

Attrition and Retention of a Human Resource Management, the Huge Challenge in Indian BPO Companies

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Abstract

India is one of the fast growing sector in BPO Industry. It contains major share to achieve Huge Profit. Many factor such as increase in the production of economy, advantages on the cost and its competency behavior, all made a drastic growth in the field of BPO. The cost of the labor is very less where we shall get the skilled resources with excellent English communicating professionals in India. The NASSCOM's report have published that the geographical environment and India's simple tax structure, makes the BPO Industry to grow to a greater extant. Because of this scenario the HR Management in Organizations have a high challenge of retaining employee resources to maintain their Excellency in performance and control attrition. This article elaborates the various factors like to control Employee Attrition and also gives a clear idea of well-structured organization policy. A questioner is circulated to the Inter Global Technology company's employees to know about the factors affecting employee's retention in the organization. Its helps the management to recognize the significance of the problem of attrition. It helps to learn the effect of many organizational factors and personal attributes in the organization. It also support the management to find out the root cause of attrition and to take necessary steps.

Keywords: *Outsourcing of operations, HR Challenges, Employee, Retention, Personal attribute and High work stress.*

Introduction

Outsourcing can be defined as the process of delegating the HR Operations from internal division to external division of an organization who are specialized in Human Resources Operations. The reason for outsourcing is not only to avoid, however it helps the management to concentrate on the core activities.

BPO is a subdivision of subcontracting which involves in outsourcing of the processes which is responsible for the commercial functioning in the intermediary service provider. In 1994 the Telecom industry in India have a drastic growth. This growth has paved the way to some CMM Level 5 organizations and consultancies to have a good Business Terms. India have become a stage of opportunities in BPO industry due cheap labors and highly skilled professionals. The active people are joining in BPO industry to deliver their best services. It is very hard for the HRM to retain the employees as there are plenty of chances. Due to high opportunities available in this industry, leads to high attrition rate in the same approximately to about 50% -50%. So it always hard for the management to control attrition and increase employee retention in India. Key Objective of the study is to find out the causes of attrition in ITES platform, To find out the connection among the personal issues and attrition, To propose some appropriate methods how to reduce the employee attrition.

Review of Literature

James M.J and Faisal U (2013) The study reveals the main concept of attrition happening in the companies of Karnataka and Kerala in India are high due to lack of Human Resources practices. **Sandhee S. Singh, Akash Riyani and S. Nishanth** identified about the reason behind the high attrition and its reducing factors in Indian companies is because of various poor organizational polies and how to rectify it in a better prospects..**Santhoshi Sen Gupta and Ayush Gupta (2008)** this study deals with three types of management. The low level management faces the issue of meeting the issued targets, work life balance and facing customer directly. The middle level management faces the issue of how to encourage the employees, control on absenteeism and control on attrition. The top level management faces the issue in client handling, challenges in the market and cost control. **K.R. SreeRekha and Dr.T.J.Kamalanabhan** this study helps us to create a conceptual model which connects attributes of the internal and external atmosphere to the employees in BPO and its growth. In the BPO industry the Hiring and retention of employees and its huddles are identified which in-turn reduces the revenue in the leading domestic BPOs.

Research Methodology

A survey conducted and received the primary data which are collected by the questionnaire to the **Inter Globe Technologies Pvt Ltd**, employees a BPO organization placed in Chennai.

The Random sampling techniques are used in this study. This domestic BPO organizations located in Chennai, Under the population of 380 employees, samples of 100 employees by circulating the questionnaire. The sample is been collected in the process of IDIGO Airlines(Aviation Process)

Analysis and Discussion:-

Based on the questionnaire, the data's which are collected are observed using a tabular column. This data also helps us in finding out the reasons of the employees who are reliving this organization. The resulting tables explains the factors which causes the attrition of employees in the organization.

Table I: Working Atmosphere of the Organization

| S. No | Content | No Of Employees | In percentage |
|-------|---------------|-----------------|---------------|
| 1 | Participative | 20 | 20 |
| 2 | Independent | 10 | 10 |
| 3 | Protective | 22 | 22 |
| 4 | Authoritative | 48 | 48 |
| Total | | 100 | 100 |

It's been analyzed from Table I, that the working atmosphere in this concern are 48 % as Authoritative 20 % as Participative, 10 % as Independent and 22 % as Productive.

