The present chapter contains the findings, recommendations, suggestions, and conclusion that emerged from the investigation and from various statistical analyses of the primary data collected through various sources.

Following are the major findings, recommendations, suggestions, and conclusion emerged from the study titled A Study on Human Resource Management in BPO with Special Reference to High Employee attrition:

1. Findings from the Factor analysis
2. Findings from the analysis of the personal and other factors
3. Findings based on testing of hypotheses
4. Findings from Multiple Regression analysis
5. Findings from Expert opinion Survey
6. Comparison of the findings from the expert opinion survey.

6.1 FINDINGS FROM FACTOR ANALYSIS

From the survey, the study identified 13 factors affecting high employee attrition in BPO industry through factor analysis as:

1. Lack of integration and goal setting
2. Work atmosphere
3. Work and family conflict
4. Food and relaxation
5. Motivation and appreciation
6. Work from home
7. Dissatisfaction with salary and perks
8. Abnormal working hours/Maximum number of hours worked
9. Occupational health problems
10. Labour welfare and corporate governance
11. Dissatisfaction with rewards and hikes
12. Miscellaneous-lack of transportation and talent
13. Lack of work ethics.

6.2. FINDINGS FROM THE ANALYSIS OF THE PERSONAL AND OTHER FACTORS

An analysis of the respondents based on the personal and other related factors have been done and the findings are summarized as follows:

1. Gender wise distribution of the respondents shows that there are 59% male respondents and 41% female respondents in the sample. This shows that there is moderate representation of both sexes- male and female in the selected sample.

2. Location-wise distribution of the sample reveals that approximately 70% of the respondents are from Karnataka and nearly 30% of the respondents are from Kerala which justifies the sample selection only to some extent when compared to the populations of the Karnataka and Kerala states.

3. Global position wise 53% of the sample belongs to national BPO companies and 47% of the sample belongs to multinational BPO companies.

This shows that nearly equal representation of national and multinational BPO employees are included in the sample.

4. Age-wise distribution of the sample shows that 65% of the respondents fall in the age group of ‘21-25 years’ and 27.3% of the respondents falls in ‘above 25 years’ category.

Since the highest employee attrition is in the age group of ‘21-25 years, majority of the respondents have been included from that group. Also for the ‘above 25 years’ group, enough representation has been given.

5. Respondent’s salary-wise distribution of the sample indicates that 40% of the respondents belong to ‘Rs. 10,000 – 15,000’ group and 23.5% of the respondents belong to ‘Rs. 15,000 – 20,000’ group.

Therefore it is found that majority of the respondent’s salary is above Rs.10000 and only a part of the respondent’s salary is below Rs.10000.
6. Designation-wise distribution of the sample indicates that 61.5% of the respondents belong to ‘process analyst’ group and 23.8% of the respondents belong to ‘senior-process analyst’ group.

It is found that majority of the respondents are in the entry level age group of ‘21-25 years’ which accounted for the highest employee attrition in BPO sector.

7. Qualification-wise distribution of the sample indicates that 54.3% of the respondents belong to ‘graduate’ group and 36.8% of the respondents belong to ‘postgraduate group.

It is concluded that from the total sample, more than 90% of them are graduates which reveals that for jobs in the BPO sector, employees must have at least graduation.

8. Distribution of the sample as per area of work(BPO) shows that 31.5% of the respondents belong to ‘financial accounting’ group, 31.3% of the respondents belong to ‘customer services’ category, 16.8% of the respondents fall in ‘application process’, 10.3% fall in ‘human resource’, 06.8% belong to ‘others’ and 03.5% of the respondents belong to ‘procurement’ category.

Thus it is concluded that from the total sample, majority of the respondents have been chosen from the two important areas namely financial accounting and customer services groups. Other groups are also given moderate representation in the sample.

9. Respondent’s experience wise (present organization) distribution indicates that among the respondents chosen, nearly half of them are in the experience group of 1-2 years. Also the average experience of the respondents in the sample is between 6 months to 2 years.

