and

mildly related to work-life balance ($r = 0.42$, $p = 0.050$). The association between compensation and job satisfaction was high ($r = 0.78$, $p < 0.001$). Career development was correlated with work-life balance ($r = 0.60$, $p = 0.008$) and was positively correlated with job satisfaction ($r = 0.74$, $p < 0.001$). Finally, the highest correlation was found between work-life balance and job satisfaction ($r = 0.88$, $p < 0.001$). This matrix highlights the interdependence of environmental, compensation, developmental, and life balance factors in determining job satisfaction in the sector.

Regression

Table 6: Regression Analysis Summary for Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Job Satisfaction	0.81	0.59	0.58	0.49

Regression modelling (Table 6) was used to assess the collective predictive power of key variables on job satisfaction. The overall model showed a strong relationship with the dependent variable, as indicated by an R of 0.81. Consequently, 59% ($R^2 = 0.59$) of the variance in job satisfaction can be explained by the predictors, which is a satisfactory fit, while the Adjusted R^2 of 0.58 allows for the number of

predictors used for a slightly refined estimate. The standard error of estimation is 0.49, which is the average distance of observed values from the regression line, and is reasonable for predictive purposes. Overall, the model provides evidence of a strong relationship between explanatory variables and job satisfaction.

Table 7: ANOVA Results for Job Satisfaction Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	71.7	4	17.93	74.63	0.00
Residual	91.25	363	0.24		
Total	162.95	367			

The ANOVA for Job Satisfaction regression in Table 7 agrees with the overall significance of the model. Summation of squares due to regression is 71.7 for 4 degrees of freedom, which gives a mean square of 17.93. The F value of 74.63 ($p < 0.001$) indicates that the combined effect of the pooled predictors accounts for a statistically significant

amount of variance. The residual sum of squares, 91.25 over 363 degrees of freedom, yields a mean square of 0.24, and the total sum of squares is 162.95 over 367 degrees of freedom. These statistics support the model's large explanatory ability.

Table 8: Regression Coefficients for Job Satisfaction

Predictor Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.15	0.35	-	3.29	0.001
Work Environment (WE)	0.20	0.06	0.26	3.33	0.001
Compensation (C)	0.16	0.06	0.2	2.67	0.008
Career Development (CD)	0.31	0.05	0.39	5.8	0.00
Work-Life Balance (WLB)	0.27	0.06	0.34	4.5	0.00
Dependent variable: Job Satisfaction					
Source: Computed data/Software used: SPSS 23.0					

Finally, the coefficient-specific output (Table 8) outlines the contribution of each predictor to Job Satisfaction. The intercept is 1.15 ($t = 3.29$, $p = 0.001$), indicating a positive baseline satisfaction when all predictors are zero. Work environment contributes an unstandardised coefficient of 0.20 ($\beta = 0.26$, $t = 3.33$, $p < 0.001$). Compensation follows with 0.16 ($\beta = 0.20$, $t = 2.67$, $p = 0.008$), representing a small but significant effect. Career development has the greatest influence: 0.31 ($\beta = 0.39$, $t = 5.80$, $p < 0.001$). Work-life balance also has a large effect: 0.27 ($\beta = 0.34$, $t = 4.50$, $p < 0.001$). In summary, career development and work-life balance are the most important determinants of job satisfaction, followed by work environment and compensation, all of which have a significant impact on the overall model.

Findings

The present investigation aimed to evaluate the determinants of job satisfaction among professionals employed in the healthcare BPO sector in Chennai, focusing on the work environment, remuneration, career development, and work-life balance. The statistical analyses performed revealed the following salient observations.

The internal consistency of each construct was verified, with Cronbach's alpha values greater than

0.70 (work environment = 0.829, compensation = 0.845, career development = 0.848, work-life balance = 0.763); hence, the reliability of the measures was satisfactory. Normality diagnostics showed that most variables followed a normal distribution, with only slight skewness in compensation and work-life balance, which is acceptable for further analyses.

A one-way analysis of variance (ANOVA) revealed significant differences between age cohorts in their perceptions of certain aspects of the work environment, such as the layout of the workspace, cleanliness, safety, collaboration, and stress-free conditions. Likewise, there were significant differences between age groups in their appraisal of compensation, especially with respect to salary satisfaction, competitiveness, incentives, and a sense of being valued; however, perceptions of benefits and fairness were consistent across age categories.

