7.0. INTRODUCTION

This is the final chapter and this chapter contains Disadvantages of IT/ITES-BPO sector, Contribution of the study, a structural equation model as the contribution of this study to the philosophy of Business Administration, Limitation of the study, further scope for the study and conclusion. The IT/ITES-BPO industry is the only industry in India at present which accommodates a large number of Indian youth for employment and obviously this sector plays an important role in our nation’s economy too. This study reveals that Indian IT/ITES-BPO sector has few disadvantages to the employees of this sector mainly because of regular night shifts, work place problems, requirement of modernized furniture’s and employees pursuing higher studies.

7.1. DISADVANTAGES IN IT/ITES-BPO INDUSTRY AT PRESENT IN TAMIL NADU STATE

A) Due to night shift

Most of the IT/ITES-BPO work starts when the rest of India sleeps! Most of the IT/ITES-BPO organisations work according to the international (USA and UK) timings and therefore most of the IT/ITES-BPO employees work night shifts starting anywhere from 7.00 p.m. to 12 mid night and ending at 7.00 a.m. to 10.00 a.m. There is also another shift starting at 4 a.m. of Indian Standard Time. Working in such shifts has started showing hazardous results on the health of some of the youth. Prolonged working in shifts of odd hours can have major implications for the physical and mental health of some of the employees.

The physical strains like sleep disorders, depression, odd working shifts, learning foreign accents, constantly handling abusive calls and high stress levels are some of the working hazards making some of the IT/ITES-BPO employees prone to hypertension. This research also shows that depression is the
most common problem faced by some of the IT/ITES-BPO employees. Frequent headaches, feeling of fatigue, sleeping disorders and frustration have become regular problems for them. So all the IT/ITES-BPO industries should provide routine medical check up and good health measures such as yoga, meditations, counselling, and psychological treatment, refreshment exercises etc to all their employees and should take more care of the employees’ health conditions.

B) Work place problem

The basic profile of the IT/ITES-BPO employees is sitting-job for many hours, applying software’s, trouble-shooting and sales or revenue collection, etc. Regarding BPO all of these are done through tele-calling. Talking to foreigners in a fake foreign accent, solving other people’s problems, facing and handling the anger and abuse of the clients become a routine for these IT/ITES-BPO employees. These will also lead to head ache, etc. So to solve these issues, each and every IT/ITES-BPO should provide amicable training periodically by eminent trainers and Psychiatrists.

C) Providing modernized basic requirements to work

This study reveals that few employees of this sector suffer back pain, body pain, eye problems, etc, because of poorly designed or erected furniture’s and outdated computers. It is necessary that all the IT/ITES-BPOs should provide good working environment with quality basic requirements to work such as modernized office, furniture’s, good computers, equipments, devices, ergonomically designed chairs, etc.

D) Pursuing higher studies

Finally, many youngsters quit education right after the 12th standard/Diploma/Under graduate for these IT/ITES-BPO jobs. This spoils not only their future but also India’s journey towards “knowledge super power status” as well. A minimum of post graduate level study is a must for all our youth. So, all the IT/ITES-BPO industries should provide facilities to their workers to pursue higher studies.

7.2. SUGGESTIONS AND CONCLUDING REMARKS ON “EMPLOYEE ATTRITION IN IT/ITES-BPO INDUSTRY” IN TAMIL NADU STATE

The following twenty suggestions will be useful to the Policy makers, Managements and administrators of IT/ITES-BPO companies.
1. Appropriate staffing strategies and managing employee morale are the key areas in present IT/ITES-BPO sector human resource area. Recruiting the right kind (the most suitable) of people not only at the entry level but also for the middle management level can be a big contributing factor to retain the talented workforce for a long term.

2. A strong middle and senior management helps in arresting employee attrition at the lower levels and consolidates the organizational culture and character. Organization should concentrate on individual career growth of employees and succession planning in the organization. Planning for growth both vertically and horizontally can bring a little reprieve to the employees. Horizontal growth can be in the form of promoting the employees from simple to more complex processes within the organization. Maintaining a good relationship between employee and their immediate supervisor is a very important aspect reducing the employee attrition rate.