10. From the HRM practices rating, it is found that 08% of the respondents have rated HRM practices of their organizations as ‘Excellent’ and nearly half of the respondents have rated HRM practices of their organizations as ‘Good’. Also 32.2% of the respondents have rated HRM practices as ‘Average’.
Therefore the overall rating of the HRM practices is good only in the case of half of the respondents. Probing further, it is found that the BPO organizations must introduce innovative HRM practices to tackle the issue of absence of good HRM practices.

11. Distribution of maximum number of hours worked indicates that 60.8% of the respondents belong to ‘8-12 hours’ group, 20% of the respondents belong to ‘0-8 hours’ group and 19.3% of them belong to ‘above 12 hours’ category.

Thus, it is found that majority of the respondents have worked for a period of ‘8-12 hours’. Therefore on an average the maximum number of hours worked by a BPO employee is more than the other sectors.

12. From the study on ‘high standards of corporate governance’, it is found that overall 97.6% of the respondents agree that there are high standards of corporate governance in the organizations where they were working.

From the analysis on exciting growth opportunities, it is observed that overall 92.1% of the respondents agree that there are exciting growth opportunities in the organizations where they are working.

From the study on company’s work value and ethics, it is observed that overall 97.3% of the respondents agree that there is work value and ethics in the organizations where they are working.

Thus it is found that the overall rating of the strength factors namely high standards of corporate governance, exciting growth opportunities and company’s work value and ethics have been good in the case of majority of the organizations where respondents are working.

13. Distribution of respondent’s undergone training indicates that 91.5% of the respondents have undergone training and 08.5% of the respondents have not undergone training.

This shows that majority of the BPO employees undergoes training immediately after they join their jobs.
14. Distribution of number of training programmes undergone by respondents indicates that 48.9% of the respondents belong to ‘3-4’ group, 35.8% of the respondents belong to ‘1-2’ group and 15.3% of them belong to ‘above 5 programmes’ category.

From the analysis, it is found that nearly 84% of the respondents have undergone at least one training program and other groups also have been actively taking part in the training programs conducted by companies. Thus it can be found that BPO organizations have made training programs mandatory for their employees.

15. Rating of training programme effectiveness indicates that 63.4% of the respondents belong to the ‘Good’ category, 27% of the respondents belong to the ‘Average’ group.

This reveals that the quality of training programs is to be improved immediately as it will reduce the high attrition problem.

16. It is inferred from the analysis that ‘long working hours’ is the primary reason for stress to BPO employees. Work timing is the second reason identified for stress to BPO employees. The third reason for stress is ‘repetitive nature of work’. The fourth reason identified for stress is ‘pressure to perform on metrics’. Social isolation stands as the fifth reason. The sixth reason identified is ‘lack of quality sleep’. Lack of safe and good transportation’ occupies the seventh position, eighth reason has been found as ‘stress due to verbal abuse’ and finally ‘travel time of respondents’ has been identified as the ninth reason for stress to BPO employee.

From the above data it can be concluded that, in order to reduce the stress among BPO employees, it is necessary to address 3 major issues namely long working hours, work timing and repetitive nature of work. Also the other problems such as pressure to perform on metrics, social isolation, and lack of quality sleep, lack of safe and good transportation, stress due to verbal abuse and travel time of respondents have to be addressed in the given order of priority.

In order to have a stress free BPO work environment, companies must reduce the long working hours and should also introduce flexible work timings which will in turn lead to reduced attrition.
6.3 FINDINGS BASED ON TESTING OF THE HYPOTHESES

6.3.1 Variation in factors causing high employee attrition among different areas of BPO

1. From the analysis, it is found that there is significant difference among the area of work groups in the average lack of integration and goal setting scores.

2. It is observed that there is no significant difference among the area of work groups in the average motivation and appreciation scores.

3. Analysis shows that there is significant difference among the area of work groups in the average work atmosphere scores.

4. It is found that there is significant difference among the area of work groups in the average labour welfare and corporate governance scores.

5. It is found that there is significant difference among the area of work groups in the maximum number of hours worked scores.

