

A STUDY OF COMPREHENSIVE ATTRITION RATE IN BPO SECTORS IN CHENNAI CITY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

J. ANCY JOSELIN

39410011



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119

April - 2021



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with “A” grade by NAAC | 12B Status by UGC | Approved by AICTE

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **J.ANCYJOSELIN, 39410011** who have done the Project work entitled “**A STUDY OF COMPREHENSIVE ATTRITION RATE IN BPO SECTORS IN CHENNAI CITY**” under my supervision from **JANUARY 2021 to MARCH 2021**.

Dr. M. LAVANYA

Internal Guide

Ms. KAVITHA RAJAYOGAN

External Guide

Dr. G. BHUVANESWARI,

Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

DECLARATION

I **ANCY JOSELIN J (39410011)** hereby declare that the Project Report entitled **“A STUDY OF COMPREHENSIVE ATTRITION RATE IN BPO SECTORS IN CHENNAI CITY ”**done by me under the guidance of **Dr. M. Lavanya** and **Dr. Kavitha Rajayogan**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

ANCY JOSELIN J

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **Dr. G. Bhuvaneshwari**, Dean, School of Business Administration and **Dr. A. Palani**, Head of the Department, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. M. Lavanya**, for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the Department of Management studies who were helpful in many ways for the completion of the project.

ANCY JOSELIN.J

TABLE OF CONTENT

CHAPTER NO	TITLE	PAGE NO
	ABSTRACT	i
	LIST OF TABLES	ii
	LIST OF CHARTS	iii
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Industry Profile	1
	1.3 Statement of problem	3
	1.4 Objectives of study	3
2	REVIEW OF LITERATURE	8
3	RESEARCH METHODOLOGY	17
	3.1 Methodology	17
	3.2 Technique used	17
	3.3 Data collection	17
	3.4 Sample size	18
	3.5 Sample type	18
	3.6 Sample design	18
	3.7 Tools for analysis	18
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage analysis	20
	4.2 Weighted average	55
	4.3 Chi square test	58
	4.4 Correlation	64
5	FINDINGS, SUGGESTIONS AND CONCLUSION	
	5.1 Findings of the Study	67
	5.2 Suggestions	69
	5.3 Conclusion	73
	REFERENCES	73
	APPENDIX –I (Questionnaire)	74
	APPENDIX –II (JOURNAL)	82

ABSTRACT

The BPO Industry has developed well in and its growth can be significantly computed to huge availability of suitable manpower. Ironically, in the light of persistent high levels of attrition experiencing the manpower has been the most intimidating challenge of the industry. The reason behind the attribution is workforces, lack of growth and progression, lack of feedback and recognition and weakness of individual mental and physical ability. On account of high levels of attrition, the industry has been suffering financial and performance related setbacks. Over a period of time, many studies have been undertaken in the academic as well as in industry surroundings to identify the factors which also determine efficient ways of handling the problem of attrition. Although, it still remains an area of concern and prominence for various organizations over a large area.

The objective of paper is the comprehensive attrition rate in BPO sectors in Chennai city. There are 120 candidates indulged in this research by questionnaires methods. This analysis of attrition rate is carried out with aid of SPSS, Microsoft excel and data analysis process. Microsoft excel is for finding out the percentage analysis .SPSS is for finding out data analysis.

The result of the study concentrates that the diverse factors responsible for attrition on the basis of review of literature.

LIST OF TABLES

S.NO.	TABLE NAME	PAGE NO.
4.1 PERCENTAGE ANALYSIS		
4.1.1	Table indicating the gender	20
4.1.2	Table indicating the age group of the respondents	21
4.1.3	Table indicating the marital status of the respondents	22
4.1.4	Table indicating the educational qualification of the respondents	23
4.1.5	Table indicating the working experience of the respondents	24
4.1.6	Table indicating the experience of the respondents	25
4.1.7	Table indicating the designation of the job respondents	26
4.1.8	Table indicating the reatest challenge faced by your origination	27
4.1.9	Table indicating the mandatory to service a notice periods	28
4.1.10	Table indicating the duration of notice in your organization	29
4.1.11	Table indicating the objectives of your notice period	30
4.1.12	Table indicating the increasing number of industries is affecting employee	31
4.1.13	Table indicating the employees in the experience range are most susceptible to attrition	32
4.1.14	Table indicating the salary in company	33
4.1.15	Table indicating the looking forward to switch from current organization to other	34
4.1.16	Table indicating the compensation packages of the employees in the company	35
4.1.17	Table indicating the satisfaction with the remuneration package and other benefits	36
4.1.18	Table indicating the salary commensurate with qualification experience performance	37
4.1.19	Table indicating the sufficient opportunities for carrier growth in the originations	38

4.1.20	Table indicating the company supports in professional growth and learning	39
4.1.21	Table indicating the training skills and competencies are given due weight age in carrier growth	40
4.1.22	Table indicating the assignments are given as per individuals skills competencies and attitudes	41
4.1.23	Table indicating the full satisfied with the sense of accomplishment after successful execution of my job	42
4.1.24	Table indicating the getting opportunities for new skills and technological development	43
4.1.25	Table indicating the efforts are made to tap the individuals skills and potentials	44
4.1.26	Table indicating the grievances been solved for the employee	45
4.1.27	Table indicating the feel comfortable while discussing important job	46
4.1.28	Table indicating the interpersonal relations with subordinates equal &seniors	47
4.1.29	Table indicating the personal policies are transparent	48
4.1.30	Table indicating the job is challenge and interesting for employees	49
4.1.31	Table indicating the job is as per employee exertions	50
4.1.32	Table indicating the employees are allowed to develop this creativity to help the organization meet market	51
4.1.33	Table indicating the suggestion openly accepted in the department	52
4.1.34	Table indicating the at all levels feel their investment contribution	53
4.1.35	Table indicating the openness ,transparency and value system part of work culture	54

