

An Analysis of Factors Affecting Front-Line Employee Job Satisfaction in App-based Home Service Organisation

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ABSTRACT

In today's competitive environment companies are using new and updated technology to survive in the market. Consumers are more demanding now and want the best services at a competitive price and according to their availability. Therefore, Online App based Home Service Industry come into existence to meet the Consumer's demand. The present study is very useful for understanding the satisfaction of Front-line Employees. The purpose of this study is to examine the impact of Pay, Security, Work-Family Balance, Autonomy and Training on Front-Line Employee Job Satisfaction. Both Convenience and Snowball Sampling are used to collect data from Front-line Employees. A self-structured questionnaire was designed and filled by 290 Front-Line Employees of respective companies. After data cleaning 229 responses are used for data analysis. Statistical tools such as Cronbach Alpha, CFA and SEM are used for analysis. The results show that Pay, Job Security and Work-Family significantly influence Front Line Employee Job Satisfaction whereas Autonomy and Training are not found statistically significant. The study is limited only to some selected companies. In future more companies can be studied and comparison among them can also be done.

Keywords – Work-Family Balance, Training, Front-Line Employee Job Satisfaction, Perceived Organisational Support, Organisational Commitment

I Introduction

In the past decade of the digital era, mobile apps have been increasingly used, especially for on-demand services. One big revolution in Apps was the emergence of online digital labour platforms Apps primarily used home services. As they provide wide flexibility to Users to settle time and place according to their needs and convenience. Similarly, workers also have an opportunity to work at their convenient time. This flexibility makes these Apps unique. Most of the employees are skilled with specific tasks and not regularly employed. Users also find using these Apps convenient and safe as it saves time searching for the labour of required skill and trusting and trusting them. The Apps maintain the employee profile and assure security to a large extent. This mechanism, in a way, provides a scope for making the large unorganised sector work in an organised way. Cashless transactions and online payments are also encouraged in these Apps, which is an implicit assumption towards development.

One such platform is Urban Clap, launched in November 2014 in Delhi and renamed Urban Company in early January 2020. The motive was to redefine how local services and servicemen were being hired in India i.e. searching for an electrician or a plumber by asking friends, neighbours, or flipping through the yellow pages. Such a search cost time and have no assurance about the skill and trust factor of the labour found. Urban Clap App, connect user and worker and both can see the minimum/basic profile of each other. To ensure quality services, the workers were selected only after screening and background checks. In addition, the company provides them with basic training regarding skills as well as how to provide services etc. Each of the Employees receives respective kits with necessary devices and a uniform, thus making it more professional.

These Apps accessible 24*7 are compatible with the busy schedule of users. They can search and later use the services at their convenient time. The App feature of packages, discounts and offers as well as customised products or services are

additional benefits to tap more users. Users are also able to read reviews about previous users about a particular service or employee. However, there are potential for different service providers or online portal, to maintain the Customers and thus be competitive and survive in the market, each portal put timely efforts to ensure Customer Satisfaction.

The other side is to have a continuous supply of skilled workers. As the demand for such services and thus providers of such services are on an increasing trend, any online portal has to put effort to maintain the long-term commitment of their employees. These employees are mostly from the unorganised sectors and daily wage labour and can move to other portals with better benefits. Thus, the App maker also looks for bonuses and rewards to make them satisfy. From an Employee perspective, the Apps are a huge contribution to national growth as they cover the unorganised sector to work systematically. It also addresses the paradox of the low literacy rate and high unemployment rate in India. The sustainability of these Apps is that even illiterate people are easy to use Smartphones. In today's times quality of services matters a lot for Customers. If the service is not met with their expectations they easily switch to another. Companies can now no longer afford to compete with price. Lastly, this platform brings gender balance for equal opportunities by providing flexibility in working hours, especially to women who have reproductive and care responsibilities.