6. Analysis shows that there is significant difference among the area of work groups in the average dissatisfaction with rewards and hikes scores.

7. It is found that there is significant difference among the area of workgroups in the average human resource management practices scores.

8. It is inferred that there is no significant difference among the area of work groups in the average lack of transportation and talent scores.

9. It is inferred that there is no significant difference among the area of work groups in the average work and family conflict scores.

10. It is inferred that there is no significant difference among the area of work groups in the average work from home scores.

11. It is inferred that there is no significant difference among the area of work groups in the average lack of work ethics scores.

From the above findings, it can be concluded that the factors namely lack of integration and goal setting, work atmosphere, labour welfare and corporate governance, maximum
number of hours worked, dissatisfaction with rewards and hikes and human resource management practices affect employee attrition very significantly either at 1% or 5% level among the BPO areas of work such as financial accounting, customer services, procurement, human resource, application process and others.

6.3.2 Variation in employee attrition factors between the states of Karnataka and Kerala

1. It is found that there is significant difference between Karnataka and Kerala employees in the average scores of dissatisfaction with salary and perks.

2. It is observed from the analysis that there is significant difference between Karnataka and Kerala employees in the average scores of lack of integration and goal setting.

3. Analysis shows that there is significant difference between Karnataka and Kerala employees in the average work atmosphere scores.

4. It is found that there is significant difference between Karnataka and Kerala employees in the average food and relaxation scores.

5. It is found that there is significant difference between Karnataka and Kerala employees in the average dissatisfaction with rewards and hikes scores.

6. It is found that there is no significant difference between Karnataka and Kerala employees in the average lack of work ethics scores.

7. Analysis shows that there is no significant difference between Karnataka and Kerala employees in the average motivation and appreciation scores.

8. It is inferred that there is no significant difference between Karnataka and Kerala employees in the average work from home scores.

9. It is observed from the analysis that there is significant difference between Karnataka and Kerala employees in the average work and family conflict scores.

10. From the analysis, it is found that there is no significant difference between Karnataka and Kerala employees in the average labour welfare and corporate governance scores.
11. It is inferred that there is no significant difference between Karnataka and Kerala employees in the average occupational health problems scores.

12. It is found that there is no significant difference between Karnataka and Kerala employees in the average human resource management practices scores.

13. It is inferred that there is no significant difference between Karnataka and Kerala employees in the average strength factor scores.

In conclusion it has been noted that the factors namely lack of integration and goal setting, work atmosphere, dissatisfaction with rewards and hikes, dissatisfaction with salary and perks, food and relaxation and work and family conflict, affect employee attrition very significantly either at 1% or 5% level among the locations Karnataka and Kerala.

The factors such as human resource management practices, labour welfare and corporate governance, maximum number of hours worked, strength factor, occupational health problems, work from home, motivation and appreciation and lack of work ethics does not affect attrition at the locations of Karnataka and Kerala states.

6.3.3 Variation in factors causing high employee attrition between national and multinational BPOs.

1. It is found that there is significant difference between national and multinational BPO employees in the average lack of integration and goal setting scores.

2. It is found that there is significant difference between national and multinational BPO employees in the average dissatisfaction with salary and perks scores.

3. It is found that there is significant difference between national and multinational BPO employees in the average dissatisfaction with rewards and hikes scores.

4. It is found that there is no significant difference between national and multinational BPO employees in the average human resource management practices scores.
5. It is found that there is no significant difference between national and multinational BPO employees in the average work atmosphere scores.

6. It is inferred that there is no significant difference between national and multinational employees in the average human resource management practices.

7. It is inferred that there is no significant difference between National and Multinational BPO employees in the average work and family conflict.

8. It is inferred that there is no significant difference between National and Multinational BPO employees in the average food and relaxation scores.

9. It is inferred that there is no significant difference between national and multinational BPO employees in the average motivation and appreciation scores.

10. It is inferred that there is no significant difference between national and multinational BPO employees in the average labour welfare and corporate governance.