4.2 STATISTICAL ANALYSIS		
4.3.1	Table indicating the Chi –square test	65
4.4.1	Table indicating the correlation test	71

LIST OF CHARTS

S.NO.	TABLE NAME	PAGE NO.
4.1 PERCENTAGE ANALYSIS		
4.1.1	Chart representing the gender	20
4.1.2	Chart representing the age group of the respondents	21
4.1.3	Chart representing the marital status of the respondents	22
4.1.4	Chart representing the monthly income of respondents	23
4.1.5	Chart representing the educational qualification of the respondents	24
4.1.6	Chart representing the experience of the respondents	25
4.1.7	Chart representing the designation of job of the respondents	26
4.1.8	Chart representing the greatest challenge faced by your origination	27
4.1.9	Chart representing the mandatory for the employee to serve a notice period	28
4.1.10	Chart representing the duration of notice in your organization	29
4.1.11	Chart representing the objective of your notice period	30
4.1.12	Chart representing the increasing number of industries is affecting employee	31
4.1.13	Chart representing the employee in the experience range are most susceptible to attrition	32
4.1.14	Chart representing the salary in company	33
4.1.15	Chart representing the looking forward to switch from current organization to other	34
4.1.16	Chart representing the compensation package of the employees in the company	35
4.1.17	Chart representing the satisfaction with the remuneration package and other benefits	36
4.1.18	Chart representing the salary commensurate with qualification ,experience ,performance	37

4.1.19	Chart representing the sufficient opportunities for carrier growth in the origination	38
4.1.20	Chart representing the company supports in professional growth and learning	39
4.1.21	Chart representing the training skills and competencies are given due weight	40
4.1.22	Chart representing the assignment are given as per individual skills ,competencies an attitudes	41
4.1.23	Chart representing the full satisfied with the sense of accomplishment after successful execution of my job	42
4.1.24	Chart representing the getting opportunities for new skills and technological development	43
4.1.25	Chart representing the efforts are made to tap the individuals skills and potentials	44
4.1.26	Chart representing the grievances been solved for the employees	45
4.1.27	Chart representing the fell comfortable while discussing important job	46
4.1.28	Chart representing the interpersonal relations with subordinates equal & seniors	47
4.1.29	Chart representing the personal policies are transparent	48
4.1.30	Chart representing the job is challenge and interesting for employees	49
4.1.31	Chart representing the job is as per employees expirations	50
4.1.32	Chart representing the employees are allowed to develop this creativity to help	51
4.1.33	Chart representing the suggestion openly accepted in the department	52
4.1.34	Chart representing the at all levels fell this investment contributions	53

4.1.35	Chart representing the openness transparency and value system are part of work culture.	54
--------	--	----

CHAPTER-1

INTRODUCTION

Attrition in business describes a gradual but deliberate reduction in staff numbers that occurs as employees retire or resign and are not replaced. The term is also sometimes used to describe the loss of customers or clients as they mature beyond a product or company's target market without being replaced by a younger generation. Attrition is a process in which the workforce dwindles at a company, following a period in which a number of people retire or resign, and are not replaced. A reduction in staff due to attrition is often called a hiring freeze and is seen as a less disruptive way to trim the workforce and reduce payroll than layoffs. Attrition can also refer to a company losing its customer base, often as a result of older customers aging or moving on and fewer newer customers opting in.

1.1 INDUSTRY PROFILE

1.1.1 IT and BPO Services Market in India 2020-2024

The publisher has been monitoring the IT and BPO services market in India 2020-2024 and it is poised to grow by USD 83.6 bn during 2020-2024, progressing at a CAGR of 8% during the forecast period. The report on the IT and BPO services market in India 2020-2024 provides a holistic analysis, market size and forecast, trends, growth drivers, and challenges, as well as vendor analysis covering around 25 vendors.

The report offers an up-to-date analysis regarding the current India market scenario, latest trends and drivers, and the overall market environment. The market is driven by need to focus on core competencies and improve efficiency. In addition, access to new technology, domain expertise, and round the clock service is anticipated to boost the growth of the IT and BPO services market in India 2020-2024 as well.

1.1.2 Market Segmentation

The IT and BPO services market in India 2020-2024 is segmented as below:

Product:

- IT Services
- BPM
- Software And R&D.

1.1.3 End-user:

- Finance
- Insurance
- Telecom
- Healthcare
- Others

1.1.4 Type:

- Export
- Domestic

1.1.5 Key Trends for it and bpo services market in India 2020-2024 growth

This study identifies access to new technology, domain expertise, and round the clock service as the prime reasons driving the it and bpo services market in India 2020-2024 growth during the next few years.

