CHAPTER-VIII

MAJOR FINDINGS, CONCLUSIONS AND SUGGESTIONS

An attempt is made in this chapter to present major findings of this research effort followed by conclusions and suggestions.

Chapter-II: findings

- Majority of the sample employees are equipped with high level education.
- 60 percent of the sample employees are in BPOs with a designation of Associate followed by 24 percent with senior associate designation, 10 percent in the position of team leaders, and 6 percent in the position of Assistant managers.
- Majority of the sample employees of the BPOs are found to be very young.
- Majority of the sample employees prior to their entry in to BPOs were from the middle class.
- The sample composition is predominant with male respondents.
- 53.3 percent of the sample executives are in BPOs with a designation of managers followed by 30 percent with Assistant director designation, and 16.7 percent in the position of senior director.
- Majority of the sample executives of the BPOs are found to be relatively young.
- The sample composition is predominant with male respondents.
Chapter-III: findings

- The problem of shortage of competent managers for the middle and senior management positions is very high as perceived by 20 percent of the sample executives, and the same is high for 60 percent, moderate for 13.3 percent and low for 6.7 percent of the sample executives.

- The problem of high attrition rate is very high as perceived by 56.7 percent of the sample executives, and the same is high for 20 percent, moderate for 13.3 percent and low for 10 percent of the sample executives.

- The problem of opposition from the politicians of USA is very high as perceived by 20 percent of the sample executives, and the same is high for 40 percent, moderate for 26.7 percent and low for 13.3 percent of the sample executives.

- The problem of opposition from the labor unions of United Kingdom is very high as perceived by 16.7 percent of the sample executives, and the same is high for 53.3 percent, moderate for 20 percent and low for 10 percent of the sample executives.

- The problem of stiff competition from Philippines is very high as perceived by 36.7 percent of the sample executives, and the same is high for 30 percent, moderate for 20 percent and low for 13.3 percent of the sample executives.

- The relationship between the position of the sample executives and their perceptions about the problems encountered by them with reference to shortage of competent managers for the middle and senior management positions is found to be statistically dependent.
The relationship between the position of the sample executives and their perceptions about the problems encountered by them with reference to high attrition rate is found to be statistically independent.

The relationship between the position of the sample executives and their perceptions about the problems encountered by them with reference to opposition from the politicians of the USA is found to be statistically independent.

The relationship between the position of the sample executives and their perceptions about the problems encountered by them with reference to opposition from the labor unions of United Kingdom is found to be statistically independent.

The relationship between the position of the sample executives and their perceptions about the problems encountered by them with reference to stiff competition from Philippines is found to be statistically independent.

The relationship between the age of the sample executives and their perceptions about the problems encountered by them with reference to shortage of competent managers for the middle and senior management positions is found to be statistically independent.

The relationship between the age of the sample executives and their perceptions about the problems encountered by them with reference to high attrition rate is found to be statistically independent.

The relationship between the age of the sample executives and their perceptions about the problems encountered by them with reference to
opposition from the politicians of the USA is found to be statistically independent.

- The relationship between the age of the sample executives and their perceptions about the problems encountered by them with reference to opposition from the labor unions of United Kingdom is found to be statistically independent.

- The relationship between the age of the sample executives and their perceptions about the problems encountered by them with reference to stiff competition from Philippines is found to be statistically independent.

- The relationship between the gender of the sample executives and their perceptions about the problems encountered by them with reference to shortage of competent managers for the middle and senior management positions is found to be statistically independent.

- The relationship between the gender of the sample executives and their perceptions about the problems encountered by them with reference to high attrition rate is found to be statistically dependent.

- The relationship between the gender of the sample executives and their perceptions about the problems encountered by them with reference to opposition from the politicians of the USA is found to be statistically independent.

- The relationship between the gender of the sample executives and their perceptions about the problems encountered by them with reference to opposition from the labor unions of United Kingdom is found to be statistically independent.
The relationship between the gender of the sample executives and their perceptions about the problems encountered by them with reference to stiff competition from Philippines is found to be statistically independent.