11. It is inferred that there is significant relationship between maximum number of hours worked and the global position of the company.

12. It is inferred that there is no significant difference between national and multinational BPO employees in the average work from home.

In conclusion it can be stated that the factors namely lack of integration and goal setting, dissatisfaction with rewards and hikes, dissatisfaction with salary and perks, maximum number of hours worked, affect employee attrition very significantly either at 1% or 5% level among the locations of Karnataka and Kerala states.

6.3.4 Variation in factors causing high employee attrition among the respondents’ age groups

1. It is found from the analysis that there is significant difference among the respondent’s age groups in the average lack of integration and goal setting scores.

2. From the analysis, it is observed that there is significant difference among the respondent’s age groups in the average work and family conflict scores.
3. It is found that there is significant difference among the respondent’s age groups in the average strength factor scores.

4. It is inferred that there is no significant difference among the age groups of the respondents in the average scores of maximum hours worked.

5. It is inferred that there is no significant difference among the age groups of the respondents in the average human resource management practices.

6. From the analysis, it is observed that there is no significant difference among the respondents’ age groups in the average work from home scores.

7. It is found that there is no significant difference among the age of the respondent groups in the average lack of work ethics scores.

8. It is inferred that there is no significant difference among the age of the respondent groups in the average dissatisfaction with rewards and hikes scores.

9. It is inferred that there is no significant difference among the age groups of the respondents in the average labour welfare and corporate governance scores.

10. From the analysis, it is observed that there is no significant difference among the age of the respondent groups in the average dissatisfaction with salary and perks.

11. It is found that there is no significant difference among the age of the respondent groups in the average motivation and appreciation scores.

12. It is inferred that there is no significant difference among the age of the respondent groups in the average work atmosphere scores.

As a conclusion, it can be stated that the factors called lack of integration and goal setting, work and family conflict and strength factor affect employee attrition very significantly either at 1% or 5% level among the respondent’s age groups in the sample.
6.3.5 Relationship between maximum number of hours worked and the employee attrition

1. From the analysis, it is observed that there is significant relationship between maximum number of hours worked and the respondents gender.

2. It is found that there is significant relationship between maximum number of hours worked and the respondents location.

3. It is observed that there is significant relationship between maximum number of hours worked and the salary per month groups.

4. It is inferred that the maximum number of hours worked is independent of the respondents area of work.

It can be concluded that the factors - gender, location and salary per month groups affect employee attrition very significantly either at 1% or 5% level among the maximum number of hours worked groups in the sample.

6.3.6 Difference among the designation groups towards employee attrition

1. It is found that there is significant difference among the designation groups in the average strength factor scores.

2. From the analysis, it is observed that there is significant difference among the designation groups in the average work and family conflict scores.

3. It is found that there is significant difference among the designation groups in the average motivation and appreciation scores.

4. It is inferred that there is no significant difference among the designation groups in the average lack of integration and goal setting.

5. Analysis of the data indicates that there is no significant difference among the designation groups in the average work atmosphere scores.

6. It is recorded that there is no significant difference among the designation groups in the average dissatisfaction with salary and perks.
7. It is found that there is no significant difference among the designation groups in the average dissatisfaction with rewards and hikes scores.

8. Data analysis indicates that there is no significant difference among the designation groups in the average human resource management practices scores.

The factors such as strength factor, work and family conflict, motivation and appreciation affect employee attrition very significantly either at 1% or 5% level among the designation groups in the sample.

6.4 FINDINGS FROM MULTIPLE REGRESSION ANALYSIS

Regression Analysis was applied to find the critical factors and non-critical factors affecting high employee attrition in the BPO industry. The findings from the multiple regression analysis are grouped under two headings and are presented below:

6.4.1 Critical Factors

1. Employee’s salary: those who draw higher salary have higher levels of attrition than those who draw lesser salary.

2. Number of hours worked affect the attrition score positively: Those who work longer hours have higher level of attrition than those who work lesser hours.

3. Age of the employee has affected attrition significantly. For example, respondents in the older age group have lesser attitude towards attrition.