Motivation and Scope

Traditional, the medium of communication between Customers and Employees for getting a service is different and time-consuming. The worker was engaged in formal systems with time-based activities following the guidelines of ILO (International Labour Organisation) and national government regulations. For example, workers can work for 8 hours a day. While this is important for part of the nation's growth sector, lately the demand is arising for task-based service with flexible or adjustable timings for home services especially but also including services in other sectors. The ubiquitous technological especially mobile phone advances bring transformation in digital labour platforms where mobile phones work as intermediary digital tools. The rising trend of Smartphone usage is making the sustainability of these platforms most possible. On the other side, rising urbanisation, nuclear home, use of more technical inputs daily in the home and office has increased the demand for skilled labour for specific task including Air-conditioner services, home cleaning, Plumbing and even Health Care services. In digital labour platforms or the App-based Service Organisations, Customers can easily identify what he/she wants and even they can customise their service, check price at the same time, fix a date and time according to their availability, etc. App-based Service Organisation saves a lot of time for both the Customers and the Service providers.

App-based Service Organisations play a crucial role in the development of the economy in today's times. It provides a great opportunity for people to get a job and thus help in reducing the overall unemployment rate. And in future, the growth in this sector provides opportunities for more people. In this App-based Service Organisations people, are feeling comfortable and at the same time, they are hesitating to join due to the technology-based online service organisation.

Even in the ongoing pandemic, COVID-19, when everything is closed due to lockdown, these companies are the first who open and start providing hygienic services to their customers. An immediate demand especially for AC services, plumbing etc. could have been seen to be made possible in Urban Clap services. This also gave some relief and work to employees. Thus, Employee Job Satisfaction to the worker in the unorganised sector who receives work because of the quality and hygiene assurance of the portal they are associated with it and Customers' belief in them.

II Literature review

The review of the literature was discussed in this section in chronological sequence. To help readers gain a thorough grasp of the factors that contribute to job satisfaction, several studies on constructs are provided.

In his study, Lester (1987) creates a research tool to gauge teachers' satisfaction with their jobs. Data were gathered using the random sampling approach and analysed using factor analysis. Future analyses of Teachers' Job Satisfaction can incorporate the resulting factors.

In their article, Malhotra & Mukherjee (2004) explore the connections between Organisational Commitment and Job Satisfaction and the level of service provided by Employees who interact with Customers. A multidisciplinary strategy was used. An investigation involving 342 personnel was placed in four telephone call centres of a significant UK retail bank. The results show that Employee Commitment towards organisations and Job Satisfaction have a big impact on the quality

of the services provided by them. When determining the level of service provided by those who interact with Customers, it was discovered that the affective aspect of commitment was more significant than Job Satisfaction.

Patterson et al. (2005) in their paper explain the creation and validation of the Organisational Climate Measure (OCM), a multidimensional assessment of organisational climate based on Quinn and Rohrbaugh's Competing Values paradigm. The survey was completed by a sample of 6869 employees from 55 manufacturing companies. The 17 scales that made up the measure were factorially unique and exhibited acceptable levels of dependability. Controlled analyses revealed a substantial relationship between subsequent productivity (measured one year after the climate survey) and eight facets of organisational climate (training, welfare, supervisory support, effort, innovation and flexibility, quality, performance feedback, and formalisation).

The construct validity of the Job Satisfaction Subscale of the Michigan Organisational Assessment Questionnaire was investigated by (Bowling & Hammond, 2008) using meta-analysis. The findings of the analysis show that the MOAQ-JSS is a valid and reliable measure of Job Satisfaction.

In their research, Mariani et al. (2013) examine the role of training opportunities in predicting IT self-competence, TAM model constructs and Job Satisfaction. Using a questionnaire, information was gathered from 497 Italian workers. Data analysis was done using SEM. The findings demonstrate a good fit between the theory and the actual data.

In their study, Cheng & O-Yang (2018) explore the link between job crafting and job satisfaction as well as the mediating role of job burnout and the moderating role of perceived organisational support. 355 Front-line hotel employees in Taiwan who provided the data. The findings indicate that job satisfaction is positively correlated with job crafting, but job burnout weakens the link between the two. Furthermore, the associations between job design, burnout and satisfaction are moderated by perceived organisational support.

In his article, Yusuf (2018) compares the work-life balance and job satisfaction of male and female BPO Employees. At random, information was gathered from 200 workers (120 men and 80 women). The findings show that there was no difference between male and female BPO employees regarding the aforementioned characteristics, indicating that both groups were equally impacted by them. There was no discernible difference in Job Satisfaction between male and female BPO Employees.

Aroosiya (2018) in her study attempts to measure the degree to which working women can manage their personal and professional lives. The sample size in Nintavur was 100 working women, mostly teachers in government schools and secretariat workers. The measuring device was a 15-question modified version of the Hayman (2005) questionnaire. Statisticians used descriptive analysis. The study's findings showed that working women in Nintavur had a low level of work-life balance.

