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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY OF CUSTOMER SATISFACTION FOR IDEA CELLULAR IN EASTERN RAJASTHAN <i>DR. KAVALDEEP DIXIT & NEHA JAIN</i>	1
2.	AN EMPIRICAL STUDY ON EMOTIONAL INTELLIGENCE OF GENERATION X MANAGERS <i>DR. S. GANESAN & DR. R. KRISHNAMURTHI</i>	10
3.	STUDY ON SOURCES OF FUND OF PRIMARY CO-OPERATIVE AGRICULTURE AND RURAL DEVELOPMENT BANKS IN COMPOSITE TO THANJAVUR DISTRICT <i>DR. K. RAMAKRISHNAN & S.SOUNDARANAYAH</i>	13
4.	ETHICAL, LEGAL AND SOCIAL RESPONSIBILITY IN TOURISM BUSINESS <i>SUBODH KUMAR MISHRA</i>	16
5.	A STUDY OF FDI AND INDIAN BANKING <i>DR. G. S. GAUD & DR. GIRISH KUMAR PAINOLI</i>	20
6.	RELATIONSHIP BETWEEN TRADE AND FDI: EVIDENCE FROM FOOD PROCESSING SECTOR IN INDIA <i>DR. ASHISH MANOHAR URKUDE & PRAVIN JADHAV</i>	24
7.	EMPLOYEE PERFORMANCE APPRAISAL IN CEMENT INDUSTRY: A CASE STUDY OF ACC LIMITED, WADI, GULBARGA DISTRICT <i>DR. A. P. HOSMANI & SHAIKH TABASSUM HAMEED</i>	30
8.	SCIENTIFIC INPUT FOR THE TRAINERS OF HRD PRACTITIONERS IN SOFTWARE INDUSTRY <i>P. SURJITH KUMAR & DR. N. PANCHANATHAM</i>	34
9.	TO STUDY MARKETING STRATEGIES FOR CAR LOANS CUSTOMERS: A COMPARATIVE STUDY OF PUBLIC SECTOR BANKS AND PRIVATE SECTOR BANKS WITH SPECIAL REFERENCE TO MEERUT, U. P. <i>ADITI SHARMA & DR. SUDHINDER SINGH CHOWHAN</i>	39
10.	FINANCIAL ANALYSIS OF INDIAN OIL CORPORATION LIMITED <i>PAWAN KUMAR, DR. V. K. GUPTA & DR. ANIL KUMAR GOYAL</i>	46
11.	PERCEIVED PERFORMANCE APPRAISAL EFFECTIVENESS AND ITS IMPACT ON ACADEMIC STAFF ORGANISATIONAL COMMITMENT TURNOVER INTENTION: A CONCEPTUAL MODEL <i>DR. A KUMUDHA & J. BAMINI</i>	53
12.	A STUDY ON EMPLOYEE WELFARE ACTIVITIES IN RASHTRIYA ISPAT NIGAM LIMITED VISAKHAPATNAM STEEL PLANT <i>RAKHEE MAIRAL RENAPURKAR</i>	57
13.	A STUDY ON AWARENESS OF MOBILE MARKETING IN VELLORE DISTRICT <i>DR. M. RAGURAMAN, R. VEERAPPAN & ANGELO JOSEPH</i>	63
14.	ROLE OF SELF-HELP GROUPS IN MOVEMENT OF SOCIO-ECONOMIC AND POLITICAL TRANSFORMATION: A CASE STUDY IN PURBA MEDINIPUR DISTRICT <i>SIDDHARTHA CHATTERJEE</i>	67
