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CHALLENGE OF ATTRITION: A CASE STUDY OF BPO INDUSTRY IN CHANDIGARH REGION

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ABSTRACT

The period of 2003-2006 witnessed the peak of growth in the BPO industry in India. Several employment opportunities opened up for the Indian qualified youth, as there was a new growing market that had just got created for them. The call centers and the BPO industry took off in a big and promising way thus creating a rush for the most talented among the huge number of graduates available in India. But this increase in number of call centers and BPOs also led to job hopping and poaching. This gave rise to problem of attrition in Indian BPO industry. Chandigarh being a big and advanced city also witnessed boom of BPO industry. BPO industry in Chandigarh region is also facing problem of attrition and the problem is so severe that it led to shut down of many small call centers in area. Present study was conducted in Chandigarh area to understand the level of attrition problem in the region, its reasons and suggestions.

KEYWORDS

BPO industry, Chandigarh.

INTRODUCTION

The period of 2003-2006 witnessed the peak of growth in the BPO industry in India. Several employment opportunities opened up for the Indian qualified youth, as there was a new growing market that had just got created for them. The call centers and the BPO industry took off in a big and promising way thus creating a rush for the most talented among the huge number of graduates available in India. But this increase in number of call centers and BPOs also led to job hopping and poaching. This gave rise to problem of attrition in Indian BPO industry. Chandigarh being a big and advanced city also witnessed boom of BPO industry. BPO industry in Chandigarh region is also facing problem of attrition and the problem is so severe that it led to shut down of many small call centers in area. As discussed with some of the HR managers in BPO industry in Chandigarh region the attrition rate in small BPOs is approximately 40%. The problem of attrition is so severe that even some small Call centers had to shut down their operations. The problem of attrition has been aggravated by the entry of big giants like DELL and IBM. Agents from small call centers move leave their jobs to work in these big companies in the hope of having growth opportunities, better environment and lucrative pay packages. But they find it difficult to cope up with competition and work pressure in such companies. So they leave that job also. There are other major reasons also which lead to attrition in BPO industry. Attrition is a menace for BPO industry which causes monetary, effort as well as time loss to companies. Present study throws light on reasons for attrition in BPO industry and suggestions to minimize this problem.

RESEARCH METHODOLOGY**OBJECTIVES**

- To identify the reasons for high attrition in BPO Industry in Chandigarh area.
- To suggest measures to curb the menace of attrition.

RESEARCH METHOD

The research techniques adopted for this study is "Telephonic interview Method" and "direct interview method" wherein detailed Questionnaire have been prepared for carrying out a detail survey of employees of BPOs who left their jobs for different reasons. List of the agents who left the job was taken from the HR departments and their telephone numbers were collected from their concern Team leaders.

SAMPLE SIZE

A sample 50 of the agents from different call centers from the Chandigarh area who left their job in the month of January-May 2013 was taken.

LIMITATIONS OF THE STUDY

The main limitation of this study was that it was an exit interview so some of the respondents answers might be biased. Some respondents were not interested in giving answers about their previous jobs so they gave answers uninterestingly.

RESULTS AND DISCUSSION**TABLE 1: PRIMARY REASON**

Primary reason	Respondents	%age
Better Opportunity	7	14
Stress	7	14
Health Problems	2	4
Parental pressure	2	4
Education	4	8
Time pass	4	8
Shift timings	8	16
Less growth opportunities	6	12
Company policies and environment	6	12
Other reasons	3	6
Total	50	100

The first question was asked about primary reason for leaving the job. In response to the first question above data was collected. The primary reason for attrition was found to be shift timings followed by high stress level and better job opportunity. The other prominent reasons were less growth opportunities and company policies. The same was analyzed further through a series of questions which followed in the questionnaire.

TABLE 2: POSITIVE POINTS

Positive points	Respondents	% age
Work Environment	13	26
Salary	15	30
Job itself	7	14
Incentives	6	12
Nothing	4	8
No comments	5	10
Total	50	100

The next question asked was about the best thing they liked about working in BPO Company they left. Most of them i.e. 30% said salary followed by work environment. 4% even said they liked nothing about their job.

TABLE 3: NEGATIVE POINTS

Negative Points	Respondents	%age
Shift timings	14	28
Supervision	8	16
Company Policy	11	22
Salary issues	12	24
Work environment	4	8
Technology problems	1	2
Total	50	100

The next question asked was about the worst thing about working in BPO Company they left. 28% said that shift timing was the main negative point about the job. 24% had salary issues as negative point, 22% blame unfriendly company policies to be demerit in working in their company.

FINDINGS

From this study it was found that the main reason for attrition in BPO was shift timing, stress, better opportunity, less growth opportunities and Company policies. The reason agents were attracted towards call centers was found to be high salary and the negative point was found to be erratic shift timings.

CONCLUSION & SUGGESTIONS

- Growth opportunities should be provided through internal job promotions
- Recreational activities should be introduced to reduce stress levels
- Team building activities to be created
- Time management skills to be inculcated among agents
- BPO's should introduce flexible working timings and styles
- Proper sales and process training
- Good rapport between team leader and agents should be established
- Employees in this should be provided with lot of personal space and a well thought-out career growth plan
- HR practices are needed to be fine-tuned so as to get the right kind of employees
- A long term relationship needs to be established between Company and its employees.

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