4. Global position-wise, multinational BPO employees are having higher level of attrition scores than national BPO employees.

5. Gender-wise, males have more attrition tendency than females.

6. Location-wise, Karnataka respondents are found to have more attrition scores than Kerala employees.
6.4.2 Non-Critical factors

1. Experience of the employees in the present organization.

2. Number of training programmes attended.

3. Strength factors (high standards of corporate governance, exciting growth opportunities, company’s work value and ethics) affected attrition. Those who have given higher scores or ratings for strength factor have less attrition.

4. Human Resource Management practices affect the attrition scores. The employee’s attitude towards attrition decreases when these variables are on the higher side.

6.5. FINDINGS FROM EXPERT OPINION SURVEY

6.5.1 Findings from interview schedule of Karnataka State

1. The study shows that nearly equal number (40%) of respondents differs in their opinion on stating that ‘BPO job is highly stressful’. One group finds that it is highly stressful and the other group finds that it is not highly stressful. Therefore the opinion is divided on finding whether the BPO job is highly stressful.

2. Analysis reveals that majority (70%) of the respondents have agreed that absence of good HRM practices is one of the significant reasons for high employee attrition. Only part (20%) of the respondents have disagreed on the above factor. Therefore it is found that in Karnataka state, absence of good HRM practices is one of the critical factors causing high attrition.

3. Analysis of the factor “Work from home option will reduce employee attrition” shows that 70% of the respondents have agreed that work from home option will reduce employee attrition.

Therefore it can be found that in reducing employee attrition, ‘Work from home ‘ is one among the most suitable options in the BPO sector in the Karnataka state.

4. From the analysis, it is found that employee’s salary affects attrition very significantly, and hence it is one of the critical factors identified. A lengthy
working hour is the second factor affecting attrition and it is the second critical factor identified in the study. The third significant factor affecting attrition is lack of career growth. The fourth factor affecting attrition is highly stressful work and the factor lack of job security affects attrition only to a less significant level.

5. Survey on the factor “Employee retention is still happening in BPO companies in Karnataka” reveals that 70% of the respondents agreed that employee retention is still happening in BPO companies in Karnataka and 30% of the respondents disagreed to the above.

Therefore it can be observed that employee retention is taking place in BPO companies in Karnataka. Therefore from the employees’ side, they have to take initiatives to reduce the increased attrition at their level.

6. Survey on the factor “Employee’s salary is one among the critical factors causing high attrition in BPO companies in Karnataka” reveals that 83% of the respondents have agreed to the above statement and only 17% of the respondents have disagreed to the above.

Therefore it can be concluded from the survey, that employee’s salary is a critical factor causing high attrition in BPO companies in Karnataka.

7. From the burning issues identified, it has been noted that the issues: high employee attrition, employee salary, night shifts problems, overburden per person, work pressure, weak HRM practices, compensation, transportation problems, talent management, and job satisfaction are the same as that were included in the employee survey and expert opinion survey.

8. The promotional and other proactive strategies undertaken by the government which is identified from the survey, reveals that the BPO industry is one of the prominent sectors in Karnataka state which need to be protected from serious issues for its survival and sustained growth.

9. Suggestions given by respondents from Karnataka as Government level measures to tackle the high attrition problem, identified from the survey include: establishment of training centres, introduced courses on BPO, introduction of
BPO related labor laws, new infrastructure, providing various amenities, giving tax benefits, establishing BPOs in rural areas, developing Tier-II and Tier-III cities for locating BPO units, providing support to the Nasscom initiatives and motivating investors through various policies and schemes.

6.5.2. Findings from Interview schedule of Kerala state

1. The study shows that only 40% of the respondents totally agree on stating that ‘BPO job is highly stressful’. 35% of the respondents have disagreed on that.

Thus it is found that among the Kerala respondents, only part of them have the opinion that BPO job is highly stressful.

2. Survey on the factor “absence of good HRM practices is one of the major reasons for high employee attrition in BPO sector” reveals that 55% of the respondents have agreed to the above statement and 45% of the respondents have disagreed to the above statement.