15.	WOMEN EMPOWERMENT THROUGH SELF HELP GROUP: A STUDY <i>PREETI SONI</i>	76
16.	IMPACT OF OUT OF BOX ADVERTISING IN INTERNET ON ATTENTION, RETENTION AND PURCHASE INTENTIONS <i>S N KUMAR & ANUPAMA SUNDAR</i>	79
17.	THE EFFECT OF DISCLOSURE QUALITY ON STOCK TURNOVERS OF ACCEPTED COMPANIES IN TEHRAN STOCK EXCHANGE <i>AKRAM DAVOODI FAROKHAD & SAYED NAJIB ALLAH SHANAEI</i>	82
18.	EFFICIENT COMMUNICATION FOR EFFECTIVE SUPERVISORS <i>DR. VIDHU GAUR</i>	87
19.	THE IMPACT OF CAPITAL STRUCTURE ON MICRO FINANCE INSTITUTION PERFORMANCE: EVIDENCE FROM ETHIOPIA <i>GEMECHU FEYISSA GUDU</i>	91
20.	A STUDY ON PUBLIC BUDGET MANAGEMENT OF HIV/AIDS INTERVENTION <i>NURUL DWI PURWANTI</i>	96
21.	A STUDY OF POVERTY ERADICATION IN INDIA: NATIONAL POLICIES, PLANS AND PROGRAMS <i>DR. SANJAY KUMAR CHOURASIYA</i>	101
22.	A STUDY ON UNDERSTANDING OF RURAL CONSUMER BEHAVIOUR IN INDIA <i>SUCHI K. PATEL & ZARNA M. PATEL</i>	106
23.	ENVIRONMENT FOR WOMEN ENTREPRENEURS IN INDIA <i>JAINENDRA KUMAR VERMA</i>	108
24.	WATER RESOURCES AND TOURISM PROMOTION: A CASE STUDY OF HYDERABAD <i>JAYAPRAKASH NARAYANA G</i>	110
25.	A STUDY ON EMPLOYEES' ATTRITION IN BPO SECTOR WITH SPECIAL REFERENCE TO CHENNAI CITY <i>B.LATHA</i>	113
26.	ANALYSIS OF GROWTH & CHALLENGES FACED BY MANAGEMENT EDUCATION IN INDIA: A CRITICAL REVIEW OF LITERATURE <i>HIMANI RAVAL</i>	118
27.	LEARNING AND DEVELOPMENT IN INFORMATION TECHNOLOGY (IT) COMPANIES <i>SIRISHA DAMARAJU</i>	121
28.	WOMEN ENTREPRENEURS' DEVELOPMENT THROUGH TRAINING AND EDUCATION IN INDIA <i>JAINENDRA KUMAR VERMA</i>	123
29.	INTEREST RATE FLUCTUATIONS AND FINANCIAL OUTCOMES OF BANKING SECTOR: A CASE STUDY OF PAKISTAN <i>ASAD ZAMAN, AMMAR ALI GULL, REHAN NASIR, MUHAMMAD BILAL, YASIR PERVAIZ, MUHAMMAD ASIM RIAZ & MUBASHER ASHRAF</i>	125
30.	PEOPLE MANAGEMENT PRACTICES: A POTENTIAL TOOL FOR ORGANIZATIONAL PERFORMANCE <i>SANTOSH V BILGUNDI, KIRAN KUMAR M & AKSHAY PAI R</i>	130
	REQUEST FOR FEEDBACK	134

