



A Study On Attrition Rate In Bpo Industry: A Case Study Of Chennai

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ABSTRACT

The industry's highest immediate concern is the rising attrition rates. The software business faces a significant HR difficulty due to high attrition. Human resource managers have restless nights as a result of it. Most software businesses see high turnover rates. It reveals the internal strengths, limitations, and capabilities of an organization. Additionally, the organization has trouble attracting new hires as well as keeping its current workforce. In addition to the fact that knowledge workers and labour expenditures are among the biggest expenses consistently added to a company's budget in the software industry, managing attrition is becoming more and more crucial.

Companies make significant financial investments in their employees when one takes into account pay, benefits, bonuses, training, and other personnel costs. Attrition thus becomes a cost-related issue as well as a retention one for highly desired and frequently experienced people. This study aims to identify the major factors contributing to the rise in employee attrition in the BPO sector and to provide preventative measures. An analysis of employee attrition in selected BPOs was conducted as part of the study. In this study, different situations for taking a BPO job and employee demographic data were collected for examination. Employee surveys show that individuals with experience between two and four years and an average age of 24 to 28 years have higher percentage of attrition.

KEYWORDS: Attrition Rate, Human Resources, Data Driven Growth

INTRODUCTION

India is currently the best option for any company that needs to outsource its business operations. But why might India be so well-liked by companies around the world? India's attractiveness may be attributed to three main factors: price, people, and environment. When it comes to price, India is the best among several excellent countries (which includes employee cost, infrastructure cost, administration value and the tax structure). It outperforms all of its rivals on the people's front as well. The people factor is assessed based on the size of the job market, the amount of employee training, language obstacles, previous outsourcing experiences, and employee retention. Information technology trends that are breaking new ground, fierce global rivalry, quick organization change, and expanding market economies and growing awareness of the importance of clients were some of the drivers of the new enterprise paradigm.

The result of this paradigm shift is outsourcing. Business process outsourcing is what happens typically when an employer decides to concentrate on its core business while outsourcing non-core operations like customer service, finance, fee services, HR, administration, insurance claims, and most recently content improvement to businesses or other groups that deal with them (BPO). Businesses are shifting to outsourcing providers for their non-core business strategies. BPO allows for the approval of the centre of attention while conserving valuable administrative time and resources. The list of tasks being contracted out becomes longer every day. BPO currently tops the list in the scenario of global commercial enterprise. Knowledge workers who are tech savvy, aware of market realities, materially focused, and more likely to switch professions make up the majority of those under the pressure of the new age of work. The task of developing fresh talent while sustaining current intelligence will only get more difficult.

The Indian ITES or BPO sector is now coping with both internal and external difficulties. One of the internal difficulties is the dearth of skilled managers for middle and senior management, as well as the high attrition rates. The opposition from US lawmakers and UK labour organizations to local firms shifting their BPO operations to India is an example of external pressure. Although other rivals like the Philippines pose a serious threat, it doesn't seem like they need our immediate attention.. We should think about these issues. Undoubtedly, motivation involves focusing employees' efforts on attaining a company's objectives. No company would have had a growth in sales, market share, or brand awareness without highly engaged employees. Only motivated employees can properly execute the plans. Human capital has always had a significant impact on both individual and societal growth. It is crucial for emerging economies in the current setting of a knowledge-based, services-driven global economy.. The ability of competent human resources to respond to both general development and, in particular, economic expansion, is well acknowledged. Despite this, most people are aware of the importance of a skilled labour pool for the growth of the economy and the knowledge economy. Researchers think it would be extremely important and relevant to analyses the retention strategies employed by BPOs to keep their workers because of the importance of the

BPO business and the challenges it presents. In order to identify the areas covered in those earlier researches and to identify any gaps, a modest attempt is made to review the prior studies.

REVIEW OF LITERATURE

The evaluation of the literature is an important part of any research study since it gives the researcher crucial information about how to frame their research on the chosen subject. Reviewing similar studies also aids in avoiding duplicating earlier work that has been done in that specific area. In order to overcome or solve the issue in the current study, it also aids the researcher in examining the unique aspects of the search problem that developed. The researcher has introduced the review of literature that was compiled from various sources, including books, journals, papers, theses, reports, websites, etc., as well as the accumulated viewpoints of related literature.