1.1.6 Prominent vendors in it and bpo services market in India 2020-2024

The publisher provides a detailed analysis of around 25 vendors operating in the it and bpo services market in India 2020-2024, including some of the vendors such as Accenture Plc, Cognizant Technology Solutions Corp., HCL Technologies Ltd., International Business Machines Corp., Infosys Ltd., Serco Group Plc, Tata Consultancy Services Ltd., Tech Mahindra Ltd., Wipro Ltd. and WNS Holdings Ltd. The study was conducted using an objective combination of primary and secondary information including inputs from key participants in the industry. The report contains a comprehensive market and vendor landscape in addition to an analysis of the key vendors.

1.2 STATEMENT OF THE PROBLEM

- To understand the human resource process and attrition in the present scenario in BPO sectors Chennai.
- To find out the reasons of attrition of employees and its effectiveness
- To determine the employee attrition rate and to study the impact of employee retention strategies on organization sustainability.

To find out the attrition rates and their reasons help the management to take necessary actions for the new & existing employees.

1.3 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

To study on attrition rate in BPO sectors in Chennai city

SECONDARY OBJECTIVES:

- To identify the work satisfaction and expectation level of employees in BPO sectors.
- To know about the employees attitude towards job and employee engagement.
- To analyze the cause and consequences of employee attrition in BPO sectors.

1.4 THE BPO INDUSTRY IN INDIA

The market is fragmented, and the degree of fragmentation will accelerate during the forecast period. Accenture Plc, Cognizant Technology Solutions Corp., HCL Technologies Ltd., International Business Machines Corp., Infosys Ltd., Serco Group Plc, Tata Consultancy Services Ltd., Tech Mahindra Ltd., Wipro Ltd., and WNS Holdings Ltd. are some of the major market participants. Although the need to focus on core competencies and improve efficiency will offer immense growth opportunities, lack of effective communication between client and vendor will challenge the growth of the market participants. To make the most of the opportunities, market vendors should focus more on the growth prospects in the fast-growing segments, while maintaining their positions in the slow-growing segments. Need to focus on core

competencies and improve efficiency has been instrumental in driving the growth of the market. However, lack of effective communication between client and vendor might hamper market growth. In India, Business Process Outsourcing (BPO) is the fastest growing segment of the ITES (Information Technology Enabled Services) industry. Factors such as economy of scale, business risk mitigation, cost advantage; utilization improvement and superior competency have all lead to the growth of the Indian BPO industry. Business process outsourcing in India, which started around the mid-90s, has now grown by leaps and bounds.

India is now the world's favored market for BPO companies, among other competitors, such as, Australia, China, Philippines and Ireland. The BPO boom in India is credited to cheap labor costs and India's huge talent pool of skilled, English-speaking professionals. Research by the National Association of Software Services and Companies (NASSCOM) has revealed that quality orientation among leading BPO companies, 24/7 services, India's unique geographic location and the investor friendly tax structure in India have all made the BPO industry in India very popular.

1.4.1 Services offered by Indian BPO companies

Indian BPO companies offer varied services, such as, customer support, technical support, telemarketing, insurance processing, data processing, forms processing, bookkeeping and internet / online / web research.

1.4.1.1 Customer support services

24/7 inbound / outbound call center services that address customer queries and concerns through phone, email and live chat.

1.4.1.2 Technical support services

Installation, product support, running support, troubleshooting, usage support and problem resolution for computer software, hardware

are, peripherals and internet infrastructure.

1.4.1.3 Telemarketing services

Interacting with potential customers and creating interest for the customer's services/ products. Up-selling, promoting and cross selling to existing customers and completing online sales processes.

1.4.1.4 IT helps desk services

Level 1 and 2 multi-channel support, system problem resolutions, technical problem resolution, office productivity tools support, answering product usage queries and performing remote diagnostics.

1.4.1.5 Insurance processing

New business acquisition and promotion, claims processing, policy maintenance and policy management.

1.4.1.6 Data entry and data processing

Data entry from paper, books, images, e-books, yellow pages, web sites, business cards, printed documents, software applications, receipts, bills, catalogs and mailing lists.

1.4.1.7 Data conversion services

Data conversion for databases, word processors, spreadsheets and software applications. Data conversion of raw data into PDF, HTML, Word or Acrobat formats.

1.4.1.8 Book keeping and accounting services

Maintenance of the customer's general ledger, accounts receivables, accounts payables, financial statements, bank reconciliations and assets / equipment ledgers.

1.4.1.9 Form processing services

Online form processing, payroll processing, medical billing, insurance claim forms processing and medical forms processing.

1.4.1.10 Online research

Internet search, product research, market research, surveys, analysis, web research and mailing list research.

1.5 Interesting facts about the Indian BPO industry

- The BPO sector in India is estimated to have reached a 54 per cent growth in revenue
- The demand for Indian BPO services has been growing at an annual growth rate of 50%
- The BPO industry in India has provided jobs for over 74,400 Indians. This number is continuing to grow on a yearly basis. The Indian BPO sector is soon to employ over 1.1 million Indians
- 70% of India's BPO industry's revenue is from contact centers, 20% from data entry work and the remaining 10% from information technology related work
- Indian BPOs handle 56% of the world's business process outsourcing

1.6 The top fifteen BPO companies in India

NASSCOM recently conducted a survey and evaluated the leading BPO service providers across India. The top fifteen business process outsourcing companies in India are:

- WNS Group
- Wipro Spectra mind
- Daksh e-Services
- Convergys
- HCL Technologies
- Zenta
- First Source
- Mphasis
- EXL
- Tracmail
- GTL Ltd
- VCustomer
- HTMT
- 24/7 Customer

- Sutherland Technologies

1.7 Outsource your BPO work to India

Get ahead of your competitors, cut down on operational costs and get access to the services of skilled professionals, all by outsourcing non-core BPO work to India. Make a decision to outsource to India today and watch your business grow exponentially. Get in touch with us now.