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OBJECTIVES

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RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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A STUDY ON EMPLOYEES' ATTRITION IN BPO SECTOR WITH SPECIAL REFERENCE TO CHENNAI CITY

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ABSTRACT

Businesses in India are now suffering high attrition which is reflecting a company's strength, weaknesses and company's ability. BPO sector is one among the indication of attrition. This study is conducted to find out the reasons behind the increase in attrition rate in BPO sector and to find out the ways of retention strategies. Research design is in descriptive nature. This study was carried out in BPO sector in Chennai. In this study opinion of 130 employees was taken for the analysis. Primary data & secondary data are used for the study. From the analysis and discussions, suggestions were given.

KEYWORDS

Attrition, Retention, Strength, Weakness, Ability.

1. INTRODUCTION

Organizations must have the employees in order to succeed in the hectic competitive and complex global economy. Organizations need to understand the importance of hiring, developing and retaining employees with in the organization. In India, upheaval in the growth and development which was accompanied by the revolution in the technological front and a radical change in the way businesses were done. Instead of being the jack of all trades, the smart organizations have now redefined the way of working and now aim at being the master of their core business. Among those BPO sector has become the obvious strategic choice of the companies looking at the visible profits of cost reduction while improving the quality of service, increasing shareholder value and so on. Indian IT-BPO grew by 12 per cent in FY2009 to reach USD 71.7 billion in aggregate revenue. Software and services exports (includes exports of IT services, BPO, Engineering Services and R&D and Software products) reached USD 47 billion, contributing nearly 66 per cent to the overall IT-BPO revenue aggregate. IT-BPO exports (including hardware exports) reached USD 47.3 billion in FY2009 as against USD 40.9 billion in FY2008, a growth of 16 per cent¹. Contrary present employees' retention becomes a challenging for BPO sector in India as the attrition rate has been significantly increased in recent years. The downside of this increased competition is a rising rate of attrition, particularly in India. Fiscal first-quarter 2011 results filed by Infosys, Wipro and TCS listed attrition rates between 7.6 percent -17.7 percent². In this aspect the present study has been designed to identify the reasons behind the employee attrition in the title of "A study on employees' attrition in BPO sector with special reference to Chennai city."

2. REVIEW OF LITERATURE

Maran (2011) stated that in Chennai chemicals, attrition is quite high in domestic formulation. In his study it was found that most of the employees were interested in the organization, and they felt that they were not comfortable with the salary package offered in Chennai. However, there are a few responses that are dissatisfied with their immediate Boss. Most of the respondents were not aware about the policies and performance appraisal. Vidya Sunil Kadam (2012) viewed that the voluntary attrition rate is high between the ages of 24-28 years. By getting 2-4 years experience IT professionals going for better opportunity. So the growth opportunity is the main reason for the voluntary attrition. Naga Sumalath (2012) highlights about individual factors are significant in attrition intention in software industry employees in Bangalore city, India. Organization should consider the individual problems of their employees to reduce attrition of their good employees.

3. STATEMENT OF THE PROBLEM

Business Process Outsourcing (BPO) is a developing industry that is receiving significant attention from all other sectors such as government, business, as well as from the academe. BPO is basically formulated to outsource processes to a third party that are not core to a company but are necessary in its everyday operations. India has the most number of BPO companies in the world. With the sustained growth of this industry, BPOs are now receiving considerable academic attention dealing with multiple aspects. When they are concentrating on multiple aspects there are overlook about the employee interests. With this employees are taking the decision of leaving the organization. As a result attrition rate among BPO employees is high. In order to understand the reasons behind the employees' attrition the present study has been carried out.

4. OBJECTIVES OF THE STUDY

- To identified the reasons for employees' attrition in BPO sector in Chennai city
- To study the level of opinion for the factors affecting employee attrition in BPO sector.
- To know the factors for leaving the organization towards employees attrition in BPO sector.

5. SCOPE OF THE STUDY

The study entitles as "A study on employee attrition in BPO Industry with special reference at Chennai city" aims to identify the reasons for employee attrition. It covers the level of opinion for the factors affecting employees' attrition in BPO sector in Chennai city. It also covers the factors for leaving the organization towards employees' attrition in BPO sector with respect to Chennai city.

6. RESEARCH METHODOLOGY

Item	Description
Research Design	Descriptive in nature
Type of Population	Employees working in BPO Sector
Population Source List	Obtained from the BPO companies in Chennai city
Sampling Unit	Employees working in available departments in BPO companies
Sampling Methods	Stratified random sampling
Sample Size	130
Sources of Data	Both Primary and Secondary Data
Sources of Primary Data	Obtained from the employees in BPO Sector through unstructured questionnaire, focus group interview and informal depth interview
Sources of Secondary Data	Gathered from the previous studies and periodicals
Analytical Tools Used	Percentage analysis, Cross tables, Analysis of variance, Weighted average method and Garrett ranking