Jason H Hammer berg (2002) has looked into a variety of reasons why people leave the organization. For the purposes of this study, 1190 employees were taken into account. There are more than 40 reasons for quitting the company, which are organized into classes based on established similarities. There is a correlation between the length of employment and the reasons for termination that are solely related to job status. The employees of department stores who typically quit their employment without giving notice during the next three months (1 Jason H. Hammer berg 2002, Menomonie, West Indies, research paper submitted to University of Wisconsin-Stout.)

Muthumani. S et. al. (2011) have found that a study to find that if organizations may control the attrition rate by prioritizing the staff and the work life associated to them, They have to treat the staff as an asset of an every company and not as a fees of any firm. The level of employee incentive to carry out their duties will increase as a result. While the workforce is more comfortable, nothing can simply prevent any agency from achieving its business objectives. Attrition in the BPO Industry, Muthumani S. and Gnanadasan (2011), SRM Management Digest, Vol. 9, pp. 543-554.

Babita Agarwal et. al. (2011)_undertook research to understand how the relationship between the employee and the organization affected the rate of attrition, and it was found that rewards and positive employee relationships had the greatest impact on employees' decisions to stay on at the same company. According to the authors, businesses should ensure that employees are engaged in their work because they serve as representatives and contribute positively to employee retention. (2011) "The importance of Psychological Contract in Retention Management", Indian Journal of Training and Development, Vol. XXXXI, No. 2, by Babita Agarwal and Kshama Ganjiwale

Janani (2014) Investigate the key causes of attrition and prevention methods for employee turnover in India's IT industry. These days, employee churn is the biggest issue facing all IT firms. The quite a few ways for measuring and managing employee attrition in Indian IT sectors are revealed in this

study. The rate of attrition in IT firms is impacted by employee compensation and other private considerations. Employee Turnover: Current Scenario of the Indian IT Industry, Janani S. 2014, Indian Journal of Applied Research, Vol. 4, Issue 3, pp. 254–256)

T. Narayana Rao and Dr. V. Srinivasa Prasad (2017) examined the effects of stress on women working in a few Visakhapatnam BPOs. The purpose of the study is to understand and investigate the impact of workplace stress on female BPO employees. A well-designed questionnaire was given to 100 BPO workers. 72 of the employees were reachable, making 72 the final sample size. It has been discovered that stress is a significant barrier for working women, making stress management crucial for both their personal and professional lives. The majority of female employees experience negative workplace discourse, suffer from several health conditions such frequent headaches and back discomfort, and struggle with child care challenges if they are married. Organizations must recognize the needs of their female employees and offer a sufficient number of counseling sessions and possibilities for career advancement. Additionally, they can learn to manage their stress by attending regular yoga lessons and having regular health examinations.

(Mr. T.Narayana Rao, T.Subbarayudu, D.Siddhardha, Attrition A Serious Cause in BPO Sector an Empirical Study Confine to Visakhapatnam District Andhra Pradesh, International Conference on Recent Innovations in Science Engineering and Management. Isbn: 978-81-932074-1-3. February 2016.)

Elizabeth Kedibone Ngobeni et. al. (2011) have determined that one of the biggest challenges facing South African colleges in attracting and keeping skilled workers on staff is a lack of opinion about the advancement and a lack of appreciation of excellence. The study has advised that in order to keep the employees, the company should provide them with a human resource policy guidebook that covers fundamental governmental issues, promotions, training opportunities, and how to frame internal HR policies and procedures like the pay practices.

(Elizabeth Kedibone Ngobeni and Adelé Bezuidenhout, "Engaging Employees for Improved Retention at a Higher Education Institution in South Africa," African Journal of Business Management, Vol. 5(23), pp. 9961-9970, 2011)

OBJECTIVE

The management of various BPOs firms encounters challenge of employee attrition, which is beyond control& influence growth of an organization. Therefore the present research has been undertaken-

To discover that the various factors influence the employees for joining in BPO sector.