There is also limited research in the area of App-based Home Service Organisations in India, specifically focusing on the experiences and perspectives of Front-line Employees who provide services at the Customer's doorstep. This research gap suggests that there is a lack of comprehensive studies or academic literature specifically examining the dynamics, challenges and job satisfaction of Front-line employees in this context.

The present study holds significant relevance as it aims to delve into the satisfaction levels of Front-line Employees within this company. By focusing on the experiences and contentment of these employees, the study provides valuable insights that can aid in comprehending the factors influencing their overall job satisfaction.

As Front-line Employees are at the forefront of delivering services and interacting directly with Customers, understanding their satisfaction levels becomes crucial. The study seeks to shed light on various factors that play a role in shaping the job satisfaction of these employees, thereby allowing for a deeper understanding of their needs and preferences.

III Methodology

Any research, including sampling or census surveys, must have a methodology. Obtaining data from the entire Universe (all Front-line Employees) of the App-based Home Service Organisations presents a challenge for the researcher in the current study. There are numerous constraints in terms of time, money, and human resources as well. This makes data collection for academics during pandemics particularly difficult.

To develop a thorough grasp of many factors relating to the organisation's App and its users, a descriptive research design is employed for an App-based service organisation. Only Front-line Employees of Urban Company, Yes Madam, Amaze Beauty Salon, Home Triangle, HouseJoy, and Be U Salons from Delhi-NCR are part of this research.

Convenience and snowball sampling are used to gather data from Front-line Employees of selected organisations. Both online and offline are used for data collection. In the online platform, the researchers share the Google form link to distribute the questionnaire on other platforms including LinkedIn, Facebook, WhatsApp, Gmail, etc. While offline, the researcher herself distributes the offline printed questions at company training facilities and other locations. After data cleaning, a sample size of 229 is used for further investigation.

Measures

Scale Development (Front-line Employee's Questionnaire)

The 43 Likert-type statements are adopted from previous studies and modified as per the present study requirements. The items in the construct are adapted from Pay (Spector, 1985), Security, (Lester, 1987), Work-Family Balance (Hayman, 2005), Autonomy & Training (Patterson et al., 2005), and Job Satisfaction (Bowling & Hammond, 2008).

Questionnaire Design & Sample Size

Based on the study's goals, a self-structured questionnaire is created. It is split into three sections. Questions about the backgrounds and demographics of front-line workers are asked in the first section. The second section of the questionnaire includes descriptive questions as well as inquiries about the services they are offering and whether they are receiving enough employment from the apps. All of the questions in the third half are on a Likert scale. A five-point Likert scale is used in this research investigation. A five-point scale, ranging from 1 (strongly disagree) to 5, is used to score each item.

According to Hair et al. (2007), a sample size of 15 responses per parameter is appropriate. More than 200, as claimed by (Weston & Gore, 2006; Fan et al., 2016). Bentler & Chou (1987) claimed that for normally distributed data, a ratio of merely 5 cases per variable would be sufficient. The sample size is set at 10 observations for each indicator variable, by (Nunnally & Bernstein, 1967).

IV Data Analysis and Results

Employee's Perspective Questionnaire Results

In this section, the researcher presents the statistical analysis results via tables, figures and provides the interpretation of the same.

Results – Structural Equation Modelling

Harmon Single Factor Method is used to measure the biasness in the responses received via questionnaire. If the value of a single factor comes out to be less than 50 percent, it is considered that there is no biasness in the data collected. In the presented study the value is 26.617 percent (Appendix Table 3).

In Table 1, all values in the diagonal are more than non-the diagonal values. The overall value of Cronbach's Alpha of 39 items in Table 2, lies between 0.780 to 0.923 which meets the threshold criteria i.e. all values greater than 0.60 are to be taken as reliable (Nunnally, 1967). All Cronbach alpha values are more than 0.7, all values of CR ranged from 0.777 to 0.924 and all the values of AVE more than 0.5 meet the threshold criteria as suggested by (Hair et al., 2020). Therefore, we can ensure the presence of convergent rationality of constructs.