7. LIMITATIONS OF THE STUDY

- The study was carried out only at Chennai city
- The population source list was constructed based on the information gathered from the concern source list
- The information given by respondents based on their opinion during the time of study and that may not be generalized as the base for future study relevant to this topic

8. RESULTS AND DISCUSSION

TABLE 8.1: PROFILE OF EMPLOYEES IN BPO SECTOR

S.No	Socio – Economic Profile	Attributes	Number of Respondents	Percentage to Total
1	Gender	Male	83	63.8
		Female	47	36.2
2	Age	Below 25	50	38.5
		26-30	43	33.1
		31-35	21	16.2
		36-40	7	5.4
		Above 40	9	6.9
3	Marital Status	Unmarried	57	43.8
		Married	73	56.2
4	Education	Below Graduate	27	20.8
		Graduate	55	42.3
		Post Graduate	36	27.7
		Others	12	9.2
5	Experience	Less than 1 Year	62	47.7
		2-4 years	40	30.8
		More than 5 years	28	21.5
6	Monthly Income	Less than Rs.10000	4	3.1
		Rs.10000- Rs.20000	53	40.8
		More than Rs.20000	73	56.2
7	Mode of work	General	37	28.5
		Shift	66	50.8
		Both	27	20.8
8	Designation	Top	9	6.9
		Middle	62	47.7
		Low	59	45.4
9	Nature of residence	Urban	38	29.2
		Semi Urban	63	48.5
		Rural	29	22.3

Source: Primary Data

Table 8.1 highlights the profile of employees in IT sector. Regarding the gender 63.8 percent are male, age composition reveals that 38.5 percent are below 25 years. Regarding the marital status 56.2 percent of respondents are married. 42.3 percent of employees in BPO sector have graduate qualification. 47.7 percent of employee in BPO sector have less than one year experience. 56.2 percent of employees get monthly income of more than Rs.20000. 50.8 percent of employees work in shift basis. 47.7 percent of employee is in middle level cadre. 48.5 percent of employees are in semi urban area.

TABLE 8.2: RESPONDENTS' OPINION REGARDING THE FACTORS INFLUENCING TOWARDS ATTRITION

Sl.No.	Factor	Sum	Score	Average	Rank
1	Higher salary expectation	417	4627.778	35.5982	9
2	Lack of security	740	8216.667	63.2051	1
3	Lack of social interaction	685	7605.556	58.5042	3
4	Monotonous work	640	7105.556	54.6581	6
5	Unusual working hours	735	8161.111	62.7777	2
6	Treasure to perform on metrics	627	6961.111	53.5470	7
7	Low perceived value	608	6750	51.9230	8
8	Stress and burnout	665	7383.333	56.7948	5
9	Lack of motivation	682	7572.222	58.2478	4

Sources: Primary Data

The table shows the respondents' opinion about the factors influencing towards attrition. By applying Garrett Ranking, the mean values are obtained for every factor where in which the respondents opinion about the attributes influencing towards attrition. From the obtained mean values, the highest mean value obtained factor has been given the rank of 1 and the lowest rank is 9. In order to apply Garrett ranking each factor has been ranked by the respondents between the ordinal values of 1 and 9. From the obtained mean values, it is displayed that lack of security, unusual working hours, lack of social interaction, lack of motivation, stress and burnout have been much considered by the respondents in BPO sector.

TABLE 8.3: RESPONDENTS' OPINION ABOUT THE FACTORS AFFECTING ATTRITION

S.No.	Factors	Mean Score	Percentage	Rank
1	Lack of equality	2.1	70	6
2	Lack of advanced opportunities	1.9	63	8
3	Incompatible policies	2.5	83	1
4	Dissatisfied with working conditions	1.7	57	9
5	Power and policies	2.0	67	7
6	Dissatisfied with co workers	2.2	73	5
7	Lack of team work	2.33	78	3
8	Absence of challenge	2.36	79	4
9	Irregular working hours	2.4	80	2

Sources: Primary Data

The table shows the respondents opinion about the factors affecting attrition. The opinion of respondents in banking BPO sector prioritizes the impact of attrition factors as incompatible policies, irregular working hours, lack of team work and absence of challenge and dissatisfied with co workers.