To identify the various reasons for attrition among employees in selected BPO.

To analyses the expectation and satisfaction level of employees in BPO

HYPOTHESES

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A Study On Attrition Rate In Bpo Industry: A Case Study Of

H 1:-The degree of job satisfaction in the current positions is not significantly correlated with any of the demographic factors.

H 2:-The numerous demographic indicators and the influencing reasons for leaving the employment are not significantly correlated.

H 3:-The amount of expectation associated with different features in the organization and the various demographic variables do not significantly correlate.

RESEARCH METHODOLOGY

This research is undertaken to assess the causes of attrition and its remedies. The main aim is to ensure that required data are collected objectively and accurately. The researcher has used for both primary and secondary data. Well structured questionnaires were distributed, and data was collected for the period of 6 months.

Collection of Primary Data - The study's major data were gathered through surveys, expert conversations, and non-participant observation techniques. The BPO was used as the main information source. In light of the information so acquired, a pilot research was undertaken; required adjustments were made to better suit the study's objectives. All the chosen BPO employees received this well-structured questionnaire, which contains all the pertinent data on attrition. Primary data were gathered from the following organizations: Infosys, Wipro BPO Solutions Limited, HCL Technologies Business Services (BPO), IBM Daksh Global Process Services, Patni Computer Services Limited, Emphasis Limited, Capgemini, Zoho, and Shriram Value Services. A questionnaire was given to the employees if they agreed to participate in the study. Employees from all shifts received the questionnaires. The researcher then personally collected the completed surveys from the human resource manager. Since names were not requested on the questionnaires, the respondents' confidentiality and secrecy were safeguarded. In a similar vein, some secondary information about absenteeism, employee turnover, and performance was also gathered. Questions about the BPO industry's current attrition rate, employee and organizational issues, and potential remedies were covered during the interview. This enhanced the researcher's comprehension and enabled them to survey BPOs. Some BPO personnel underwent personal interviews to learn more about the position of men and women in this industry..

Secondary data The secondary data was gathered by the researcher through publications, books, journals, and online sources. The main data that form the basis of this study. The city of Chennai is where the current study was carried out. The majority of BPO providers have offices in this area. The researcher reviewed the following sources for an overview of staff attrition in BPOs:

- . 1. Scholarly Journals
2. Reports of BPO Companies

3. Review of Articles

4. Reference Books

ANALYSIS

The existing study offers with the targeted evaluation of objectives i.e. identification and exploration of employee attrition in the BPO industry thru questionnaire. This lookup identifies the issue figuring out of attrition in the BPO industry is introduced in the following table

Demographic information of BPO employees

Particulars	Classification	Number of Respondents	Percentage
Gender	Male	278	61.78
	Female	172	38.22
Age	21 - 25 years	144	32
	26 - 30 years	163	36.22
	Above 30 years	143	31.78
Marital status	Married	156	34.67
	Single	294	65.33
Number of dependants	Less than 2	93	20.67
	Above 3	145	32.22
Experience in the same company	Less than 3 years	184	40.89
	3 - 5 years	146	32.44
	More than 5 years	120	26.67
Education Qualification	Graduate	234	52
	Post graduate	216	48
Area of working	Finance	85	18.89
	Customer service	184	40.89
	Application process	181	40.22

Primary source data

Out of all 450 respondents, Table No.1.01 shows that 61.78% of the work force are adult males, with the remaining respondents falling into the category of women. Male respondents make up the majority. 36.22 percent of the workforce is between the ages of 26 and 30, 32 percent of responders

are between the ages of 21 and 25, while the remaining staff members are above 30. The majority of respondents (36.22%) fall into the 26–30 age group, it is found. 65.33 percent of the total (450) respondents live alone, with the remaining respondents falling into the married category. It is shown that the majority of respondents live alone.

