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A Study on Employee Retention Strategies in Business Processing Outsourcing Sector (With a special reference to BPOs in Hyderabad)

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ABSTRACT

In India, Business Processing Outsourcing (BPO) is the quickest developing portion of the ITES (Data Innovation Empowered Administrations) industry. Factors comprehensive of monetary arrangement of scale, business endeavor danger moderation, esteem gain, usage improvement and unrivaled ability have all outcome in the increment of the Indian BPO industry. Business Processing Outsourcing (BPO) in India, what began across the mid-90s, has now developed by means of jumps and cutoff points. The BPO is an ability center point in the businesses today, however they are doing a great deal to hold this ability and keep up with the employability potential, open doors for the deserving workforce. The BPO is confronting a ton of Weakening among the wide range of various kinds of Businesses today. Worker maintenance has become quite possibly of the greatest test that associations and HR experts face in the contemporary business climate. The stage for such examination is influential for the business interaction reevaluating industry. Hence an endeavor has been made by the researchers to figure out the representative retention procedures with unique reference to BPO's in Hyderabad area. The organizations guarantee that their retention strategies are powerful and functioning effectively to counter the turnover issue, and subsequently give a legitimate understanding into the elements empowering retention. Various literary works had been examined to analyse the elements that are engaged with inciting researcher's expectation to leave a

firm and afterward recognize the basic retention factors that could be useful to stop such impact.

KEY WORDS

Business Process Outsourcing, Crunch, Retention, Reputed, Perception, Attrition.

INTRODUCTION

Now that a lot of things have done by an organizations to hold its employees, for what reason is retention so significant? Is it just to decrease the turnover costs? Indeed, the response is an unequivocal no. It's not just the expense caused by an organization that stresses the need of holding employees yet additionally the need to hold capable workers from getting poached. The course of worker retention will help an organization in the accompanying ways:

1. **The Expense of Turnover:** The expense of worker turnover adds a huge number of cash to an organization's costs. While it is hard to completely compute the expense of turnover (counting recruiting costs, preparing expenses and efficiency misfortune), industry specialists frequently quote 25% of the typical worker pay as a modest approximation.
2. **Loss of Organization Information:** When a worker leaves, he takes with him significant information about the organization, clients, current undertakings and previous history (in some cases to contenders). Frequently much time and cash has been spent on the worker in assumption for a future return. At the point when the worker leaves, the speculation isn't understood.
3. **Interruption of Client assistance:** Clients and clients work with an organization to some degree due to individuals. Connections are fostered that support proceeded with sponsorship of the business. At the point when an employee leaves, the connections that worker worked for the organization are cut off, which could prompt potential client misfortune.
4. **Turnover Prompts more Turnovers:** When an employee leaves, the impact is felt all through the organization. Organizations are frequently expected to get a move on. The implicit antagonism frequently heightens for the leftover staff.
5. **Goodwill of the Organization:** The generosity of an organization is kept up with when the attrition down rates is low. Higher retention rates motivate potential employees to join the organization.
6. **Regaining Productivity:** On the off chance if an employee leaves an organization, great measure of time is lost in recruiting another worker and afterward preparing him/her and this goes to the deficiency of the organization straightforwardly which numerous multiple times slips through the cracks. And, surprisingly, after this you can't guarantee us of a similar effectiveness from the new worker.

Literature Review

Appropriate scheduling and working hours can increase employee retention in the ITES industry (Zoeb-Ur-Rahman, Syed Shadab Ali, Farhana Hussain, 2020). Most of the employees in BPOs are retained due to the following factors such as competitive compensation, Encouragement and Recognition, well equipped and safety environment, infrastructure, potential talent and the prospective roles. If organization is going to practice these factors, the employee retention is possible (S. Mohan, Dr. P. R. Muthuswamy, 2015). The quality of work and the job satisfaction are the main factors which helps an organization in retaining the employees there within (K.R. SreeRekha, Dr. T.J. Kamalanabhan, 2013). The declined patience level of youngsters is the major reason for attrition in BPO industry. The attrition level in call centers is 48% and a non-call center is 26% - 28%. (Jain Vardhaman, 2018). Learning organization technique is one such method which is not used by any company to retention employees. Hence, the method advocates the organizations to use this against attrition. Despite the result is unknown, this will be a good substitute for the existing methods. (Dr. S. Yuvaraj, S. Siva, 2018).

Objectives of the Study

- To know the factors leading to attrition in BPO's.
- To find out employee retention factors in BPO's.
- To suggest new ways of reducing employee turnover.

Research Methodology

- **Sample size:** 150.
- **Sampling method:** Convenience sampling.
- **Data Collection Method:** Questionnaire.
- Tools for analysis:
 1. Rank correlation.
 2. Chi-square test.