CHAPTER 2

LITERATURE SURVERY

1. Kathyahern and robyne le brocque (2005): Participant attrition from longitudinal research studies is a concern for social scientists because loss of certain subgroups of participants may result in subsequent data collection phases becoming increasingly biased. This article examines whether attrition has been given due consideration in selected reports of longitudinal research undertaken by social scientists. Results of a review of the literature found that less than one-quarter of the studies described how data were examined for patterns of attrition. On the other hand, those articles that described the treatment of attrition used solutions that were varied and often simple and effective. Recommendations for statistical and no statistical ways of dealing with sample attrition used by social scientists are provided.

2. Lorraine M. Angelino, Frankie Williams, DeborahNatvig (2007) Attrition continues to be a major issue in higher education. Attrition rates for classes taught through distance education are 10 – 20% higher than classes taught in a face-to-face setting. Educators should engage students early and often, using different learning strategies customized to the class content and the students' pre-existing knowledge. The goal for the professor is to develop relationships with the students such that they feel comfortable in the environment. The professor should facilitate learner-learner integration and collaboration so that they will learn from one another and expand their knowledge base together. Through an integrative literature review, this article presents key concepts in online learning and a review of different methods of engaging students with the goals of enhancing the learning process and reducing attrition rates.

3. Lorraine M. Angelino, Clemson University, Frankie Keels Williams (2007) Attrition continues to be a major issue in higher education. Attrition rates for classes taught through distance education are 10 – 20% higher than classes taught in a face-to-face setting. Educators should engage students early and often, using different learning strategies customized to the class content and the students' pre-existing knowledge.

The goal for the professor is to develop relationships with the students such that they feel comfortable in the environment. The professor should facilitate learner-learner integration and collaboration so that they will learn from one another and expand their knowledge base together. Through an integrative literature review, this article presents key concepts in online learning and a review of different methods of engaging students with the goals of enhancing the learning process and reducing attrition rates.

4. Charles L. Baum (2013) when calculating lost earnings in wrongful employment termination cases, economists should approximate the amount of time a terminated employee would have remained employed for the defendant employer accounting for the probabilities of surviving, participating in the labor force, being employed, and remaining employed for that particular employer. I develop a model for the annual probability of remaining with a particular employer using National Longitudinal Survey of Youth data, which tracks the employment experiences of a nationally-representative cohort of individuals over the 1979 through 2010 period. Many employment spells are relatively short, so short tenures are associated with a high probability of leaving an employer. After a point, somewhat longer tenures are associated with a higher probability of remaining with an employer an additional year.

5. Robin C. Harris, DNP, RN; Lisa Rosenberg, PhD, (2014) With the passage of the Affordable Care Act and as the number of aging and diverse individuals in society increases, access to health care will expand and the need for more competent and diverse nursing graduates will increase. An adequate number of nurse graduates is imperative to meet societal demands; however, this is complicated by high nursing student attrition rates. This article examines the need for more nurses (including those from diverse backgrounds), current attrition rates among schools of nursing, at-risk student characteristics, and previous attempts to increase student success. Applying the evidence to practice, findings from a multipronged approach to increase student success within an associate degree nursing program located within a historically Black college and university in the Midwestern United States are discussed. The program's successes and opportunities for improvement are examined, as well as the

recommendations for other nursing programs facing issues with student attrition.

6. Mrs. Vidya Sunil Kadam¹ and Dr. H. M. Thacker (2014) the most immediate concern facing the industry is the increasing levels of attrition. High attritions big HR challenge faced by software industry. It gives sleepless nights to human resource manager. Most software companies suffer high attrition. It reflects a company's internal strength and weaknesses and Company's ability. Organization also faces difficulties in retaining the existing employees as well as attracting potential employees. Managing attrition is becoming increasingly important, not only because knowledge professionals, but also staffing costs are one of the largest expenses regularly charged to the budget of a company in the software companies. When one counts salaries, benefits, bonuses, training and other personnel costs, companies invest a great deal of resources in their employees. Thus, attrition becomes a two-fold issue, one that's cost related and the second, retaining much needed and often, experienced talent. This study is conducted to find out the main causes behind the increase in employee attrition in software Industries and to find out the ways to control attrition. The study was carried out in software companies in Pune. In this study opinion of 100 employees was taken for the analysis. The survey of 100 employees reveals that those having average age of 24-28 years and the experience between 2 to 4 years are having higher percentage of attrition. Findings of the studies are attrition rate was increased because of dissatisfaction with pay, lack of career advancement, compensation & boss relation.