**Chapter-IV: findings**

- 66.7 percent of the sample executives have opined that they are following attractive incentive packages to their employees as an integral part of their retention strategies and 33.3 percent of the sample executives did not endorse the said retention strategy.
- 76.7 percent of the sample executives have opined that they are sending appreciation mails to their employees for their best performance as an integral part of their retention strategies and 23.3 percent of the sample executives did not endorse the said retention strategy.
- 80 percent of the sample executives have opined that they are declaring the employee of the month (EOM) for their best performance as an integral part of their retention strategies and 20 percent of the sample executives did not endorse the said retention strategy.
- 60 percent of the sample executives have opined that they are arranging get together parties as an integral part of their retention strategies and 40 percent of the sample executives did not endorse the said retention strategy.
- 73.3 percent of the sample executives have opined that they give promotions as an integral part of their retention strategies and 26.7 percent of the sample executives did not endorse the said retention strategy.
83.3 percent of the sample executives have opined that they reenlist the interests of employees as an integral part of their retention strategies and 16.7 percent of the sample executives did not endorse the said retention strategy.

63.3 percent of the sample executives have opined that they are implementing the programs related to engagement and commitment of employees as an integral part of their retention strategies and 36.7 percent of the sample executives did not endorse the said retention strategy.

56.7 percent of the sample executives have opined that they are making some efforts to improve the role efficacy of their employees as an integral part of their retention strategies and 36.7 percent of the sample executives did not endorse the said retention strategy.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on attractive incentive packages is found to be statistically independent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on appreciation mails is found to be statistically independent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on declaration of EOM is found to be statistically independent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on arrangement of get together parties is found to be statistically independent.
The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on promotions is found to be statistically dependent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on reenlisting the interests of employees is found to be statistically independent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on implementation of employee engagement and commitment programs is found to be statistically independent.

The relationship between the position of the sample executives of the BPOs and their retention strategies with a focus on improvement in the role efficacy of employees is found to be statistically independent.

The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on attractive incentive packages is found to be statistically independent.

The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on appreciation mails is found to be statistically independent.

The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on declaration of EOM is found to be statistically independent.
 The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on arrangement of get together parties is found to be statistically independent.

 The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on promotions is found to be statistically independent.

 The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on reenlisting the interests of employees is found to be statistically independent.

 The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on implementation of employee engagement and commitment programs is found to be statistically independent.

 The relationship between the age of the sample executives of the BPOs and their retention strategies with a focus on improvement in the role efficacy of employees is found to be statistically independent.

 The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on attractive incentive packages is found to be statistically independent.

 The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on appreciation mails is found to be statistically independent.
The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on declaration of EOM is found to be statistically independent.

The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on arrangement of get together parties is found to be statistically dependent.

The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on promotions is found to be statistically independent.

The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on reenlisting the interests of employees is found to be statistically independent.

The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on implementation of employee engagement and commitment programs is found to be statistically independent.

The relationship between the gender of the sample executives of the BPOs and their retention strategies with a focus on improvement in the role efficacy of employees is found to be statistically independent.

Chapter V: findings

The desire for financial independence with low level of education prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 5.4 percent of the respondents followed by strongly agreed by 7.2
percent, agreed by 11 percent, moderately agreed by 61.2 percent, disagreed by 9 percent, strongly disagreed by 2.6 percent and very strongly disagreed by 3.6 percent of the sample respondents.

- The skills of the sample respondents matched the expectations of BPOs which prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 62.2 percent of the respondents followed by strongly agreed by 11.6 percent, agreed by 9 percent, moderately agreed by 7.2 percent, disagreed by 5.4 percent, strongly disagreed by 3.6 percent and very strongly disagreed by 1 percent of the sample respondents.
- Job in BPOs is the first opportunity which prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 10 percent of the respondents followed by strongly agreed by 10 percent, agreed by 11.8 percent, moderately agreed by 54.2 percent, disagreed by 1.4 percent, strongly disagreed by 4.6 percent and very strongly disagreed by 8 percent of the sample respondents.
- Job in BPOs is the career in the most adored sector which prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 59.6 percent of the respondents followed by strongly agreed by 10.6 percent, agreed by 8.6 percent, moderately agreed by 7.4 percent, disagreed by 6.2 percent, strongly disagreed by 5 percent and very strongly disagreed by 2.6 percent of the sample respondents.
- Wish to gain the experience which prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 54.4 percent of the respondents followed by strongly agreed by 11.8 percent, agreed by 9.4
percent, moderately agreed by 8.2 percent, disagreed by 7.2 percent, strongly disagreed by 5.8 percent and very strongly disagreed by 3.2 percent of the sample respondents.