Table 1: Factors to join a BPO sector

Factors	Score (1000)	Rank
Career advancement	564	10
Interaction with various types of people	933	2
Personal achievements	745	9
Build communication skills	755	7
Client handling skills	853	4
Higher earnings	861	3
Better benefits	813	6
Great amenities	850	5
Work-life balance	750	8
Transport facility	935	1

(Source: Primary Data)

Intepretation

The above table 1 shows that transportation facility is given the first preference by the respondents to decide to work in BPO area, second justification for why respondents like to join BPO area is that it offers a chance to impart more individuals at working environment, third motivation to join BPO is high profit, fourth position is given to client taking care of abilities, 5th rank is given to extraordinary conveniences. 6th rank is given to better advantages, assemble relational abilities is given seventh position, eighth position is given to balance between serious and fun activities, ninth position is given to individual accomplishments and the most un-rank is given to great professional success. Basically, the present age like to join BPO area is a result of the transportation office in lack of weighty traffic to arrive at by open or own transportation.

Table 2: Factors effecting for leaving BPO's

Factors	Score (1000)	Rank
Unsatisfied ambition	758	9
Rigid managerial practices	630	10
Workload mismatch	896	3
Outside opportunities	934	1
Mission mismatch	895	4
Child care	897	2
Less than optimal work conditions	859	5
Lack of a challenge	762	8
Strict work environment	795	7
Odd working hours	802	6

(Source: Primary Data)

Intepretation

The above table 2 shows that the main reason why respondents leave BPO sector is because of too much hiring requirements from employers desperate to fill job openings, 2nd reason is child care at home, work load mismatch is the 3rd reason, 4th rank is work load mismatch, 5th reason is lesser optimal working conditions, odd working conditions is given 6th rank, 7th rank is given to strict working conditions, 8th rank to lack of challenge, 9th rank is to unsatisfied ambition and 10th rank is given to rigid managerial practices. In nutshell, the main reason to leave BPO sector is too much of outside opportunities of jobs.

Table3: Response of respondents towards providing opportunities for career advancement

Satisfaction Level No. of	Respondents(f)	Points(x)	F(x) Value	Value=fx/total number of respondents
Strongly Agree	65	4	260	1.733
Agree	36	3	108	0.720
Disagree	25	2	50	0.330
Strongly Disagree	24	1	24	0.160
Total	150			2.940
Mean value				2.500

(Source: Primary Data)

Intepretation

The above table 3 shows that the respondents agree that they are more intrinsic to work if the career opportunities are provided to them. It is clearly known that from the table, that the calculated value 2.94 is greater than normal mean value.

Table 4: Respondents opinion towards Empowerment

Satisfaction Level No. of	Respondents(f)	Points(x)	fx Value	Value= fx/total number of respondents
Strongly Agree	62	4	248	1.24
Agree	45	3	135	1.20
Disagree	25	2	50	0.33
Strongly Disagree	18	1	18	0.12
Total	150			2.89
Mean value				2.50

(Source: Primary Data)

Intepretation

The above table 4 shows that the respondents agree that they feel good when they are empowered at work place. It is clearly known that from the table, that the calculated value 2.89 is greater than normal mean value.

Table 5 : Respondents opinion towards flexible working environment

Satisfaction Level No. of	Respondents(f)	Points(x)	fx Value	Value=fx/total number of respondents
Strongly Agree	97	3	291	1.94
Agree	42	2	84	0.56
Disagree	11	1	11	0.07
Strongly Disagree	0	0	0	0
Total	150			2.50
Mean value				2.50

(Source: Primary Data)

Intepretation

The above table 5 shows that the respondents agree that they feel good when they have a flexible working environment. It is clearly known that from the table, that the calculated value 2.5 is equal to normal mean value.

Table 6: Relationship between age and satisfaction level Hypothesis

Hypothesis: there is no significant relationship between age and satisfaction level

Age	High	Medium	Low	Total
Below 25	64	38	17	119
25-30	8	12	6	26
30-34	1	2	1	4
Above 35	0	1	0	1
Total	73	53	24	150

(Source: Primary Data)

Chi-square test $\chi^2 = \sum (E - O)^2 / E$

Degrees of Freedom: 6

Calculated Value χ^2 : 7.37

Table-value: 12.592

Intepretation

The above table 6 indicates that calculated value (7.37) is lesser than the table value (12.592) at 5% level of significance. Therefore framed null hypothesis is accepted. Hence there is no significant relationship between the age and satisfaction level.

Table 7 : Relationship Between Monthly Income And Satisfaction Level

Hypothesis: There is no significant relationship between the monthly income and satisfaction level.

Monthly Income	High	Medium	Low	Total
10000-25000	2	4	12	18
25000-30000	15	23	4	42
30000-40000	13	28	17	58
40000-50000	11	13	8	32
Total	41	68	41	150

(Source: Primary Data)

Chi-Square Test $\chi^2 = \sum (O - E)^2 / E$

Degrees of Freedom: 6

Calculated Value χ^2 : 22.32673

Table-value: 12.592

Intepretation

The above table 7 indicates that calculated value (7.37) is lesser than the table value (12.592) at 5% level of significance. Therefore framed null hypothesis is accepted. Hence there is no significant relationship between the monthly income and satisfaction level.