3. To succeed in the fiercely competitive global market of this century, Industries need to treat their employees as partners or stakeholders. All monetary and non-monetary benefits should be provided. The IT/ITES-BPOs employee attrition will considerably come down if the salary offered are without much difference. Human capital must be developed through innovative compensation/appreciation schemes to secure their loyalty and bring stability to their organisation which is essential for sustained growth.

4. There should not be any gaps between the middle management and the senior management levels because this is also one of the strongest reasons in increased levels of poaching and attrition cases.

5. It is quite natural that competitors are very eager to get experienced people and are willing to make very fancy offers to cut short their training time and investment through poaching. Such indiscipline has further accentuated the problem. Hence, suitable mechanism to control poaching has to be developed.

6. Organizations have to keep vigil against penetration by poachers of staff. It is suggested that the industry has to keep the internet, e-mail addresses confidential. Organizations should refuse to do business with agents who have poached the staff and if possible the organizations may enter into pacts with other employers not to poach one another’s staff.

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137 Poach – appoint other company’s trained workers unfairly/dishonestly by agents or providing fancy offers.
7. Wipro Spectarmin, a leading Indian IT/ITES-BPO company, has signed a non-poaching agreement with nine IT/ITES-BPO companies in an attempt to curb its employee attrition.

8. All IT/ITES-BPO industries have to be model employers, offer good working conditions, ability to balance in and outside work, job security, lifelong learning and fair pay based on the job rather than the grade.

9. All the IT/ITES-BPO industries have to offer a model career and provide their staff a range of options for developing and extending their careers.

10. All the IT/ITES-BPO industries have to improve staff morale by means of providing flexible working arrangements and effective policies on issues such as sexual harassment, recognition and praise, rewards, feedback, fair and equal opportunities.

11. The managements of all IT/ITES-BPO companies have to provide periodical refreshments, sports meet, games, yoga and get-togethers to their workforce but they have to avoid indisciplined activities like Saturday night clubs, discothay/pup\textsuperscript{138}, dancing, following a typical western culture, etc. Since the majority of the workforce in IT/ITES-BPOs are between the age group of 20 and 30 the management must take necessary steps to avoid all activities that are totally detrimental to our culture.

12. They must build the employees’ management skills through human resource management strategies. In India the IT/ITES-BPO are still a nascent industry. There is no separate body or forum to represent the views, problems and issues of the industry at the national and state level. Till now, only the NASSCOM takes the responsibility for this sector as and when required but the industry would benefit largely by a separate body or forum purely devoted to this at the national and state level. There should be a common platform for all Indian IT/ITES-BPO to share the best practices and move towards commoditization.

13. This separate body has to make arrangements for Knowledge pool availability through MoUs\textsuperscript{139} with relevant educational institutes/manpower supplying agencies and conducting tests and examinations in a large scale manner periodically for skill set assessment. This Separate body may conduct common

\textsuperscript{138} Discothay/pup – a typical disco dance/a typical western dance in the night clubs sometimes with alcohol.

\textsuperscript{139} MoUs – Memorandum of Understanding – an agreement or covenant between two parties/organizations.
talented test/exams twice or thrice a year throughout India at national and state level in association with IT/ITES-BPO companies. This practice will ensure the availability of talented and the suitable workforce for this sector.

14. The Indian IT/ITES-BPO segment is considered an important sector for fresh and unemployed graduate youth. It not only attracts under graduates and post graduates but also many freshers, after completing their professional degrees of MBA, LLB, MCA, B.E, B.Tech, etc. In comparison to other sectors the salary packages and other facilities provided by the IT/ITES-BPO is better.

15. As a long term solution, the IT/ITES-BPO must try to move up the value chain. The IT/ITES-BPO should take knowledge oriented jobs and try to develop the capabilities of the large projects. This would be an important step for the industry to move up the value chain and offer high quality and unique services to customers.

16. The final solution of IT/ITES-BPO lies in the stabilization of business operations and the availability of trained and matured manpower in abundance which may bring the long lasting solution for the high attrition in the sector. More of committed employees at all levels will help this industry to stabilize, grow and add value to economic growth.

17. The policy makers in central and state Governments, managements of the IT/ITES-BPO companies have to maintain the Operational cost as manageable if it goes high as the works may go to competitive countries such as Indonesia, African nations, Latin American nations etc because the differences in operating cost is very narrow.