TABLE: 8.4 RESPONDENTS' OPINION ABOUT THE FACTORS LEADING TO RETENTION

MO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.713
Bartlett's Test of Sphericity	Approx. Chi-Square	47.434
	df	15
	Sig.	.000

By testing the significant by KM Blot test the value obtained was 0.71 or 71% show the correlation was found between the selected variables. Through rotated component matrix the factors were categorized into

Prospect factors:- Opportunities for personal growth & development, vision to move ahead in life and opportunities for job position were identified factors leads to retention among the employees working in BPO sector

Amenities factors:- housing conveyance, medical benefits were identified factors leads to retention among the employees working in BPO sector

8.1 RESPONDENTS' OPINION ABOUT THE REASONS FOR EMPLOYEE ATTRITION BASED ON THEIR DESIGNATION

Null Hypothesis (H₀): There is no significant difference exists among the opinion of the respondents about the reasons for employee attrition based on their designation at 5% level of significance

Alternative Hypothesis (H₁): There is significant difference exists among the opinion of the respondents about the reasons for employee attrition based on their designation at 5% level of significance.

TABLE 8.5: RESPONDENTS 'OPINION ABOUT THE REASONS FOR EMPLOYEE ATTRITION BASED ON THEIR DESIGNATION

Sl.No.	Factors		Sum of Squares	Df	Mean Square	F	Sig.	Remarks
1	Dissatisfaction with administrative performance	Between Groups	4.946	2	2.473	1.834	.164	Not Significant
		Within Groups	171.277	127	1.349			
		Total	176.223	129				
2	Language and communication problem	Between Groups	30.788	2	15.394	8.703	.000	Significant
		Within Groups	224.635	127	1.769			
		Total	255.423	129				
3	Dissatisfaction with working environments	Between Groups	6.644	2	3.322	1.817	.167	Not Significant
		Within Groups	232.156	127	1.828			
		Total	238.800	129				
4	Inadequate administrative support	Between Groups	10.805	2	5.402	2.710	.070	Not Significant
		Within Groups	253.203	127	1.994			
		Total	264.008	129				
5	Felt over whelmed by demands	Between Groups	1.604	2	.802	.515	.599	Not Significant
		Within Groups	197.696	127	1.557			
		Total	199.300	129				
6	Unsure of academic goals	Between Groups	18.467	2	9.233	4.599	.012	Significant
		Within Groups	254.957	127	2.008			
		Total	273.423	129				
7	Did not have enough salary	Between Groups	6.353	2	3.177	1.996	.140	Not Significant
		Within Groups	202.078	127	1.591			
		Total	208.431	129				
8	Could not obtain sufficient financial aid	Between Groups	2.304	2	1.152	.963	.385	Not Significant
		Within Groups	151.973	127	1.197			
		Total	154.277	129				
9	Delayed notification of financial aid	Between Groups	16.118	2	8.059	5.050	.008	Significant
		Within Groups	202.690	127	1.596			
		Total	218.808	129				
10	Changes in personal circumstances	Between Groups	9.110	2	4.555	2.879	.060	Not Significant
		Within Groups	200.959	127	1.582			
		Total	210.069	129				
11	Dissatisfied with working life	Between Groups	3.462	2	1.731	1.264	.286	Not Significant
		Within Groups	173.930	127	1.370			
		Total	177.392	129				
12	Dissatisfied with family life	Between Groups	.858	2	.429	.161	.851	Not Significant
		Within Groups	338.035	127	2.662			
		Total	338.892	129				
13	Unable to balance work & life	Between Groups	74.698	2	37.349	51.330	.000	Significant
		Within Groups	92.409	127	.728			
		Total	167.108	129				
14	Less experience	Between Groups	14.383	2	7.192	5.219	.007	Significant
		Within Groups	175.009	127	1.378			
		To Total	189.392	129				

Source: Primary Data

The ANOVA test is applied to test the significant difference exists among the respondents opinion about the employee attrition based on their designation. The significant different exists among the opinion of the respondents about language and communication problem, unsure of academic goals, delayed notifications of financial aid, unable to balance work & life and having less experience, since the obtained values is less than 0.05.