Table 1: Fornell Larcker Criertia

	TRAINING	PAY	SECURITY	AUTONOMY	WFB
TRAINING	0.716				
PAY	0.565	0.758			
SECURITY	0.587	0.516	0.734		

AUTONOMY	0.498	0.544	0.497	0.800	
WFB	0.503	0.571	0.563	0.571	0.710

Source: Computation from Primary Data

Note: *Square root of AVE

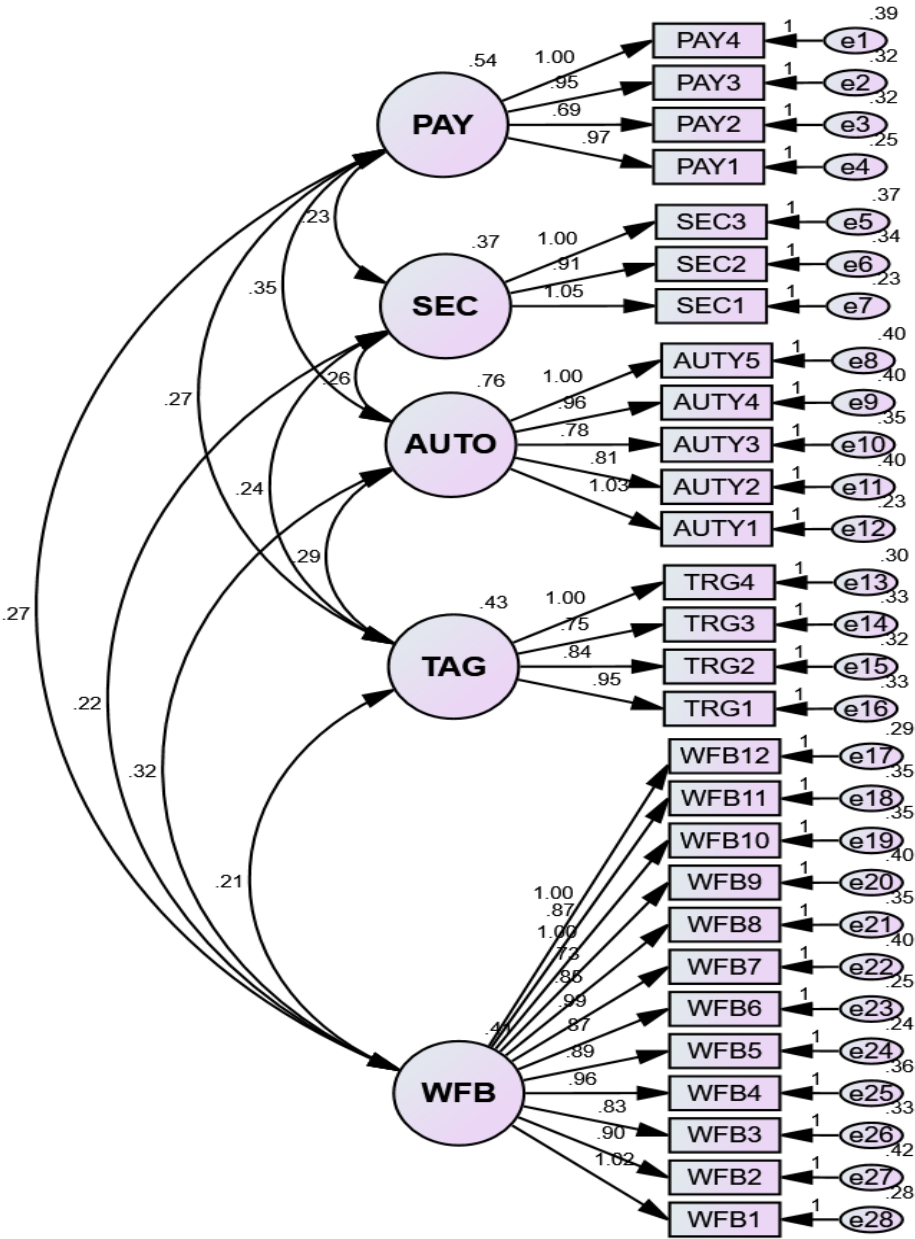
Table 2: Reliability and Item Loading

Constructs	Items	Standard factor loading	Cronbach α	Composite Reliability (CR)	Average variance extracted (AVE)
Pay	Pay 1	.810	.843	.843	.574
	Pay 2	.673			
	Pay 3	.786			
	Pay 4	.755			
Security	Sec 1	.802	.780	.777	.539
	Sec 2	.686			
	Sec 3	.709			
Autonomy	Auty1	.883	.897	.899	.640
	Auty2	.748			
	Auty3	.754			
	Auty4	.799			
	Auty5	.810			
Training	Trag1	.735	.808	.807	.512
	Trag2	.700			
	Trag3	.655			
	Trag4	.768			
Work-Family Balance	WFB1	.780	.923	.924	.505
	WFB2	.666			
	WFB3	.678			
	WFB4	.716			
	WFB5	.755			
	WFB6	.741			
	WFB7	.707			
	WFB8	.676			
	WFB9	.661			

	WFB10	.733			
	WFB11	.687			
	WFB12	.768			

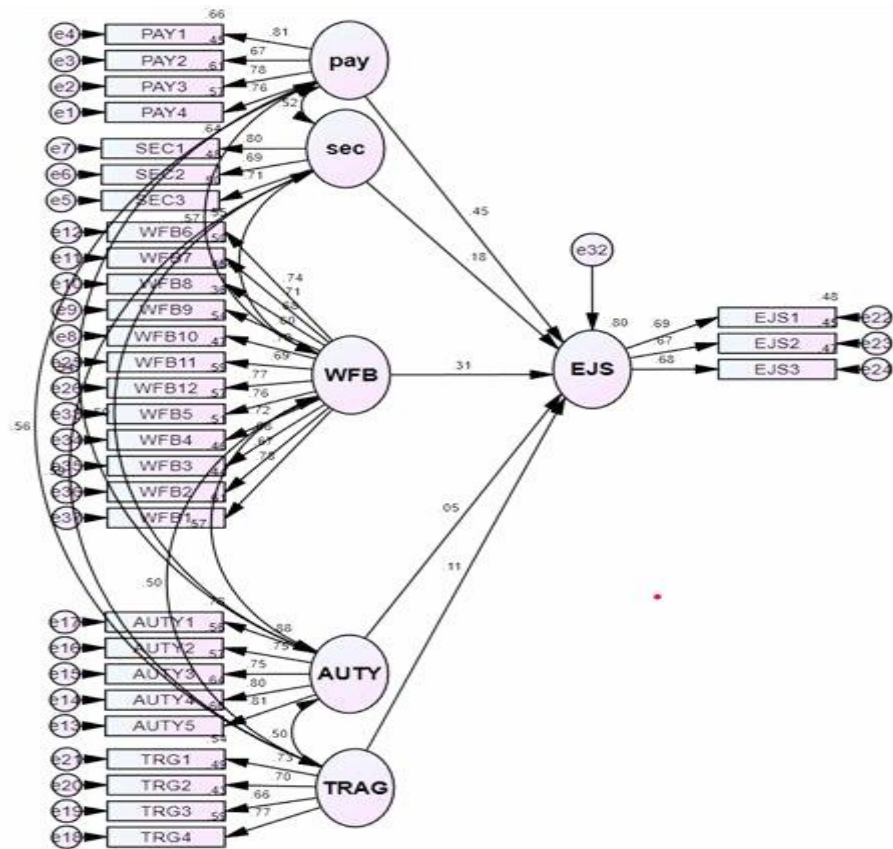
Source: Computation from Primary Data

Therefore, from the above tables, it is clear that both Convergent and Discriminant Validity meets the threshold criterion. Therefore, the next step is Hypotheses Testing.



Source: Computation from Primary Data

Figure 1: Confirmatory Factor Analysis



Source: Computation from Primary Data

Figure 2: Structural Model

Table 3: Summary of Goodness of Fit Indices for the Measurement Model

Model Fit Index	Chi-square/Degree of freedom	GFI	CFI	TLI	NFI	RMSEA
	1.847	.816	.906	.903	.818	.061

Source: Computation from Primary Data

The respective value of Goodness of fit indices is mentioned in Table 5.9. The tolerable values are $\chi^2/df < 3$, NFI, GFI, CFI and TLI 0.9, CMIN/DF < 5, and RMSEA < 0.8 (Gefen et al., 2000; Gefen & Keil, 1998). The values of GFI and NFI are below the threshold value of 0.90, but they are very close to the threshold value, so these values also represent a satisfactory model fit. The value of GFI is more than 0.80 recommended by (Yu et al. 2005). In Table 5.9, all values meet the threshold criterion. Therefore, the measurement model is a good fit.