Thus it is inferred that in Kerala state, absence of good HRM practices is one of the critical factors causing high attrition.

3. Survey on the factor “Work from home option will reduce employee attrition” shows that 50% of the respondents have agreed that work from home option will reduce employee attrition. Also it says that 45% of the respondents have disagreed to the above, and 5% of the respondents did not respond to the above factor.

Therefore in Kerala state, ‘Work from home; is not a suitable option to be adopted to reduce attrition since only half of the respondents had given positive response.

4. From the ranking of the attrition factors, it is found that employee’s salary affects attrition very significantly, and hence it is one of the critical factors identified. A lengthy working hour is the second factor affecting employee attrition and it is the second critical factor identified in the study. Thirdly two significant factors affecting attrition are lack of career growth and highly stressful work. The fourth factor affecting attrition is lack of job security which affects attrition only to a less significant level.
5. Survey on the factor “Employee retention is still happening in BPO companies” reveals that 55% of the respondents agreed that employee retention is still happening in BPO companies in Kerala and 45% of the respondents disagreed to the above.

From the study, it is found that employee retention is happening in BPO companies in Kerala, since more than half of the respondents have given positive response. Therefore from the employees’ side, they have to take initiatives to reduce the increased attrition at their level through various measures.

6. Survey on the factor “Employee’s salary is one among the critical factors causing high attrition in BPO companies in Kerala” reports that 65% of the respondents have agreed to the above statement and only 35% of the respondents have disagreed to the above.

From the above data, it is identified that employee’s salary is a critical factor causing high attrition in BPO companies in Kerala.

7. From the burning issues identified in the study, it has been noted that the issues: employee salary, night shifts problems, overburden per person, stressful environment, work pressure, high employee attrition, job satisfaction, employee retention, are the same issues which are already included in the employee survey and the expert opinion survey.

8. The promotional measures identified in the survey and the other proactive strategies undertaken by the government reveals that the BPO sector is one of the prominent sectors in Kerala state which need immediate attention on various issues for its growth and survival.

9. Suggestions given by respondents from Kerala as Government level measures to tackle the high attrition problem, identified from the survey include: Training initiatives by nationalized banks (Canara bank, etc.), formation of Kerala IT Mission for the overall IT and ITES sector development, establishing BPOs in rural areas, providing infrastructure, providing subsidies, started new training centres’, giving tax benefits, providing support and resources, IT parks with SEZ
status in various districts and establishment of IT parks at Trivandrum and Kochi with the entire modern infrastructure.

6.6 COMPARISON OF THE FINDINGS FROM THE EXPERT OPINION SURVEY BETWEEN THE STATES OF KARNATAKA AND KERALA

The similarities and dissimilarities identified from the findings of the expert opinion survey between the states of Karnataka and Kerala are discussed as follows:

6.6.1 Similarities:

1. Ranking of employee attrition factors revealed that employee’s salary affects attrition very significantly in both the states of Karnataka and Kerala and hence it is identified as the first critical factor.

2. Secondly, lengthy working hours affects attrition significantly, and it is the second critical factor identified in the study commonly from the two locations – Karnataka and Kerala.

3. The third critical factor affecting attrition is lack of career growth in both the states, but in Kerala, the factor highly stressful work also is at the third critical factor level.

4. The study revealed that in both the states, absence of good HRM practices is one of the critical factors causing high attrition.

5. From the study, it can be found that employee retention is taking place in BPO companies located in both Karnataka and Kerala states.

6. From the burning issues identified from both the states it is noted that almost identical issues are obtained through both the surveys.

7. Through the similar proactive and promotional measures initiated by both the Karnataka and Kerala state Governments, it is found that the BPO industry is one of the prominent sectors in both the states which need to be protected from serious issues for its survival and growth.
8. To address the high employee attrition problem, both the state Governments has introduced nearly identical and regionally suitable policies and programs for their states.