18. At present IT/ITES-BPO companies are located in big cities only. The policy makers in the Central and State Governments of India have to provide necessary assistance exclusively to the IT/ITES-BPO sector such as setting up more SPZs, STPs and EEZs thoroughly out India in major cities and towns because vast distribution will provide more employment opportunities and better utilization of local manpower availability.

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140 SPZs — Special Economic Zones – a specified area with all facilities for many companies to operate.
141 STP – Software Technology Parks.
142 EEZ – Export Enterprise Zones.
It is only the policy makers in the central and state governments alone could make adequate arrangements for providing good social, economic and living environment with high class infrastructure in towns and cities of the Indian subcontinent. Because these type of locations are the most suitable place to plant an IT/ITES-BPO companies.

The policy makers have to formulate and implement innovative plans to maintain the best entrepreneurial business environment throughout the nation so that more IT/ITES-BPO companies will flourish without any problem. Finally we hope that the growth and development of IT/ITES-BPO industry in India will be in a positive manner and play a crucial role in not only the growth of our nation’s economy but also considerably reduce unemployment which is India’s multi-dimensional socio-economic and political headache.

7.3 CONTRIBUTION OF THE STUDY TOWARDS THE PHILOSOPHY OF BUSINESS ADMINISTRATION

A Structural Equation model - based on the Hackman and Oldham (1976)\textsuperscript{143} has been proposed as the contribution to the philosophy of business administration.

Multidimensional model for measuring the impact of employee retention variables in IT/ITES-BPO Industry with confirmatory factor analysis.

Chi-square test of goodness of fit minimum was achieved.

\[ \chi^2 = 2322.5 \]

\[ \text{D.F} = 150 \]

\[ P = 0.0000 \]

The path diagram (Diagram-17) illustrates the multidimensional model for measuring the impact of employee retention variable in IT/ITES-BPO Industry. The employee retention variable is kept as exogenous variable resulted from the standardized composite of variable namely personal life and Improved employee retention with current employer.

\textsuperscript{143} Hackman and Oldham (1976)Job Characteristics model-complete analysis-Diagram-7,8 and 9 at theoretical framework chapter III
The retention factors such as Training and motivation, organization culture and open system, leadership and interpersonal relation and Hygiene factor-personal care and career growth are kept as endogenous variables and these dimensions will contribute to retention of employees and having relationship with employee retention variable.

The retention factors suitability to express the retention levels are measured by series of indicators such as

\[ RMR = 0.167 \ (F1=0.540 \ AGF1 = 0.509) \]

\[ \hat{X}_j = Z \hat{Z}^* + \hat{e}_i \]

\[ \hat{X}_j \] is the standardized latent variable

\[ \hat{Z} \] is the standardized value of indicators

\[ \hat{X}_j \] is the estimated standardized path coefficient

\[ \hat{e}_i \] is the estimated measurement error

i = 1 to 18 \quad j = 1 to 4
STRUCTURAL EQUATION MODEL ON EMPLOYEE RETENTION IN IT/ITES-BPO INDUSTRY
Table : 7.1  Latent Variable - Training and Motivation (X1)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unstandardized path coefficient</th>
<th>Std error</th>
<th>Standardized Path coefficient</th>
<th>Critical Ratio</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of on the job training (Y1)</td>
<td>1.000</td>
<td>-</td>
<td>0.77</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Motivational Programs (Y2)</td>
<td>1.177</td>
<td>0.096</td>
<td>0.93</td>
<td>12.272</td>
<td>0.00</td>
</tr>
<tr>
<td>On the Job training (Y3)</td>
<td>0.958</td>
<td>0.094</td>
<td>0.77</td>
<td>10.244</td>
<td>0.00</td>
</tr>
<tr>
<td>Use of Motivational Programs (Y4)</td>
<td>1.002</td>
<td>0.097</td>
<td>0.78</td>
<td>10.35</td>
<td>0.00</td>
</tr>
</tbody>
</table>

\[ \hat{X}_1 = \hat{\beta}_i Y_i + \hat{e}_i \]

Where \( \hat{X}_1 \) is the standardized latest variable Training and Development,
\( Y_i \) = standardized value of indicators
\( \hat{\beta}_i \) = is the estimated standardized coefficient
\( \hat{e}_i \) = the estimated measurement of error
\( i = 1 \) to \( 4 \)

Table 7.1 indicates that when there is a one standard derivation increase in the latent variable Training and Development - there will be 0.93 standard deviation increase in the indicator, motivational programs, 0.77 standard deviation increase in use of on the job tracing and on the job training and 0.78 standard deviation increase in the use of motivational programs and vice versa. The results of the critical ratio test reveal that the
path coefficient for the entire indicator variables are significant at 1 percent level. Hence it can be inferred that for training and development dimensions, the items on the job training, use of on the job training, motivation programs and use of motivation programs are more relevant.