8.2 RESPONDENTS' OPINION ABOUT THE FACTORS FOR LEAVING THE ORGANIZATION BASED ON THEIR GENDER

Null Hypothesis (H_0): there is no significant difference exists in the opinion of respondents about the factors for leaving the organization based on their gender at 5% level of significance.

Alternative Hypothesis (H_1): there is significant difference exists in the opinion of respondents about the factors for leaving the organization based on their gender at 5% level of significance.

TABLE 8.6: RESPONDENTS' OPINION ABOUT THE FACTORS FOR LEAVING THE ORGANIZATION BASED ON THEIR GENDER

Sl.No.	Factors		Sum of Squares	df	Mean Square	F	Sig.	Remarks
1	Salary and benefits	Between Groups	9.107	1	9.107	9.000	.003	Significant
		Within Groups	129.517	128	1.012			
		Total	138.623	129				
2	Issues with colleagues with co workers	Between Groups	1.212	1	1.212	.813	.369	Not Significant
		Within Groups	190.911	128	1.491			
		Total	192.123	129				
3	Organization strategy and practices	Between Groups	2.178	1	2.178	1.158	.284	Not Significant
		Within Groups	240.753	128	1.881			
		Total	242.931	129				
4	Job security	Between Groups	.689	1	.689	.377	.541	Not Significant
		Within Groups	234.088	128	1.829			
		Total	234.777	129				
5	Opportunity for personal and career development	Between Groups	6.446	1	6.446	3.048	.083	Not Significant
		Within Groups	270.662	128	2.115			
		Total	277.108	129				
6	Issues within working experiences	Between Groups	9.683	1	9.683	6.369	.013	Significant
		Within Groups	194.594	128	1.520			
		Total	204.277	129				

Source: Primary Data

The ANOVA test is applied to test the significant difference exist in the opinion or respondent about the factors for leaving the organization based on their gender. The significant different exists among the opinion of employees about, salary and benefit and issues within working experiences since the obtained values is less than 0.05 and there is no significant difference exist about opportunities for personal and career development, job security, organizational strategies and policies, issues with colleagues and co-workers since the obtained values is greater than 0.05

9. FINDINGS

- Regarding socio-economic profile of the employees working in BPO sector in Chennai, it is found that 38.5 percent are below 25 years. 42.3 percent of the employees have graduate qualification. 47.7 percent of employees in BPO sector have less than one year experience. 50.8 percent of employees work in shift basis. 47.7 percent of employee is in middle level cadre.
- It is found from Garrett ranking about opinion about the factors influencing towards attrition is lack of security.
- It is found from weighted average about opinion about the factors affecting towards attrition is incompatible policies and irregular working hours.
- It is found from the factor analysis that the attributes related to retention among the employees in BPO sector were categorized into prospect factors and amenities factor.
- It is found that the significant different exists among the opinion of the respondents about language and communication problem, unsure of academic goals, delayed notifications of financial aid, unable to balance work & life and having less experience.
- It is found that the significant different exists among opinion of the respondents about the factors for leaving the organization based on their gender is about the salary and benefit and issues within working experience.

10. SUGGESTIONS

- Improving job security policies
- Providing more amenities regarding retention of the employees
- Organizing work-life balance programmes
- Increasing the efficiency and effectiveness in their jobs to gain experiences
- Giving more opportunities to develop in their career
- Encouraging flexi-hours

11. CONCLUSION

Employees' retention becomes a challenging for BPO sector in India as the attrition rate has been significantly increased in recent years. In this study it is found that the most of the employees working BPO sectors are expecting better salaries, job security, flexi working hours and compatible policies. So organizations should concentrate on these matters to retain the employees.

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