A total of 47.11 percent of respondents have two to three dependents, 32.22 percent have more than three, and 20.67 percent of respondents who work for BPOs have significantly fewer than two dependents. The majority of survey respondents (47.11%) are found to have two to three dependents. Out of 450 employees, 40.89% had less than three years' experience working for a BPO company, 32.44 % had between three and five years' experience working for a BPO company, and 26.67 % had more than five years' experience working for a BPO company. It was found that the majority of employees (40.89%) working for BPO firms in Chennai have less than three years of experience. Out of 450 respondents, 52% of those working in BPOs are undergraduates, and the remaining respondents all have less than a bachelor's degree. More than half of the responders who are employed by BPO companies in Chennai are found to be undergraduates. Out of 450 employees, 40.89% of respondents work in the specialty area of purchasing services, 40.22% work in the application system, and 18.89% of BPO employees work in finance. It has been found that the majority of employees (40.89%) employed by BPO firms in Chennai work in customer services.

Different Situation for accepting the BPO job

S. No	Particulars	Respondents	Percentage
1	Very few vacancy in other sector	154	34.22
2	Availability of BPO Companies	119	26.44
3	BPO Regular job openings	177	39.33
Total		450	100

Table No. 1.02 shows that, of the 450 respondents, 39.33 percent stated that they chose the BPO because there aren't many regular job openings in this field, 34.22 percent chose it because there aren't many openings in other sectors, and 26.44 percent want BPO companies to be available. The majority of the employees, or 39.33 percent, are said to have left their jobs due to regular vacancies at BPO.

Classification of respondents according to their opinion of respect and fair treatment from the team and Experience

Experience	Respect fair treatment				Total
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	
Less than 3 year	16 (8.70)	58 (31.52)	60 (32.61)	50 (27.17)	184 (100)
3 - 5 years	12 (8.22)	35 (23.97)	50 (34.25)	49 (33.56)	146 (100)
Above 5 years	34 (28.33)	34 (28.33)	27 (22.50)	25 (20.83)	120 (100)
Total	62 (13.78)	127 (28.22)	137 (30.44)	124 (27.56)	450 (100)

Source: Primary data

Table No. 1.03 shows that, of the total (450) respondents, 184 have considerably less than three years of experience. Of these, 60 are neutral, 50 are in the class of dissatisfied, 58 are at ease, and only sixteen are quite satisfied with the team's admiration and sincere treatment. Out of all responders, 146 have three to five years of experience; of these, 50 are neutral, 49 are unhappy, 35 are at ease, and only 12 are very at ease with the team's declaration of respect and fair treatment..

TEST OF HYPOTHESIS

Null Hypothesis (H0): There is no good sized relationship between the journey of the respondents and opinion about the admire honest therapy from the team.

Alternative Hypothesis (H1): There is a substantial relationship between the ride of the respondents and opinion about appreciate honest therapy from the team. The 'F' take a look at has been utilized at 5 per cent stage of magnitude to have a look at the speculation and the computed end result is in the following table.

Relationship between the experience of the respondents and opinion about the respect and fair treatment from team

Particulars		Sum of Squares	Df	Mean Square	F	Sig.
Respect fair treatment from the team.	Between Groups	22.947	2	11.473	11.650	.000
	Within Groups	440.211	447	.985		
	Total	463.158	449			

We know from experience that p values less than 0.05 are considered significant. The null hypothesis is thus disproved. As a result, it can be said that there is a strong correlation between respondents' experiences and their perceptions of the team's respect and fairness. Respondents are dissatisfied with their perception of the organization's income supply.

Nearly all of the respondents are happy with their perception of the earnings that the BPO organization offers.

TEST OF HYPOTHESIS

Null Hypothesis (H0): There is no significant association between the experience of the respondents and the opinion about the salary offered by the BPO organization.

Alternative Hypothesis (H1): There is a significant relationship between the experience of the respondents and the opinion about the salary offered by the BPO organization

The 'F' test has been applied at 5 per cent level of significance to examine the hypothesis and the computed result is presented in the following table.