Table II: Better Career prospects outside the organization

| S. No | Content | No Of Employees | In percentage |
|-------|----------|-----------------|---------------|
| 1 | Agree | 51 | 51 |
| 2 | Disagree | 49 | 49 |
| Total | | 100 | 100 |

It's been identified from the Table II that 51 % of employees selected that Better Career prospects outside the organization where us 49 % of employees responds negatively which is

not one of the causes of attrition. The lack of skilled resources in the industry is the major reason of employees so they need a highly trained professionals in the organization to train them.

Table III: Unfriendly Working Environment

| S. No | Content | No Of Employees | In percentage |
|-------|--------------|-----------------|---------------|
| 1 | Accepted | 42 | 42 |
| 2 | Not Accepted | 58 | 58 |
| Total | | 100 | 100 |

It's been analyzed from the Table III that the unfriendly working environment which makes them to relive their organization is 42 % and 58 % of employees responded that they feel on a positive note that they have a friendly working condition.

Table IV: Lack in floor activity

| S. No | Content | No Of Employees | % Calculation |
|-------|-----------|-----------------|---------------|
| 1 | Excellent | 50 | 50 |
| 2 | Good | 30 | 30 |
| 3 | Poor | 12 | 12 |
| 4 | Worst | 8 | 8 |
| Total | | 100 | 100 |

It's been identified from Table IV that the 50 % employees as Excellent, 30% as Good, 12 % as Poor and 8% as Worst for the Lack in floor activity.

Table V: Night Shifts

| S. No | Content | No Of Employees | % Calculation |
|-------|-----------------------|-----------------|---------------|
| 1 | Very much Comfortable | 42 | 42 |
| 2 | Comfortable | 25 | 25 |
| 3 | Uncomfortable | 17 | 17 |
| 4 | Very Hard | 16 | 16 |
| Total | | 100 | 100 |

It's been identified from the Table V that 42 % of employees Very much comfortable that night shifts is not one of the main reason for attrition, however 25 % as Comfortable, 17% as Uncomfortable and 16% as Very Hard.

Table VI: Work Stress

| S. No | Content | No Of Employees | % Calculation |
|-------|--------------|-----------------|---------------|
| 1 | Satisfactory | 72 | 72 |
| 2 | Acceptable | 14 | 14 |
| 3 | Intolerable | 6 | 6 |
| 4 | Worst | 8 | 8 |
| Total | | 100 | 100 |

It's been identified from the Table VI that 72 % of employees as Satisfactory about work stress however 14%, Acceptable, 6% Intolerable, 8% Worst.

The employees in this organization suggested that there are plenty of opportunities and good career growth which are available in the industry. This survey implies that there is no scope of interaction between colleagues which indicates that they have huge work stress in the organization. Because of this the employees tend to have the intention of leaving office which leaves to abscond themselves from the work. This study states that the BPO industry needs highly trained people so that the employees can develop their career with good product knowledge and good communication skills. It's also found that the employees in this organization are facing huge work stress which leads them to worse in their performance level, efficiency and career growth. The employees in this organization are unhappy about the working atmosphere and feels that the concern does not give much leaves and breaks in order to achieve productivity. This results in their poor work life balance. This survey helps us to understand that the female and some male employees are not comfortable with continues late night shifts which results in their ill health.

Conclusion

This study helps us to examine that in the BPO industry there are various factors leads to increase in attrition of employees. In India the BPO industry is becoming a developing industry which helps the high hiring rate, however the attrition rate is also high. That means 50 % of recruitment and 50 % of attrition. Even though they give plenty of opportunities in

India there are high attrition in all the companies. So the Human Resource Management suffers a lot to control attrition in this field. Most of the factors are identified by HR Professionals to control the causes of Attrition in an organization. Its also sends lot of money and the employee's compensation and for the training cost are also paid double the times as they need candidates excel in Communication skills.

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