6.6.2 Dissimilarities:

1. From the study it is found that in reducing employee attrition, ‘Work from home ‘is one among the most suitable options in the BPO sector in the Karnataka state, whereas it is not a suitable option to be adopted to reduce attrition in the Kerala state.

2. Opinion is divided on finding whether the BPO job is highly stressful in the case of Karnataka State employees.

3. It is found that among the Kerala respondents, only part of them have the opinion that BPO job is highly stressful.

4. In Karnataka state, the fourth critical factor affecting attrition is highly stressful work.

5. The fourth critical factor affecting attrition in Kerala state is lack of job security which affects attrition only to a less significant level.

6. The fifth factor affecting attrition in Karnataka state is lack of job security, whereas it is the fourth factor in the Kerala state’s survey.

6.7 RECOMMENDATIONS

In connection with the findings that emerged from the study, the following recommendations are given to address the major issue of high employee attrition:

1. Introduce highly competitive salary packages for the BPO employees to reduce the high employee attrition problem.

2. Tailor the compensation system as per the employees’ credentials

3. Introduce performance- based bonus in the employee benefits

4. Make the reward systems transparent in the organization
5. Only 5 out of 150 employees become team leaders in a year, hence cash incentives are one way to keep the employees happy.

6. Increase the number of employees promoted to team leaders’ level to 10 from 5 so that, out of 150 employees in a year, one out of every 15 employees gets promoted, and the attrition factor, lack of career growth is addressed.

7. Encourage suggestions on salary packages from internal experienced staff members.

8. Age should not be a barrier for training employees and could in fact bring in more stability to the company.

9. Bring in flexibility in opting for lengthy working hours by focusing on task completion within the target date.

10. Adopt flexible working hours to reduce the problems associated with lengthy working hours.

11. Encourage humour and laughter in workplace to deal with stress which will ensure that the employees are happy which gets reflected in their services especially critical in voice based transaction.

12. Understanding of the employees and their needs on a personal basis will make managing them much easier.

13. Make a genuine praise and a constructive feedback.

14. Companies need to go in for a diverse workforce, which does not only mean race, gender diversity, but also includes age, experience and perspectives. Diversity in turn results in innovation and success.

15. Benchmark the organization’s HRM practices with the one best in the industry.

16. Ensure a very positive work environment to see that each employee gets self – respect and dignity in the organization.

17. Treat the employees with respect, compassion, and fairness.

18. Introduce innovative and highly effective HRM policies which are unique when compared to the ones in similar industry.
19. Introduce family benefit plans to reduce work and family conflict

20. Get Feedback on the workplace to assess and redesign the work atmosphere.

21. Ensure stronger career path for the employees

22. Provide safe and good transportation facility

23. Ensure growth opportunities (within the company)

24. Encourage the selection of more female employees since the attrition is higher in the case of males.

25. Create a corporate culture with high standards of corporate governance so that the labour welfare and corporate governance factor affecting attrition will be tackled.

6.8 SUGGESTIONS

Based on the significance and findings of the study, the following suggestions may be considered for tackling the major issue of high employee attrition in the BPO sector organizations:

1. Retain your best people to gain competitive edge with suitable measures.

2. Every employee in the organization should have a personal development plan for the coming year.

3. Create great jobs through information sharing and encouragement

4. Build mutual trust and mutual respect between employees and management

5. Adopt measures to become an employer–of–choice to attract the most talented personnel.

6. Broaden the discussion so that employees share their true opinion.

7. Allow autonomy; let people stretch, be flexible.

8. Foster a small team environment as it facilitates free flow of ideas and activities.

9. Don’t wait for exit interview since it is difficult to decide to retain your best employee after the interview.
10. Adopt coaching rather than commanding

11. Encourage internal redeployment of personnel

12. Create a great environment (no jerks allowed, friendly relations)

13. Get Feedback on a regular basis from the subordinates and from the superiors.

14. Ask early; ask often to the employees so that continuous work flow is ensured at all times even regarding routine activities and systems.