- Attractive entry salary package has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 2.6 percent of the respondents followed by strongly agreed by 4 percent, agreed by 5.4 percent, moderately agreed by 60.8 percent, disagreed by 7.2 percent, strongly disagreed by 9.2 percent and very strongly disagreed by 10.8 percent of the sample respondents.

- Middle class family has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 6.2 percent of the respondents followed by strongly agreed by 5 percent, agreed by 10.6 percent, moderately agreed by 68.4 percent, disagreed by 3 percent, strongly disagreed by 4.8 percent and very strongly disagreed by 2 percent of the sample respondents.

- Friends are already in the service which has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 6 percent of the respondents followed by strongly agreed by 8 percent, agreed by 9.8 percent, moderately agreed by 12.2 percent, disagreed by 14 percent, strongly disagreed by 20.2 percent and very strongly disagreed by 29.8 percent of the sample respondents.

- BPO is considered to be career launching pad which has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 59 percent of the respondents followed by strongly agreed by 11 percent,
agreed by 9.4 percent, moderately agreed by 7.8 percent, disagreed by 5.8 percent, strongly disagreed by 4.2 percent and very strongly disagreed by 2.8 percent of the sample respondents.

- To earn money to lead a youthful life which has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 3.2 percent of the respondents followed by strongly agreed by 4.4 percent, agreed by 5.6 percent, moderately agreed by 7.2 percent, disagreed by 9.6 percent, strongly disagreed by 11.6 percent and very strongly disagreed by 58.4 percent of the sample respondents.

- Flexible work hours which has prompted the sample respondents to opt for a job in BPOs and this is very strongly agreed by 30.2 percent of the respondents followed by strongly agreed by 19.6 percent, agreed by 16.4 percent, moderately agreed by 13.2 percent, disagreed by 10 percent, strongly disagreed by 6.8 percent and very strongly disagreed by 3.8 percent of the sample respondents.

- The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on desire for financial independence with low level education is found to be statistically independent.

- The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on skill matched the expectations of BPOs is found to be statistically independent.
The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on first opportunity is found to be statistically dependent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on career in most adored sector is found to be statistically dependent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to gain experience is found to be statistically dependent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on attractive entry salary package is found to be statistically independent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on middle class family is found to be statistically dependent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on friends are already in the service is found to be statistically independent.

The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs
with a focus on job in BPO is a career launching pad is found to be statistically independent.

- The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to earn money to lead a youthful life is found to be statistically independent.

- The relationship between the education of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on flexible work hours is found to be statistically independent.

- The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on desire for financial independence with low level education is found to be statistically independent.

- The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on skill matched the expectations of BPOs is found to be statistically independent.

- The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on first opportunity is found to be statistically dependent.

- The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on career in most adored sector is found to be statistically independent.
The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to gain experience is found to be statistically independent.

The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on attractive entry salary package is found to be statistically independent.

The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on middle class family is found to be statistically dependent.

The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on friends are already in the service is found to be statistically independent.

The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on job in BPO is a career launching pad is found to be statistically independent.

The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to earn money to lead a youthful life is found to be statistically independent.
The relationship between the age of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on flexible work hours is found to be statistically independent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on desire for financial independence with low level education is found to be statistically independent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on skill matched the expectations of BPOs is found to be statistically independent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on first opportunity is found to be statistically dependent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on career in most adored sector is found to be statistically independent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to gain experience is found to be statistically independent.

The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with
a focus on attractive entry salary package is found to be statistically dependent.

- The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on middle class family is found to be statistically dependent.

- The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on friends are already in the service is found to be statistically independent.

- The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPO is a career launching pad is found to be statistically independent.

- The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on to earn money to lead a youthful life is found to be statistically independent.