Findings

- 12% of the respondents earns between Rs.10000-25000 every month.
- Majority of today's generation prefer to join BPO sector is because of the transport facility which is easy to reach to work places from remote areas and also due to traffic in road transportations.
- Majority of the respondents say, the main reason to leave BPO sector is due to more opportunities outside the organization.
- Majority of the respondents agree that there were no recognition of achievements.
- Majority of the respondents agree that there is an opportunity for more jobs outside.
- Majority of the respondents agree that there should be an empowerment in the job which makes feel job security.

- Majority of the respondents agree that a flexible working condition motivates them.
- It is found that there is no significant relationship between the gender and satisfaction level.
- It is found that there is no significant relationship between the age and satisfaction level.
- There is a significant relationship between the educational qualification and satisfaction level.
- There is a significant relationship between monthly income and satisfaction level.

Suggestions

There are various strategies for retaining employees in the organization, which will increase morale and reduce agent churn. These include:

1. **Boost Faithfulness:** You need to pay individuals enough to take the issue of cash off the table. In this way, as well as refreshing your general remuneration bundle, consider offering employees one-time rewards, assisting them with settling their understudy loans, and furnishing them with telecommute payments. An additional advantage of re-evening out pay is that it offers you a chance to distinguish and address pay imbalances for ethnic minorities and ladies, including moms of small kids. We are additionally seeing a few organizations offering “boomerangs,” which are bringing back individuals who have as of late withdrawn by proposing to quickly vest them in long haul pay plans.
2. **Give Potential Chances to Develop:** Imagine your best individuals just submitted their acquiescence takes note. How might you alter their perspectives? Ask them, “In the event that you could shape a truly amazing job here what might it be?” Then, at that point, search for ways of getting it going. Ground breaking organizations have been doing retention interviews for as long as months asking every worker what it would take for them to remain.

A huge indicator of whether employees are locked in is the means by which excitedly they answer the inquiry, “Takes care of my business take full advantage of my abilities?” so, show current workers that you esteem them considerably more than possible fresh recruits by giving them new chances to develop and progress. Laborers are ravenous for this demonstration of approval.

3. **Lift your Motivation:** Design is the ageless explanation that your association exists. It’s the explanation individuals join and decide to remain. Examination shows that in fierce times a faith in the thing an organization is attempting to accomplish is significantly more significant than in calmer periods. Demonstrate to workers that there’s something else to your association besides the reality. Furthermore, don’t simply talk reason; use it to shape what you do and how you make it happen.
4. **Focus on Culture and Association:** Set your work to the side and make time to organize and construct organization with and among your kin. Not exclusively will this harden their relationship with your association, yet my examination during the Corona virus pandemic shows that social association likewise decidedly affects efficiency. My Corona virus period overview information show that both blue-and middle class laborers all over the planet put a higher need on having a “great connection with colleagues” than on numerous other work credits.
5. **Put Resources into Dealing with your Workers and their Families:** Give psychological wellness assets, recognize the individual penances everybody has made during the pandemic, assist guardians with little youngsters by giving or financing day care, and give more took care of time. Without a doubt, a few representatives will require more than others. So? Do whatever is expected to deal with them.
6. **Embrace Adaptability:** The eventual fate of work will be giving adaptable workplaces concerning place, time, expected set of responsibilities, and vocation ways. Embrace it. Even better, have employees structure groups to make their fate of work. Assuming individuals assist with building their fantasy home, they’ll need to reside in it.

Furthermore, discussing adaptability: relax on “capabilities.” Consider employing competitors who don’t exactly accommodate your profile; in the event that they have 75% of what you’re searching for,

snatch them. With the right mentality and backing, individuals who miss the mark on paper can realize where's going wrong.

We don't need to surrender to the unfilled seats and a proceeding with tide of renunciations. Definitive activity's required, and it's required at this point.

CONCLUSION

Hyderabad is the IT center point of our country. Investigating attrition, the city needs to set up its essential framework and proposition, better availability to draw in additional players. However today retention has become key device for progress yet retention in BPO area in Hyderabad has turned into a difficult situation for the area as whittling down is on the ascent because of different reasons boss ought to concern individuals. Retention has turned into a vital test for the BPO business and how it must be overseen in saving a static labor force in the organization for a more drawn out rendition of the game. With retention on the card the organization can save speculation on enrollment and can turn it as cost viability. As the valuable open doors are wide for the employees of BPO, the whittling down rate is extremely high; except if the organization does whatever it may take to hold the workers the pace of steady loss can't be limited. So it is in the possession of the organization to shield the important workers. Research says that a large portion of the employees pass on an association due to move office because of the traffic on the streets as well as the vocation valuable open doors outside.

At times low compensation, absence of development possibilities and inspiration propel a worker to search for a change. The administration should attempt its level best to hold those workers who are truly significant for the framework and are known to be successful supporters. It is the obligation of the line supervisors as well as the administration to guarantee that the workers are happy with their jobs and obligations and the occupation is offering them another test and learning consistently. In the current situation, recognizable proof of employee retention has turned into a critical component. In this study it is seen that as a large portion of the employees in BPO s are held because of the accompanying elements, for example, cutthroat remuneration and advantages, consolation and acknowledgment, exceptional and wellbeing climate for working, conveniences, and transport office. On the off chance that association will rehearse these variables, the representative maintenance is conceivable.

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