Classification of respondents according to their Experience and opinion about Salary offered by the organization

	Salary offered	
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Experience	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Highly Dissatisfied	Total
Less than 3 year	35 (19.02)	79 (42.93)	52 (28.26)	18 (9.78)	184 (100)
3 - 5 years	23 (15.75)	63 (43.15)	48 (32.88)	12 (8.22)	146 (100)
Above 5 years	20 (16.67)	54 (45.00)	34 (28.33)	12 (10.00)	120 (100)
Total	78 (17.33)	196 (43.56)	134 (29.78)	42 (9.33)	450 (100)

Source: Primary data

Table No.1.04 noted that, of the total (450) respondents, 184 had less than three years of experience. Of these, 79 respondents said they were satisfied with the salary offered by the BPO organization, 52 said they were neutral, 35 said they were relatively at ease, and only 18 said they were extremely dissatisfied. Out of the total respondents, 146 had three to five years of experience. Of these, 50 have a neutral opinion, 49 have a negative opinion, 35 have a comfortable opinion, and just 12 have an extremely relaxed opinion about the income provided by the BPO organization. 120 respondents have more than five years of experience, of which 34 are equally excessively at ease and calm, 27 are indifferent, and 25 are disillusioned with their perception of the organization's revenue-generating capacity. Nearly all of the respondents are happy with their perception of the earnings that the BPO organization offers.

TEST OF HYPOTHESIS

Null Hypothesis (H0): There is no significant association between the experience of the respondents and the opinion about the salary offered by the BPO organization.

Alternative Hypothesis (H1): There is a significant relationship between the experience of the respondents and the opinion about the salary offered by the BPO organization. The 'F' test has been applied at 5 per cent level of significance to examine the hypothesis and the computed result is presented in the following table.

Relationship between the experience for the respondents and the opinion about the salary offered

Particulars		Sum of Squares	Df	Mean Square	F	Sig.
Opinion about the salary offered	Between Groups	5.028	2	2.514	2.366	.095
	Within Groups	474.972	447	1.063		
	Total	480.000	449			

It is evident from experience that the significant p values are higher than 0.05. Therefore, the null hypothesis is accepted. The opinion regarding the profits offered with the help of the BPO organization and the respondents' travel patterns, it is decided, have little in common.

Classification of respondents according to Experience and the opinion about Training provided by the team leader

Experience	Training provided			Total
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	
Less than 3year	55 (29.89)	91 (49.46)	38 (20.65)	184 (100)
3 - 5 years	40 (27.40)	75 (51.37)	31 (21.23)	146 (100)
Above 5 years	31 (25.83)	60 (50.00)	29 (24.17)	120 (100)

Total	126 (28.00)	226 (50.22)	98 (21.78)	450 (100)
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Source: Primary data

From Table No. 1.05 above there were 450 respondents in total, 184 of whom had less than three years of experience. Of these, 91 respondents said they were satisfied with the training the team leader provided, 55 said they felt at ease, and 38 said they had no opinion. 146 respondents out of the total respondents have experience of 3 to 5 years; of them, 75 are satisfied, 40 are obviously satisfied, and 31 are undecided about their opinions of the training provided by the crew leader. 146 respondents out of the total respondents have experience of 3 to 5 years; of them, 75 are satisfied, 40 are obviously satisfied, and 31 are undecided about their opinions of the training provided by the crew leader. 120 respondents had more than five years of experience; 60 are neutral, 31 are very at ease, and 29 respondents are unconcerned about the training that the crew leader provided. The majority of responders are no longer willing to express their opinions regarding the crew leader's statement of training.

TEST OF HYPOTHESIS

Null Hypothesis (H0): There is no considerable relationship between the journey of the respondents and opinion about the Training furnished by means of the team leader.

Alternative Hypothesis (H1): There is a massive relationship between the ride of the respondents and opinion about the Training provided by the team leader

The 'F' test has been utilized at 5 per cent stage of value to have a look at the hypothesis and the computed end result is introduced in the following table.

Relationship between the experience for the respondents and the opinion of Training provided by the team leader

Particulars		Sum of Squares	Df	Mean Square	F	Sig.
Training provided by the team leader	Between Groups	.417	2	.208	.420	.658
	Within Groups	221.841	447	.496		

	Total	222.258	449			
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The fact that the large p values are more than 0.05 is pragmatic. The null hypothesis is therefore accepted. As a result, it is determined that there is no significant correlation between respondents' experiences and the crew leader's training and opinions.