- The relationship between the gender of the sample employees of BPOs and their response about the factors prompted them to opt for a job in BPOs with a focus on flexible work hours is found to be statistically independent.
Chapter-VI: findings

- All 100 percent sample employees of BPOs are not ready to stick to their present job.

- Graveyard shift is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 52.6 percent of the sample employees of the BPOs followed by strongly agreed by 15.6 percent, agreed by 9.2 percent, moderately agreed by 8.4 percent, disagreed by 6 percent, strongly disagreed by 4.8 percent and very strongly disagreed by 3.4 percent.

- Extending the shift is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 12 percent of the sample employees of the BPOs followed by strongly agreed by 16 percent, agreed by 23.6 percent, moderately agreed by 24 percent, disagreed by 11.6 percent, strongly disagreed by 7.6 percent and very strongly disagreed by 5.2 percent.

- Over qualifications is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 3.4 percent of the sample employees of the BPOs followed by strongly agreed by 6.2 percent, agreed by 7 percent, moderately agreed by 8.8 percent, disagreed by 54.6 percent, strongly disagreed by 10.4 percent and very strongly disagreed by 9.6 percent.

- Health hazards for continuous phone use is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 56 percent of the sample employees of the BPOs followed by strongly agreed by 9.4 percent, agreed by 10 percent, moderately agreed by 8.2 percent, disagreed by 7.6 percent, strongly disagreed by 5.6 percent and very strongly disagreed by 3.2 percent.
Mental trauma due to continuous arguments with the customers is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 62 percent of the sample employees of the BPOs followed by strongly agreed by 9 percent, agreed by 8 percent, moderately agreed by 7 percent, disagreed by 6 percent, strongly disagreed by 5 percent and very strongly disagreed by 3 percent.

Financial incentives are marginal is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 15 percent of the sample employees of the BPOs followed by strongly agreed by 24 percent, agreed by 21 percent, moderately agreed by 18 percent, disagreed by 4.8 percent, strongly disagreed by 7.2 percent and very strongly disagreed by 10 percent.

Identity crisis is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 8.2 percent of the sample employees of the BPOs followed by strongly agreed by 9 percent, agreed by 10.8 percent, moderately agreed by 58.8 percent, disagreed by 4.4 percent, strongly disagreed by 5.8 percent and very strongly disagreed by 3 percent.

Promotion channel is very narrow is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 35 percent of the sample employees of the BPOs followed by strongly agreed by 15 percent, agreed by 13 percent, moderately agreed by 12 percent, disagreed by 10 percent, strongly disagreed by 8 percent and very strongly disagreed by 7 percent.

Inflexible form of work organization is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 11.4 percent of the sample employees of the BPOs followed by strongly agreed by 59.4 percent,
agreed by 8.2 percent, moderately agreed by 9.6 percent, disagreed by 5.4 percent, strongly disagreed by 3.8 percent and very strongly disagreed by 2.2 percent.

- Job insecurity is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 59.2 percent of the sample employees of the BPOs followed by strongly agreed by 12 percent, agreed by 10 percent, moderately agreed by 8.6 percent, disagreed by 5.4 percent, strongly disagreed by 3.2 percent and very strongly disagreed by 1.6 percent.

- Vulnerabilities associated with job function is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 2 percent of the sample employees of the BPOs followed by strongly agreed by 3.4 percent, agreed by 8.4 percent, moderately agreed by 67.6 percent, disagreed by 7.6 percent, strongly disagreed by 6.2 percent and very strongly disagreed by 4.8 percent.

- Job requires hyper alert efficiency which can not be maintained always is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 69 percent of the sample employees of the BPOs followed by strongly agreed by 8.8 percent, agreed by 7.4 percent, moderately agreed by 5.8 percent, disagreed by 4.4 percent, strongly disagreed by 3 percent and very strongly disagreed by 1.6 percent.

- Stress is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 53.2 percent of the sample employees of the BPOs followed by strongly agreed by 14.4 percent, agreed by 11.2 percent,
moderately agreed by 8.8 percent, disagreed by 6.4 percent, strongly disagreed by 4 percent and very strongly disagreed by 2 percent.

- Work life imbalance is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 16.4 percent of the sample employees of the BPOs followed by strongly agreed by 19.6 percent, agreed by 30 percent, moderately agreed by 10.2 percent, disagreed by 6.8 percent, strongly disagreed by 13.2 percent and very strongly disagreed by 3.8 percent.