7. Ruchira Dobhal, and Dr Akanksha Nigam, (2018) The purpose of this study is to examine the impact of H.R. practices on the Employee Attrition in Defense PSUs in India. Basically, Hiring Practices and Performance Appraisal & Training Practices are the two major aspects of the H.R. Practices that have been researched upon in this paper. The Indian Government has recently allowed Private Sector participation in the Defence Industry. This decision led to the entry of the private companies to Defence Sector and it also proved to be an end of monopoly of Public Sector Undertakings (PSUs). Now, the DPSUs are very much concerned about the employee switch over to the private companies - their competitors. The major research question was who is

more likely to switch over, Junior / Middle Level Executives or Senior Level Executives? Hence, it became a compulsion for the researcher to conduct a comparative research on attrition in DPSUs from the perception of Junior / Middle Level and Senior Level Executives. The research concentrated on the relationship between Designation Level and the Hiring Practices as well as Performance Appraisal & Training Practices. Researcher also investigated the correlations among Hiring Practices, Performance Appraisal & Training Practices, and Satisfaction Level of the executives and Reasons of Attrition.

8. RabiyaathulBasariya, RamyarRzgarAhmed (2019) Representative turnover has dependably involved worry for associations. A substantial level of representative turnover is profoundly negative to both the association and in addition the workers. Step by step instructions to diminish worker's turnover aim is an exceptionally vital test for the present HR administrators. Pay better motivators and representative's motivational procedures have been pointless and old practices of the human asset administration. To break down worker's turnover aim and its effect on authoritative results 100 polls were dispersed to the first and center line representatives in chose composed retail outlets in Bangalore. This is a subjective research. The investigation was done through survey. From the econometric examination, it is discovered that turnover aim has effect on steady loss factors, for example, QWL, vocation development, working hours, individual/family reasons, and connection with inner co – specialist, welfare, working condition, and compensation.

9. Jasneet Kaur, Harish K.Padmanabhan (2019) Employee attrition means not only loosing employee, it also reflects to loss customer from organization. The impact of employee attrition proves negative sign in terms of less productivity and employee morale. Higher rate of employee attrition shows failure of organizational efficiency in terms of retaining skilled employee. The main objective of this study is to examine the work related causes for employee dissatisfaction at work place that results to attrition. The outcome of this research can be utilized for redesigning the HR policies and practices and take corrective actions to reduce the attrition rate.

10. Hardik Shah, Vinay Sharma (2007) In order to be competitive in today's cutthroat competition; organizations must sagaciously utilize their human resources. In the context to a knowledge economy organizations rely on human skills and creativity. In order to maximize the return on investment organizations are empowering employees to work to their fullest potential. In India, the scenario of BPO sector is encouraging. According to a study by Assoca ham the domestic business process outsourcing sector is likely to grow over five fold to touch 17 Billion US Dollars in the next four years from the present three Billion Dollars. Revenue generation from the BPO industry is expected to soar to 15 Billion Dollars by 2007 and will exceed 17 Billion Dollars by 2008. The sector has been growing at a rate of 60-70 per cent annually, beating even the information technology sector. The impressive track record of the Indian industry, strong fundamentals and the growing emphasis of the Government towards telecom and infrastructure support are the main factors that would drive the BPO industry further. Managing BPO employees in terms of creating fun at work, keeping them motivated towards organizational goals, increasing their job satisfaction, performance level and to retain them in order to sustain competitiveness in the market are the major issues for any BPO organization.

.

11. N Bharathi, P Paramashivaiah (2015) Attrition is defined as a reduction in the number of employees through retirement, resignation or death and attrition rate is defined as the rate of shrinkage in size or number. Attrition in the BPO industry is twofold. One part of the attrition is where the employee leaves the industry entirely. The other section of attrition is where the employee joins another firm in the industry. Both the sections have separate reasons which need to be identified. Most research has been focusing on attrition issues and antecedents besides consequences.

12. Santoshi Sengupta, Aayushi Gupta (2021) Business process outsourcing (BPO) industry in India is progressing with an unparalleled velocity. Despite the momentous growth and brilliant future, the BPO industry has experienced high attrition rates since

inception. There are many factors that lead to attrition in BPOs and much research has taken place time and again. In this study, we have made a comprehensive attempt to explore the dimensions of attrition by identifying the factors that lead to it, assessing the contribution of the factors toward attrition, and comparing the dimensions across the various demographic variables. Data have been collected from 500 BPO employees and analyzed using Statistical Package for the Social Science 17.0. Factor analysis, correlation, regression, t-test, and Duncan's mean test have been done to empirically interpret the result. The paper not only identifies the significant dimensions of attrition but also provides scope for further studies in the field of employee retention in the BPO industry.

13. Amit Amphora, Aditya Gautama (2016) The BPO Industry in India has achieved impressive growth in its two decades of existence. This growth would not have been possible without the abundant availability of suitable manpower. Ironically, sustaining the manpower has proved to be the foremost challenge facing this industry. The high rate of employee attrition has resulted in monetary and performance related setbacks to the organizations. The HR managers have devoted considerable attention to fix the problem and in doing so, have devised many new HRM practices to reduce the attrition but it still remains an area of concern. The workforce in the Indian BPOs consists of males and females in nearly equal proportions. Studies have shown that the orientation and preferences of male & female differ in respect of professional matters. Furthermore, the reasons for attrition amongst gender have also been observed to be different. The paper aims at ascertaining whether or not the perception of male & female employees about the impact of HRM practices on attrition, is similar.

14. Atanu Adhikari (2009) Today, attrition is one of the important issues in an organization. Employees' liking for an organization depends on several factors. In this paper, the author examines the relationship between the high attrition rate in the Indian Information Technology (IT) and Information Technology Enabled Services (ITES) sector. The data is collected from several IT companies and analyzed using multivariate techniques. Principal component analysis has been performed to find the underlying

dimensions for job attrition. Multiple regression is then used to examine the significant for the high rate of job switching among its employees. Based on this, the author has also segmented the people into three categories.