Table 4: Hypotheses Testing Summary

Hypotheses	Standardized Regression Weight	P-values	Results
H1 _m Pay → EJS	.447	***	Supported
H1 _n Security → EJS	.177	.042	Supported
H1 _o WFB → EJS	.306	***	Supported

H1 _p Autonomy → EJS	.047	.549	Not Supported
H1 _q Training → EJS	.106	.235	Not Supported

Note: Significant at * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Source: Computation from Primary Data

The above table indicates that the path coefficient between Employee's Job Satisfaction is most significant with Pay followed by Security and Work-Family Balance. And the path coefficient between Training, Autonomy and Employee Job Satisfaction is not statistically significant.

The findings show that pay has a significant impact on Employee Job Satisfaction, which indicates that if people receive a fair salary, they will be satisfied. This finding agrees with (Spector, 1985; Jung & Yoon, 2013). Security is the next main concern among employees for satisfaction. This finding disagrees with studies such as (Lester, 1987). Work-Family Balance is also found significant in Employee Job Satisfaction. This finding is also similar to (Yusuf, 2018; Aroosiya, 2018). It is found that both Autonomy and Training have no impact on Employee Job Satisfaction. The results disagree with earlier research such as (Patterson et al., 2005). The value of R^2 is 80 percent means the majority of variance in Front-line employee job satisfaction is explained by the factors.

V Conclusion, Limitations, and Further Direction of Research

The present study focuses on investigating the influence of several factors, namely Pay, Security, Work-Family Balance, Autonomy and Training, on the job satisfaction of Front-line Employees. The findings of the study reveal that Pay, Security and Work-Family Balance have a significant impact on Employee Job Satisfaction. However, the variables of Training and Autonomy do not demonstrate a significant influence on Employee Job Satisfaction.

The study highlights the importance of fair and adequate compensation as well as a healthy work-life balance in determining Front-line employee job satisfaction. When Employees perceive that they are adequately rewarded for their work and can maintain a satisfactory balance between their work and personal lives, their job satisfaction tends to increase. These findings emphasize the significance of addressing these factors to enhance employee job satisfaction within Front-line roles.

On the other hand, the variables of Training and Autonomy did not exhibit a significant impact on employee job satisfaction in the current study. While this outcome may differ from previous research or theoretical expectations, it suggests that within the specific context of the study, these factors may not have a substantial influence on Front-line Employee job satisfaction. However, further exploration or consideration of alternative variables may be warranted to gain a comprehensive understanding of job satisfaction determinants.

The study's findings have practical implications for organizations, highlighting the importance of fair compensation, job security and supporting work-life balance to enhance job satisfaction among Front-line employees. By addressing these factors, organizations can create a positive work environment that fosters higher job satisfaction and, in turn, promotes employee engagement and productivity.

Limitations of the Study

1. The study only includes data from present Front-line Employees of the App-based home service organizations. Important insights into their experiences and reasons for leaving the platform might be missed by not considering churned Front-line employees
2. Since only the Delhi-NCR region was included in the study, the results might not apply to other cities or regions. The traits, demography, and market dynamics of other places can differ, possibly restricting the generalizability of the research.
3. Data for the study were gathered during the pandemic, which may have introduced a special set of events and influences. The outcomes that were attained within this extraordinary time frame might not be representative of

regular conditions or actions seen in everyday life. There may be differences between pandemic and non-epidemic periods in how the pandemic affects customer behaviour, personnel commitment, and other aspects.

4. The study might have a small sample size or a specific sample selection process, which can limit the representation of the broader population. This could introduce bias and affect the validity of the study's conclusions. The study indicates that the Employee Commitment model yielded diminished results due to a small sample size. With a larger sample size, the model could potentially capture more representative insights, improve statistical power and enhance the reliability of the findings. A larger sample size would provide wider coverage and a more comprehensive understanding of employee commitment within the context of App-based service organizations.

Further Direction for Research

In the future comparative studies across different App-based Service Organizations can be conducted. The impact of Frequency and Quality of Customer Interaction can also be studied in the future. Analyzing the impact of cultural and contextual factors on user behaviour and loyalty can further enrich the understanding of these dynamics.

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