- Attractive packages in other organizations is considered to be a reason to quit the job in BPOs and the same very strongly agreed by 3 percent of the sample employees of the BPOs followed by strongly agreed by 4 percent, agreed by 5 percent, moderately agreed by 6 percent, disagreed by 64 percent, strongly disagreed by 10 percent and very strongly disagreed by 8 percent.

- Regardless of different levels of education all the sample respondents are not willing to stick on to the jobs currently they are working for.

- The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on need to work for graveyard shifts in BPOs is found to be statistically independent.

- The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on extending the shift in BPOs is found to be statistically independent.

- The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on over qualifications is found to be statistically independent.
The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on health hazards for continuous phone use is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on mental trauma due to continuous arguments with the customers is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on financial incentives are marginal is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on identity crisis is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on promotion channel is very narrow is found to be statistically dependent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on inflexible form of work organization is found to be statistically dependent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on job insecurity is found to be statistically independent.
The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on vulnerabilities associated with the job in BPOs is found to be statistically dependent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on job requires hyper alert efficiency which can not be maintained always is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on stress is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on work life imbalance is found to be statistically independent.

The relationship between the education of the sample employees of the BPOs and their reasons to quit the job with a focus on attractive packages in other organizations is found to be statistically dependent.

Regardless of different levels of position all the sample respondents are not willing to stick on to the jobs currently they are working for.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on need to work for graveyard shifts in BPOs is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on extending the shift in BPOs is found to be statistically independent.
The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on over qualifications is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on health hazards for continuous phone use is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on mental trauma due to continuous arguments with the customers is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on financial incentives are marginal is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on identity crisis is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on promotion channel is very narrow is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on inflexible form of work organization is found to be statistically independent.
The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on job insecurity is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on vulnerabilities associated with the job in BPOs is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on job requires hyper alert efficiency which can not be maintained always is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on stress is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on work life imbalance is found to be statistically independent.

The relationship between the position of the sample employees of the BPOs and their reasons to quit the job with a focus on attractive packages in other organizations is found to be statistically independent.

Regardless of different levels of age all the sample respondents are not willing to stick on to the jobs currently they are working for.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on need to work for graveyard shifts in BPOs is found to be statistically dependent.
- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on extending the shift in BPOs is found to be statistically independent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on over qualifications is found to be statistically independent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on health hazards for continuous phone use is found to be statistically independent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on mental trauma due to continuous arguments with the customers is found to be statistically dependent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on financial incentives are marginal is found to be statistically independent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on identity crisis is found to be statistically independent.

- The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on promotion channel is very narrow is found to be statistically dependent.
The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on inflexible form of work organization is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on job insecurity is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on vulnerabilities associated with the job in BPOs is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on job requires hyper alert efficiency which can not be maintained always is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on stress is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on work life imbalance is found to be statistically independent.

The relationship between the age of the sample employees of the BPOs and their reasons to quit the job with a focus on attractive packages in other organizations is found to be statistically dependent.

Regardless of different levels of gender all the sample respondents are not willing to stick on to the jobs currently they are working for.
The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on need to work for graveyard shifts in BPOs is found to be statistically independent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on extending the shift in BPOs is found to be statistically independent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on over qualifications is found to be statistically independent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on health hazards for continuous phone use is found to be statistically independent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on mental trauma due to continuous arguments with the customers is found to be statistically dependent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on financial incentives are marginal is found to be statistically independent.

The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on identity crisis is found to be statistically independent.
- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on promotion channel is very narrow is found to be statistically independent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on inflexible form of work organization is found to be statistically dependent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on job insecurity is found to be statistically independent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on vulnerabilities associated with the job in BPOs is found to be statistically independent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on job requires hyper alert efficiency which can not be maintained always is found to be statistically independent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on stress is found to be statistically independent.

- The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on work life imbalance is found to be statistically independent.
The relationship between the gender of the sample employees of the BPOs and their reasons to quit the job with a focus on attractive packages in other organizations is found to be statistically dependent.