Work environment, compensation, and work-life balance exhibited robust positive correlations with job satisfaction ($r = 0.85$, 0.78 , and 0.88 , respectively), signifying their interdependence and elevated levels of job satisfaction. Furthermore, career development was strongly correlated with work environment ($r = 0.65$) and job satisfaction ($r = 0.74$).

A multiple regression analysis indicated that career development and work-life balance

significantly influence work satisfaction, accounting for 59% of the variance. The comprehensive general model ($F = 74.63$, $p = 0.00$) corroborates the premise that these major factors markedly influence job satisfaction. The findings indicate that career development, work-life balance, work environment, and compensation are essential for job satisfaction in healthcare BPOs.

Discussion

The empirical results of the current study highlight the more important role of selected workplace variables, that is, work environment (WE), compensation (C), career development (CD), and work-life balance (WLB), in job satisfaction (JS) in the healthcare BPO industry. The strong correlations can directly impact employees' satisfaction that exist between these variables and overall satisfaction, which systematically increases. Career development highlights its central role in enhancing retention and engagement, particularly in high-stress environments such as healthcare-BPO.

The strongest relationship was found between work-life balance (WLB) and job satisfaction (JS), which explains reduced stress and prevented employee turnover. Experienced workers might be more concerned with comfort and safety, whereas juniors might be more focused on teamwork.

Although fair compensation was important, employees ranked higher than they wanted professional development and work-life balance in the healthcare sector. These two variables should be given priority by employers to improve the well-being of employees. This creates a good working environment, eventually increasing satisfaction and reducing turnover.

Suggestions

Focus on Career Development: Organisations should provide lifelong learning, mentoring, and career opportunities. Such activities in organisations make employees feel valued and inspired, which indirectly increases job satisfaction and retention.

Enhance Work-Life Balance: Business owners should focus on flexible working hours, engagement in remote working, and wellness programs to suppress the stress of employees. The need to

introduce a balance among both work and personal life is essential in preventing stress in healthcare BPO.

Improve Work Environment: Employers should ensure that the working environment is comfortable, safe, and well-equipped to meet employees' expectations and foster job satisfaction. Offices should have safety measures and ergonomically comfortable working areas that provide employees with a sense of security, which increases their level of comfort.

Competitive and Transparent Compensation: Compensation should be regularly checked to ensure that employees feel they are paid fairly. Motivation can be enhanced through transparent salary structures and performance-based incentives.

Age-Sensitive Strategies: Because employees of organisations belong to different age groups have different perceptions about the work environment and remuneration, specific approaches must be developed to address the diverse needs of employees. Older employees are usually stability-oriented, while younger employees look towards career development and job flexibility.

Conclusion

This discussion explains the key factors that define occupational satisfaction in the healthcare BPO industry: the workplace, salary, career growth, and work-life balance. Empirical data show that career development and work-life balance are the most significant predictors of job satisfaction, preceding the work environment and remuneration. By applying accurate, evidence-based interventions that address these determinants, organisations can significantly improve employee satisfaction, reduce employee turnover, and increase organisational effectiveness. By focusing on customised programs that address the diverse needs of workers, especially among different age groups, healthcare BPO companies can develop a workforce that is highly engaged, productive, and well behaving.

Study Limitations

Although the current investigation provides interesting results, it is marred by several methodological limitations. The small sample size of

368 participants is the first on the list, as it makes the generalisation of the results to the general healthcare BPO workforce problematic and compromises external validity. Another concern is the dependence on self-reported data, which is prone to response bias due to the propensity of respondents to provide socially desirable responses. Moreover, the cross-sectional approach provides only a time-bounded picture of the antecedents to job satisfaction; therefore, it does not allow the interrogation of longitudinal patterns or the drawing of causal conclusions. Finally, the narrow scope of the study on the healthcare BPO industry restricts the external validity of the findings because other BPO areas are probably governed by different work relations.

Future Research

Future research should use larger and more heterogeneous samples representative of different geographic locations and BPO subsectors to increase external validity. Longitudinal designs can explain the course of job satisfaction over time, thereby clarifying the causal mechanisms. It would be easier to make cross-industry comparisons of job satisfaction determinants by expanding the scope of research to include other areas of BPO, such as information technology or customer service. Finally, case studies may provide more detailed information about employees' job satisfaction experiences.

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