15. Parul Khanna, HamaGalati(2011)According to the study conducted by NASSCOM and Everest India, the IT enabled services (BPO) industry is being looked upon as the next big employment generator. This sector has been growing at more than 35 percent over the past three years and currently estimated at US\$ 26–29 billion and could grow nearly five-fold to reach US\$50 billion in size by 2012. It is, no doubt, one of the toughest tasks for an HR manager in this sector, to bridge the ever increasing demand and supply gap of professionals. He has to find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the challenge of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR manager in India is, however, the high attrition rate which is approximately 30–35 percent at present. In this regard an earnest attempt has been made by reviewing the literature and the available reports on various dimensions of BPO industry to find out the list of challenges faced by the HR managers in the Industry. It concluded that attrition is the most challenging factor for all HR managers

16. Sunil Kumar Dhal, Amaresh C Nayak (2015) Employee turnover reflects a company's internal strengths and weaknesses. New hires need to be constantly added, further costs in training them, getting them aligned to the company culture, etc. all pose a challenge. Organizations also face difficulties in retaining the remaining employees as well as attracting potential employees. High attrition rates also lead to a chronic or systemic cycle. All this has a significant impact on the strength of a company in managing their business in a competitive environment. This study is conducted to find out the main causes which increase the employee turnover in BPO companies and to find out the way to control attrition. This study was conducted in BPO companies at Bhubaneswar.

17. Upasnajoshi (2010) Employee attrition has become a big challenge in number of industries, but it is a painful area for the management in ITES call centers. Many researchers have contributed to arrest employee attrition in ITES call centers but it has not been tackled yet. In fact, most of the ITES call centers are still facing double digit attrition rate. The present paper is a review paper which endeavors to find out a number of key factors responsible for employee attrition. The present review paper has clubbed the factors into two broad categories causing employee attrition. These are known as internal and external factors. In fact, internal factors are mainly responsible for high employee attrition especially less salaries, poor career progression options, continuous monitoring, opaque appraisal systems, and lack of proper training and development techniques, health problems. Immature career outlook, concentration of demand for talent in tier I cities and unpractical education system are the external factors causing employee attrition in ITES call.

18. Amitmalhotra, Adityagautam.(2016)the growth of the BPO Industry in India can be largely attributed to the abundance of requisite manpower. However, this vital resource has also emerged as a cause of a major challenge for the Industry; the challenge is vested in the high levels of employee attrition. High attrition is responsible for the monetary and performance related setbacks faced by the organizations. A number of studies have been undertaken in the academic as well as in industry circles to identify the factors responsible for high attrition in this Industry. The paper attempts to highlight the diverse factors responsible for attrition on the basis of review of literature comprising of seminal studies undertaken by researchers.

19. MR .T. Narayana Rao, D.Siddhardha.(2016)Business process outsourcing (BPO) offered opportunities for employment to a large number of persons with diverse skill sets in India. The industry is plagued by high employee attrition it gives sleepless nights to Human Resources managers (HR). However most BPO organizations are suffer with high attrition. It reflects on company's internal strength and weaknesses and Company's ability. BPO Organization also faces difficulties in retaining the existing employees as

well as attracting prospective new employees. This study is conducted to find out the predominate factors that causes high employee attrition in BPO sector and to find out the ways to control attrition. This study was carried out in BPO companies in Visakhapatnam district. In this study opinion of 100 employees were taken for the analysis.

20. Ruchiradobhal, Dr.Akanksshanigam(2018)A reduction in the number of employees through retirement, resignation or death refers to attrition. In the perfect environment of the corporate world, employees are highly motivated to do their jobs, have good relations with others in the organization, work hard to achieve the organizational goals, get paid well for their work, have great chances for the career growth, and the flexible schedules so they could attend to personal or family needs, as and when, necessary. But then there's the real world in which employees do leave the jobs due to several reasons, that may be justified or may not be. Attrition results in the loss of revenue, unhealthy organizational environment, and it may also encourage others to leave the job for the similar or the other reasons.

CHAPTER -3

RESEARCH METHODOLOGY

3.1 METHODOLOGY

Research design refers to purely and simply the frame work or plan for a study that guides the collection and analysis of data.

The researcher will be required to prepare a research design that is he will have to state the conceptual structure within which research would be conducted. It gives maximum importance to collect relevant information with minimum effort and time.

3.2 TECHNIQUE USED

The sampling technique will be used in this study is purposive in nature as we are concentrating on the factors that made employees to quit the firm due to various reasons and is trying to draw a conclusion that compensation is the main factor.

This study is not based on any concept or the personal opinion of any individual. It will be recorded in the real environment with the actual employees to find out exactly the factors. Thus the research is descriptive in nature.

3.3 DATA COLLECTION

The study will be carried out by survey of the employees based on the needs and wants of them in the organization with given roles and responsibilities.

- Primary data being collected afresh from the employees with the help of questionnaire.
- Secondary data are used such as books, survey reports, internet etc.

3.4 SAMPLE SIZE

The sample size for the study is 120.

3.5 SAMPLE TYPE

The sample consists of managers, officers, software engineers, etc in BPO

sectors in Chennai.