**Chapter-VII: findings**

- 67 percent of the sample employees of the BPOs have expected the gender safe culture in BPOs and 33 percent of the respondents did not expect the same.
- 75 percent of the sample employees of the BPOs have expected the work life balance in BPOs and 25 percent of the respondents did not expect the same.
- 80 percent of the sample employees of the BPOs have expected that graveyard shifts should not be there in BPOs and 20 percent of the respondents did not expect the same.
- 72 percent of the sample employees of the BPOs have expected that incentive packages should be in significant proportions and 28 percent of the respondents did not expect the same.
- 60 percent of the sample employees of the BPOs have expected motivation and 40 percent of the respondents did not expect the same.
- 78 percent of the sample employees of the BPOs have expected employee empowerment strategies must be implemented and 22 percent of the respondents did not expect the same.
- 55 percent of the sample employees of the BPOs have expected personal and professional development of employees and 45 percent of the respondents did not expect the same.
83.2 percent of the sample employees of the BPOs have expected talent management and 16.8 percent of the respondents did not expect the same.

84.8 percent of the sample employees of the BPOs have expected knowledge on human psychology and 15.2 percent of the respondents did not expect the same.

70 percent of the sample employees of the BPOs have expected guidance on physical and mental coordination and 30 percent of the respondents did not expect the same.

The relationship between the position of the employees of the BPOs under the study and their expectation namely gender safe culture is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely work life balance is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely graveyard shifts should not be there is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely incentives packages should be in significant proportions is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely motivation is found to be statistically independent.
The relationship between the position of the employees of the BPOs under the study and their expectation namely implementation of employee empowerment strategies is found to be statistically dependent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely personal and professional development of employees is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely talent management is found to be statistically independent.

The relationship between the position of the employees of the BPOs under the study and their expectation namely knowledge on human psychology is found to be statistically independent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely gender safe culture is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely work life balance is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely graveyard shifts should not be there is found to be statistically independent.
The relationship between the age of the employees of the BPOs under the study and their expectation namely incentives packages should be in significant proportions is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely motivation is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely implementation of employee empowerment strategies is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely personal and professional development of employees is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely talent management is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely knowledge on human psychology is found to be statistically dependent.

The relationship between the age of the employees of the BPOs under the study and their expectation namely guidance on physical and mental coordination is found to be statistically dependent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely gender safe culture is found to be statistically independent.
The relationship between the gender of the employees of the BPOs under the study and their expectation namely work life balance is found to be statistically independent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely graveyard shifts should not be there is found to be statistically independent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely incentives packages should be in significant proportions is found to be statistically dependent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely motivation is found to be statistically dependent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely implementation of employee empowerment strategies is found to be statistically dependent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely personal and professional development of employees is found to be statistically dependent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely talent management is found to be statistically independent.

The relationship between the gender of the employees of the BPOs under the study and their expectation namely knowledge on human psychology is found to be statistically dependent.
The relationship between the gender of the employees of the BPOs under the study and their expectation namely guidance on physical and mental coordination is found to be statistically dependent.

CONCLUSIONS

1. It is concluded that majority of the sample employees are equipped with high level education, very young, from the middle class, and male respondents. It is also concluded that majority of the executive respondents are managers, relatively young and male.

2. The problems faced by the BPOs in India are identified and presented in the descending order of endorsement by the respondents includes high attrition rate, stiff competition from Philippines, Opposition from U S Politicians, shortage of competent managers for middle and senior management positions and opposition from labour unions from U K.

3. The relationship between position of the executives of the BPOs and their perceptions about the problems encountered by the BPOs is found to be statistically independent except with reference to shortage of competent managers for middle and senior management positions.

4. The relationship between age of the executives of the BPOs and their perceptions about the problems encountered by the BPOs is found to be statistically independent.

5. The relationship between gender of the executives of the BPOs and their perceptions about the problems encountered by the BPOs is found to be statistically independent except with reference to high attrition rate.
6. The retention strategies are arranged in descending order of endorsement by the sample executives of the BPOs include reenlisting the interests of employees, declaring of EOM, appreciation mails, promotions, attractive incentive packages, implementation of programs of engagement, get together parties and commitment of employees and improving the role efficacy of employees.