Table 7.2  Latent Variable - Leadership and interpersonal relation (X2)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unstandardized path coefficient</th>
<th>Standard error</th>
<th>Standardized Path coefficient</th>
<th>Critical Ratio</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchical Structure (Y5)</td>
<td>1.000</td>
<td>-</td>
<td>0.83</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supervising Qualities (Y6)</td>
<td>0.982</td>
<td>0.076</td>
<td>0.88</td>
<td>12.991</td>
<td>0.000</td>
</tr>
<tr>
<td>Relationship with immediate supervisor (Y7)</td>
<td>0.932</td>
<td>0.077</td>
<td>0.68</td>
<td>12.155</td>
<td>0.000</td>
</tr>
<tr>
<td>Leadership style (Y8)</td>
<td>0.826</td>
<td>0.085</td>
<td>0.83</td>
<td>9.677</td>
<td>0.000</td>
</tr>
<tr>
<td>Chances for advancement</td>
<td>0.003</td>
<td>0.064</td>
<td>0.002</td>
<td>0.049</td>
<td>0.96</td>
</tr>
</tbody>
</table>

\[ X_2 = \beta_i Y_i + e_i \]

Where \( X_2 \) is the standardized latest variable - Leadership and interpersonal relation

\( Y_i \) = standardized value for indicators

\( \beta_i \) = estimated standardized coefficient

\( e_i \) = estimated measurement of error

i = 5 to 8

Table 7.2 indicates when there is one standard deviation in the latent variable - leadership and interpersonal relation (x2) there will be 0.83 standard deviation increases in indictator variable Hierarchical structure, 0.88 standard deviation in supervising qualities, 0.68
standard deviation in relationship with immediate supervisor, 0.83 standard deviation increase in leadership style and 0.003 standard deviation increase in chances for advancement and vice versa. The results of the critical ration test revealed that the path coefficient for all the indicate variable are significant at one percent level exalt the variable chances for advancement for which the critical ratio 0.049 is in significant. Here it can he concurred that the latest variable $x_2$ can be expressed only with four indicator variables $y_5$, $y_6$, $y_7$, and $y_8$.

**Table 7.3  Latent variable - Organization culture and open system (X3)**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unstandardized path coefficient</th>
<th>Std error</th>
<th>Standardized Path Coefficient</th>
<th>Critical Ratio</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>work environment ($Y_9$)</td>
<td>1.000</td>
<td>-</td>
<td>0.76</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>work culture ($Y_{10}$)</td>
<td>0.924</td>
<td>0.089</td>
<td>0.83</td>
<td>10.345</td>
<td>0.000</td>
</tr>
<tr>
<td>Adequate feedback ($Y_{11}$)</td>
<td>1.038</td>
<td>0.089</td>
<td>0.71</td>
<td>11.698</td>
<td>0.000</td>
</tr>
<tr>
<td>Communication system ($Y_{12}$)</td>
<td>0.86</td>
<td>0.09</td>
<td>0.8</td>
<td>9.595</td>
<td>0.000</td>
</tr>
<tr>
<td>Recognition &amp; Price ($Y_{13}$)</td>
<td>1.076</td>
<td>0.097</td>
<td>0.8</td>
<td>11.115</td>
<td>0.000</td>
</tr>
<tr>
<td>Policies Procedures ($Y_{14}$)</td>
<td>0.0863</td>
<td>0.090</td>
<td>0.71</td>
<td>9.555</td>
<td>0.000</td>
</tr>
</tbody>
</table>

\[ \hat{X}_3 = \hat{\beta}_i Y_i + \hat{e}_i \]

Where $\hat{X}_3$ is the standardized latest variable- Organisation culture and open system