3.6 SAMPLE DESIGN

Sample design or sample procedure refers to a definite plan followed for the collection of sample from as given population. Firstly a questionnaire being prepare with the objective in the mind. The respondent who includes the various employees from BPO sectors in Chennai will be determined. The second step includes selection of sample and the questionnaire will be administered.

3.7 TOOLS FOR ANALYSIS

3.7.1 PERCENTAGE ANALYSIS

Percentage refers to special king of ratio; percentages will be used for making comparisons between two or more series of data. Percentages are used to describe relationships. Percentages can be used to compare the relative terms the distribution of two or more series of data.

3.8 CHI-SQUARE TEST

Chi-Square test is one of the simplest is widely used non-parametric test in statistical work. The quantity chi-square describes the magnitude of discrepancy between theory observations.

It enables us to whether more than two population proportions can be equal. If we classify a proportion into several categories with respect to two attributes are independent of each other.

3.8.1 FORMULAS

3.8.1.1 Percentage:

Percentage is the simplest tool used and calculated by using the formula given below.

$$\text{Percentage} = \frac{\text{No of respondents for each response}}{\text{Total number of respondents}} \times 100$$

3.8.1.2. *Chi-square*:

The chi-square was first used by Kari Pearson in the year 1890. The quantity chi-square describes the magnitude of the discrepancy between theory and observation.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Table 4.1.1 Table showing the: Gender

GENDER	FREQUENCY	PERCENTAGE
MALE	68	56.66
FEMALE	52	43.33
TOTAL	120	100

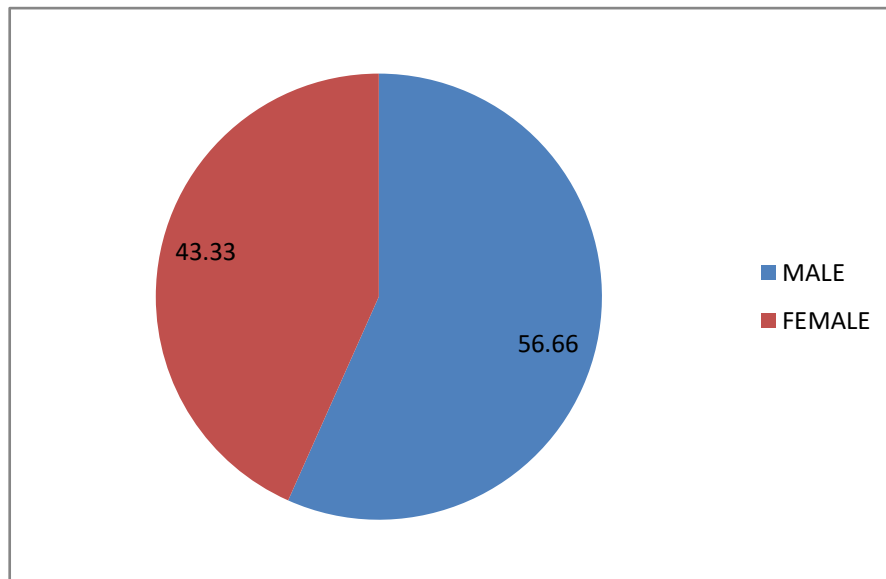


Chart 4.1.1 Chart showing Gender

Inference:

From the above table it is inferred that 56.6% of respondents are male and 43.3% respondents are female. From the survey we infer that there are 56.6% respondents of male are prevailing in BPO sector.

Table 4.1.2 Table showing the: Age of Respondents

AGE	FREQUENCY	PERCENTAGE
BELOW 30 YRS	71	59.16
30-40 YRS	27	22.5
40 AND ABOVE YRS	22	18.33
TOTAL	120	100

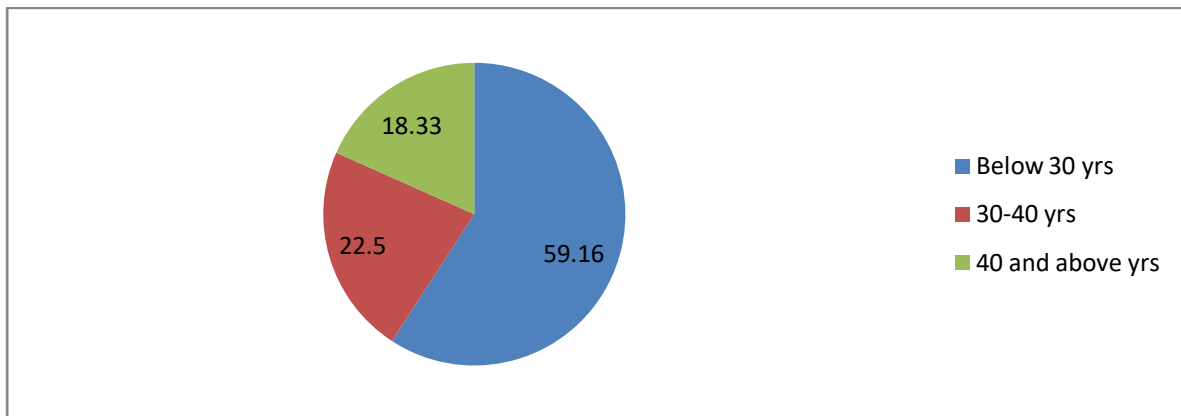


Chart 4.1.2 Chart showing Age of Respondents

Inference:

From the above table it is inferred that 59.1% of respondents are between the age of below 30yrs, 22.5% of respondents are between the age group of 30-40yrs and 18.3% of respondents are above 40. It is inferred that majority people are below 30 years working and less likely to be 40 years and above.