15. Provide Opportunities considering the overall development of an employee.

16. Be a supportive, logical and helpful manager who provides general and clear direction.

17. Take appropriate measures to avoid burnout in the employees.

18. Feeling valued by their managers in the workplace is a key to high employee motivation and morale.

19. BPO companies can look beyond the traditional areas of recruitment and selection and some thought could be given to employees who are physically challenged and housewives.

20. Regularly conduct stress reduction programs like yoga, meditation cultural fests, etc.

21. Arrange competitions in games and sports and also maintain health clubs, gymnasium, swimming pool etc to safeguard the employee’s health and wellbeing.

22. Offer management diplomas and MBA courses as most fresh graduates want to study further. Also give incentives like scholarships.

23. By planning a combination of short and long-term incentives, such as performance bonus, Employee Stock Option Plans, deferred and retention bonus, the industry can tide over the problem of attrition.
6.9 CONCLUSION

Every organization is comprised of people. Acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they maintain their commitment to the organization are essential to achieving organizational objectives. Human Resource Management is that part of management which is concerned with people at work and with their relationships within an enterprise. The primary objective of HRM is to ensure the availability of a competent and willing workforce to an organization. Business Process Outsourcing, commonly known as BPO, is one of the most booming sectors in the Indian industry. Since its inception, the Indian BPO industry has grown at a constant annual rate of 40-50 per cent and within a couple of years, India managed to secure the position of the most preferred and low cost destination for business process outsourcing. Ironically, in spite of the tremendous growth potential of the sector, attrition rate and the manpower crisis is dampening the growth of the sector. The human resource professionals of the BPO industry are facing various challenges like the attrition rates and its implications, skill shortages, retaining the employees etc. In order to implement successful business strategies to face these global challenges, organizations must ensure that they have the right people capable of delivering the strategy. The topic for this research study has been identified in this context!

The issue of employee attrition/turnover has been found to be making huge economic impact on the organizations. To analyse the nature, state and factors affecting high employee attrition, the BPO companies located in the states of Karnataka and Kerala were selected for the study. The research specifically aimed at identifying the critical factors affecting high employee attrition in the BPO sector and suggesting remedial measures to address the high attrition problem.

The study gives a warning signal to the BPO sectors, in Karnataka and Kerala to immediately adopt innovative strategies to tackle the continuing high attrition problem.

In the study, the attrition factor, employee’s salary has been emerged as the most critical factor affecting high attrition in the BPO companies! It further clarifies the need to pay immediate attention on introducing highly competitive salary packages in BPO sector.
organizations for addressing the high attrition problem. It is revealed that both in Karnataka and Kerala states, absence of good HRM practices is also one of the critical factors causing high attrition. BPO management also have to ensure that their employees are paid enough for the work they do in the organization in which they are working.

In order to have a stress free BPO work environment, companies must reduce the long working hours and should also introduce flexible work timings which will in turn lead to reduced attrition. Lengthy working hours has been identified as the second critical factor, which requires serious attention! Work from home is one among the most suitable options that can be adopted in the BPO sector in the Karnataka state, whereas it is not a good option in the state of Kerala. The factor lack of career growth also requires attention to improve the attrition problem. It is noted from the study that multinational BPO employees are having higher level of attrition scores than national BPO employees. Karnataka respondents are found to have more attrition scores than Kerala employees.

Age of the employee has affected attrition significantly, which means respondents in the older age group have lesser attitude towards attrition. Experience of the employees in the present organization and number of training programmes attended has been identified as the non critical factors affecting high attrition which also need consideration in improving the employee retention.

This study will be helpful to the management of BPOs located in Karnataka and Kerala states to focus on the critical factors identified in the study in addressing the employee attrition problem.

BPO industry is one of the prominent sectors in both the states of Karnataka and Kerala which need to be protected from serious issues for its survival and growth! BPOs have a great scope in India. Around 5 years back, BPOs were just a means by which companies could save costs. Only a few activities were outsourced. But now BPOs are emerging as a management tool and focus is shifting from non-core processes to core processes. Business process outsourcing is considered as the inevitable next major source of innovation and competitive advantage.