$Y_i = \text{standardized value for indicators}$

$\hat{\beta}_i = \text{estimated standardized coefficient}$

$\hat{e}_i = \text{estimated measurement of error}$

$i = 9$ to $14$

Table 7.3 indicates the formulation of the latent variable organization austere and
open system when there is one standard derivation in the latent variable organization culture and open system, there will be 0.76 standard deviation increase in the indicator variable work environment, 0.83 standard deliration increase in adequate feedback, 0.80 standard deviation increase in communication system 0.80 standard deviation in reuse in recognition and price and 0.71 standard derivation increase in policies and procedures one critical cretin test indicated that all the variables \( y_9 \) to \( y_{14} \) are relevant in the formation of the latent variable organization culture and open system.

### Table – 7.4 Latent variable - Hygiene Factor-personal care and career growth (X4)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unstandardized path coefficient</th>
<th>Std error</th>
<th>Standardized Path coefficient</th>
<th>Critical Ratio</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair and equal treatment ( (y_{15}) )</td>
<td>1.000</td>
<td>-</td>
<td>0.567</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Creativity Aspects ( (y_{16}) )</td>
<td>1.220</td>
<td>0.178</td>
<td>0.661</td>
<td>6.856</td>
<td>0.000</td>
</tr>
<tr>
<td>Chances for advancement ( (y_{17}) )</td>
<td>1.213</td>
<td>0.179</td>
<td>0.65</td>
<td>6.782</td>
<td>0.000</td>
</tr>
<tr>
<td>Companies care of prof development &amp; career goals ( (y_{18}) )</td>
<td>1.241</td>
<td>0.178</td>
<td>0.679</td>
<td>6.979</td>
<td>0.000</td>
</tr>
</tbody>
</table>

\[ X_4 = \hat{\beta}_i Y_i + \hat{e}_i \]

\( X_4 \) = Hygiene Factor
\( \beta_i \) = measure of standardized path coefficient
\( Y_i \) = standardized value of indicators variables
\( e_i \) = measurement of error

\( i = 15 \) to 18
Table 7.4 revealed that if there is one standard deviation change in the latent reliable, there will be a notable change in the standard deviation of indicator variables fair and equal treatment, creativity aspects, chances for advancement and companies care to the extent of 0.567, 0.661, 0.65 and 0.679 respectively. The critical ration test also indicated that the relevance of all these four indicator variables $y_{15}$ to $y_{19}$ are high since the ratios are significant at 1 percent level for all the variables.

In the final stage the relationship between exogenous variable- impact of retention factor in IT/ITES – BPO- and endogenous dimensions namely Training and motivation, Leadership and interpersonal relation, organisation culture and open system and hygiene factor-personal care and career growth is established by the following relationship.

$$X = \Sigma \beta_i x_j + e_i$$

$\beta_i = \text{estimated standardized path coefficient}$

$X_i = \text{standardized value of Latent factors}$

Or dimensions of retention in IT/ITES-BPO

$e_i = \text{error}$

$X = \text{Coefficient of Retention in IT/ITES-BPO}$

$j = 1 \text{ to } 4$

Hence the equation is

Impact of Retention factors =

0.602 (standardized value of Training and motivation) +

0.677 (standardized value of Leadership and interpersonal relations) +

0.614 (standardized value of organization culture and open system) +

0.278 (standardized value of Hygiene factor-personal care and career growth)

From the following table reveals the significance of estimates of the endogenous variables.

**Table- 7.5 Estimates of endogenous variables on the impact of exogenous variable**
<table>
<thead>
<tr>
<th>Factors/ Dimensions</th>
<th>Estimate/ Standardized path coefficient</th>
<th>Standard error</th>
<th>Critical Ratio</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Motivation</td>
<td>0.602</td>
<td>0.107</td>
<td>5.635</td>
<td>0.000</td>
</tr>
<tr>
<td>Leadership and interpersonal relations</td>
<td>0.677</td>
<td>0.108</td>
<td>6.27</td>
<td>0.000</td>
</tr>
<tr>
<td>Organization culture and open system</td>
<td>0.614</td>
<td>0.103</td>
<td>5.967</td>
<td>0.000</td>
</tr>
<tr>
<td>Hygiene Factor-personal care and career growth</td>
<td>0.278</td>
<td>0.071</td>
<td>3.916</td>
<td>0.000</td>
</tr>
</tbody>
</table>

From the above table-7.5, it can inferred that the four dimensions are having significant effect on impact of retention factors in IT/ITES-BPO industry and they significantly differ from each other as evidenced from the Critical ratios which are significant at 1% level and this model is positive and encouraging.