Classification of respondents according to Gender and Safety provision

Gender	Safety Provision				Total
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	
Male	63 (22.66)	63 (22.66)	77 (27.70)	75 (26.98)	278 (100)
Female	35 (20.35)	44 (25.58)	49 (28.49)	44 (25.58)	172 (100)
Total	98 (21.78)	107 (23.78)	126 (28.00)	119 (26.44)	450 (100)

Source: Primary data

Table No. 1.06 shows that, of the total respondents, 278 respondents are male, of whom 77 fall into the neutral category, 75 are dissatisfied, and every 63 are extremely at ease and at ease, respectively. Of the 172 respondents who are female, 39 fall into the neutral category. Out of 172 female respondents, 49 are listed as having a neutral opinion, equal numbers (44 each) are satisfied and upset, and 35 are shockingly satisfied. With the statement of safety standards implemented by the BPO organization, the majority of respondents fall into the category of objectivity.

Relationship between Sex and the opinion about safety provision

In order to examine the relationship between Sex of the respondents and the opinion about the safety provision for the following hypotheses are formulated.

TEST OF HYPOTHESIS

Null Hypothesis (Ho): The sex of the respondents does not have a significant influencing the opinion about the safety provision the sample respondents in the study area.

Alternative Hypothesis (H1): The sex of the respondents has a significant influencing the opinion about the safety provision of the sample respondents in the study area.

The Independent ‘T’ test has been applied at 5 per cent level of significance to examine the hypothesis and the computed results are presented in the following table

Relationship between Sex of the Respondents and the opinion about safety provision

Particulars		Levine’s Test for Equality of Variances		95% Confidence Interval of the Difference	
		F	Sig.	Lower	Upper
The opinion about the safety provision	Equal Variance Assumed	.541	.462	-.213	.207
	Equal Variance not Assumed			-.212	.205

It is observed that the significant ‘p’ value is more than 0.05. So the null hypothesis is accepted. Therefore, it is concluded that the sex of the respondents does not have a significant influence on the opinion about the safety provision of the sample respondents in the study area.

CONCLUSION

Since the success of any business depends on the caliber of its human resources, attrition is a major problem for which every organization attempts to find a solution. Today, every organization is making a significant effort to keep its workforce. The situation in the B.P.O. industry is particularly unique, as attrition remains the biggest challenge despite the industry providing a handsome salary, attractive benefits packages, and better transportation options. This study attempted to examine the various reasons why employees leave their jobs as well as what other steps can be taken to reduce attrition. According to the survey, financial incentives and signs of positive growth are what most strongly persuade individuals to leave their jobs. Therefore, a proper and open system of performance evaluation and professional training may be the answer to address the problems, with self-esteem being seen as one of the most crucial needs of any human being. Therefore, addressing the need may be a way to resolve the problem.

It was discovered that respondents were happy with their job stability, fair treatment, and workplace training that improved their ability to do their duties. The greatest extent will be aided by adhering to a transparent procedure, relying on the departure interviews, and taking corrective action to deal with the problems. Family/personal commitment is something that every employee has a major concern about in addition to salary benefits and guidance. Counseling employees on family issues and corrective action taken in potentially problematic situations helps to lower the attrition rate because personal bonds are what keep employees with an organization over the long term.

FUTURE SCOPE

Women who work in BPOs today may have a variety of difficulties. The relationship between superiors and subordinates, workplace safety, corporate culture and policies, and other factors are a few of the causes of the rising attrition rate in the BPO sectors. As a result, BPO organizations may also take initiative steps to retain knowledgeable and resourceful women employees for the company's future growth.

In the BPO industry, individual and financial causes are the most important ones that cause attrition. As a result, the organization needs to be concerned about people's sleep patterns and can offer fantastic tools and opportunities so that individuals may concentrate on their education and the welfare of their families and children. The organization should make up for the high-quality charge package buildings depending on the skills and participation of the current employee because compensation is one of the most important factors for each worker

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