7. The relationship between the position of the executives of the BPOs and their retention strategies is found to be statistically independent except with reference to promotions.

8. The relationship between the age of the executives of the BPOs and their retention strategies is found to be statistically independent.

9. The relationship between the gender of the executives of the BPOs and their retention strategies is found to be statistically independent except with reference to get together parties.

10. The factors prompted to opt for a job in BPOs are arranged in descending order of endorsement include skills matched the expectations of the BPOs, career in the most adored sector, BPO as career launching pad, to gain experience, flexible work hours, first opportunity, middle class family, friends already in service, desire for financial independence with low level of education, to earn money to lead youthful life, and attractive entry salary package.

11. The relationship between education of the employees of the BPOs and the factors prompted them to opt for a job in BPOs is found to be statistically independent except with reference to first opportunity, career in the most adored sector, to gain experience, and middle class family.
12. The relationship between age of the employees of the BPOs and the factors prompted them to opt for a job in BPOs is found to be statistically independent except with reference to first opportunity, and middle class family.

13. The relationship between gender of the employees of the BPOs and the factors prompted them to opt for a job in BPOs is found to be statistically independent except with reference to first opportunity, attractive entry salary package and middle class family.

14. The reasons why employees of BPOs frequently quit the services are identified and arranged in the descending order which include job requires hyper alert efficiency which is not always possible to maintain, mental trauma due to continuous arguments with customers, job insecurity, health hazards for continuous phone use, stress, graveyard shift, promotion channel is very narrow, work life imbalance, financial incentives are marginal, extending shift, inflexible form of work organization, identity crisis, over qualifications, attractive packages in other organizations and vulnerabilities.

15. The relationship between education of the employees of the BPOs and their reasoning to quit the services from BPOs is found to be statistically independent except with reference to promotion channel is very narrow, inflexible form of work organization, vulnerabilities, and attractive packages in other organizations.

16. The relationship between position of the employees of the BPOs and their reasoning to quit the services from BPOs is found to be statistically independent.

17. The relationship between age of the employees of the BPOs and their reasoning to quit the services from BPOs is found to be statistically independent except with reference to promotion channel is very narrow, graveyard shift, mental trauma due
to continuous arguments with the customers and attractive packages in other organizations.

18. The relationship between gender of the employees of the BPOs and their reasoning to quit the services from BPOs is found to be statistically independent except with reference to mental trauma due to continuous arguments with the customers, inflexible form of work organization and attractive packages in other organizations.

19. The expectations of the employees of the sample BPOs are arranged in the descending order of endorsement which include knowledge on human psychology, talent management, no graveyard shift, employee empowerment strategies, work life balance, significant incentive packages, guidance on physical and mental coordination, gender safe culture, motivation, and personal and professional development.

20. The relationship between the position of the employees of the sample BPOs and their expectations is found to be statistically independent except with reference to employee empowerment strategy.

21. The relationship between the age of the employees of the sample BPOs and their expectations is found to be statistically dependent except with reference to no graveyard shift.

22. The relationship between the gender of the employees of the sample BPOs and their expectations is found to be statistically independent except with reference to employee empowerment strategy, significant incentive packages, motivation, personal and professional development, knowledge on human psychology, and guidance on physical and mental coordination.
23. The first hypothesis “The relationship between the age of the employees and their tendency to quit the BPO organization is assumed to be statistically independent” is partially accepted.

24. The second hypothesis “the relationship between the gender of the employees and their tendency to quit the BPO organization is assumed to be statistically independent” is partially accepted.

25. The third hypothesis “the relationship between the position of the employees and their tendency to quit the BPO organization is assumed to be statistically independent” is accepted.

**SUGGESTIONS**

In the wake of decelerating employment opportunities in the economy and a promising potential for the growth of IT and ITES in India, the following suggestions are made to make BPOs as really working and lovable places. They include

1. Work schedules must be made flexible.
2. Graveyard shifts should be avoided.
3. Talent management should be given top priority
4. Employee empowerment strategies must be effectively implemented
5. Incentive packages must be designed on the basis of opportunity cost theory
6. Promotions must be effective
7. Reenlisting of employees will serve as a powerful and productive method to reduce the attrition rate.