**7.4. LIMITATION OF THIS STUDY**

Statistically speaking, 82% of the IT/ITES-BPO companies of Tamil Nadu State have their home in Chennai, and another 10% in Coimbatore; only 8% of the companies find their homes in all the other districts put together in the state as in October-2009.

One of the limitations of this study is that it considers only the first two cities, and leaves out of purview all the other districts in the state, and in all the other states and cities of the country. It may not therefore be possible for us to universalize these findings. This study and research may be considered applicable for the state of Tamil Nadu in India only.

**7.5. FUTURE DIRECTIONS FROM THIS STUDY**

As for further scope for research in the field, much could be done. For instance, it could be a study of relative positions held in the various states viz-a-viz this segment of industry, and try
to account for the differences. A study could try to explain the various problems, mental, medical, cultural of the workers in the various states, and the various cadres of works. It cannot be assumed that the better paid employees are better off. Their problems with their jobs seem to be even more daunting than those of the less paid.

Every aspect of the problems of the work force of this industry all over the country, and both genders and all age groups could throw much light on the subject. Similarly the cultural and other differences between the countries, the differences between capitalist countries and countries like Communist China and mixed economies like Singapore and Malaysia could be very enlightening. As this is a booming sector for the future India, most of the fraternities of this segment stress the danger of the high employee attrition which could derail India’s booming IT/ITES-BPO industry.

The NASSCOM IT/ITES-BPO forum has identified HR as one of the very vital challenges of this segment and has formed a special task force to address short term challenges such as employee attrition and long term challenges such as ensuring availability of a skilled talent pool. A well trained manpower in the long run will supports quantitative and qualitative work. This also leads to the all time management objective of minimising the production cost and maximising the profit or service.

A continuous research aiming at effective and innovative recruitment and employee retention strategies by the management is very important in today’s globalized competitive scenario particularly in the IT/ITES-BPO sector industries in India.

7.6. CONCLUSION

Today’s electronic industry is a money spinner the world over. India has worked out a cliché for herself in the field of IT/ITES-BPO because it has unique advantages like a huge English-speaking and trained young people; compared to many other places especially in the west, it has cheap labour—in spite of the fact that even the Indian version of this industry pays its work force much more than what other segments do or can afford.
The usual law of demand and supply do not work in this field—in the sense that there is so much of money coming in for the employees and still they is a dearth of hands—not so much because there is shortage of labour supply but because their aspirations and expectations are so fast growing and indefinite. In a world that lays so much store by material welfare, an industry that is money spinner—not only to the employer but also to the employees and the economy in general—why should there be so many problems?

A study of the problems faced by the works show that they are not primarily labour versus capital. Predominantly, it is a clash between ways of life, and concerns the quality of life. The modern world has a legacy of special problems deriving ultimately from the Industrial Revolution and they are common to the entire world, without making any distinction between the east and the west.

In the wake of the Industrial Revolution, the great Romantic poet of England, William Wordsworth said:

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The world is too much with us, late and soon,
Getting and spending we lay waste our powers:
Little we see in Nature tssssshat is ours ...
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The practical concerns of living in society, in the mainstream, involves so much of absorption with the practical concerns of life, we are literally obsessed with this process of life. The great failure of today’s society seems to be that it has little time for companionship, and for concerns other than making and spending money. In what is often described as an anachronistic advice, Mahatma Gandhi advised that we should cut down our desires whereas the modern world is concerned with multiplication of wants and desires.

No modern economy is willing today to consider the reduction of wants because that would reduce its size. The radical clash between the quality of life in terms of material ethics and the aspirations of prosperity and contemporaneity accounts for a large share of the problems of the IT/ITES-BPO industry. One is left on the horns of dilemma in contemplating this problem. It is
necessary for us to ponder over these considerations when we consider the problems of the IT/ITES-BPO industry and the ways to solve them in the industry.

“Success is a journey, not a destination”.