Table 4.1.3 Table showing the: Marital Status of the Respondents

MARITAL STATUS	FREQUENCY	PERCENTAGE
SINGLE	37	30.83
MARRIED	83	69.16
TOTAL	120	100

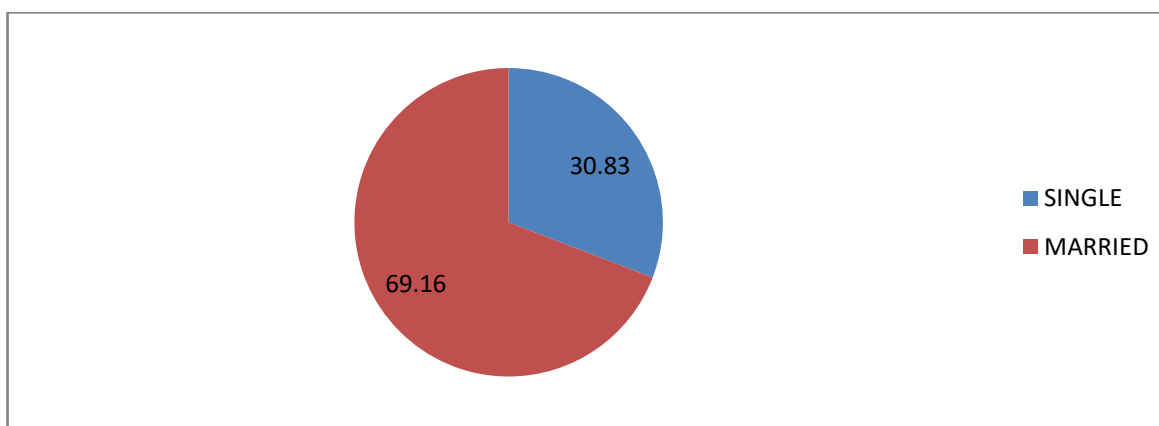


Chart 4.1.3 Chart showing marital status of the respondents

Inference:

From the above table it is inferred that 69.16% of respondents are married and 30.8% of respondents are single. It is inferred that majorly people are married compared to single.

Table 4.1.4 Table showing the: Monthly Income of Respondents

MONTHLY INCOME	FREQUENCY	PERCENTAGE
BELOW 10000	23	19.16
10000-20000	38	31.66
20000-30000	35	29.16
ABOVE 30000	24	20
TOTAL	120	100

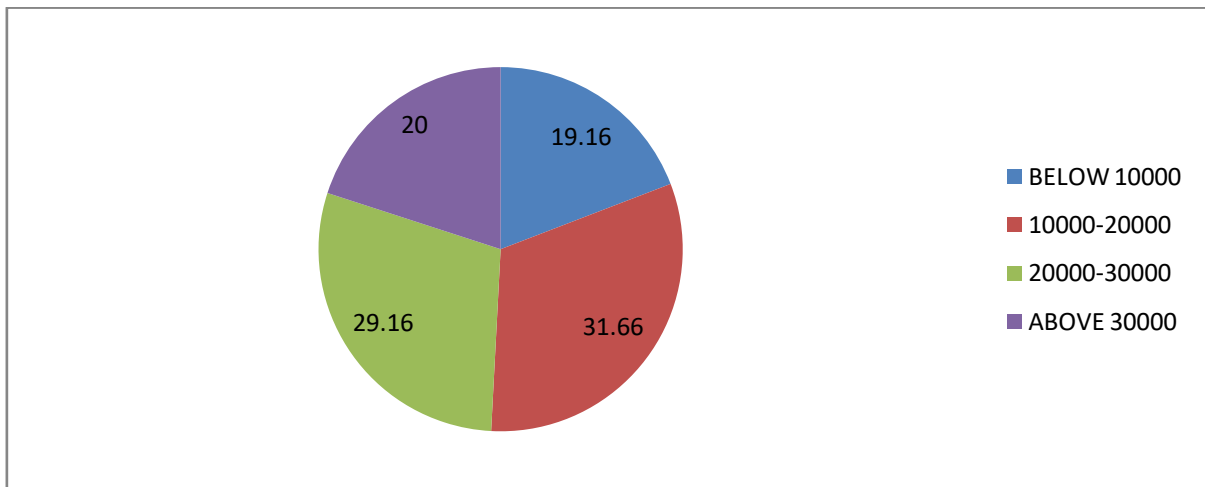


Chart 4.1.4 Chart showing monthly income of respondents

Inference:

From the above table it is inferred that 19.1% of respondents are getting the monthly income below RS.10000, 31.6% of respondents are getting their income between 10000 – 20000, 29.1% of respondents are between 20000 – 30000 and 20% are getting above 30000. It is inferred that average pay of 10k to 20k and 20k to 30k is paid for the employees.

Table 4.1.5 Table showing the: Education Qualification of the Respondents

QUALIFICATION	FREQUENCY	PERCENTAGE
UNDERGRADUATE DEGREE	48	40
MASTER'S CERTIFICATE [POSTGRADUATE]	48	40
TECHNICAL COURSE QUALIFICATION	18	15
DIPLOMA	6	5
TOTAL	120	100

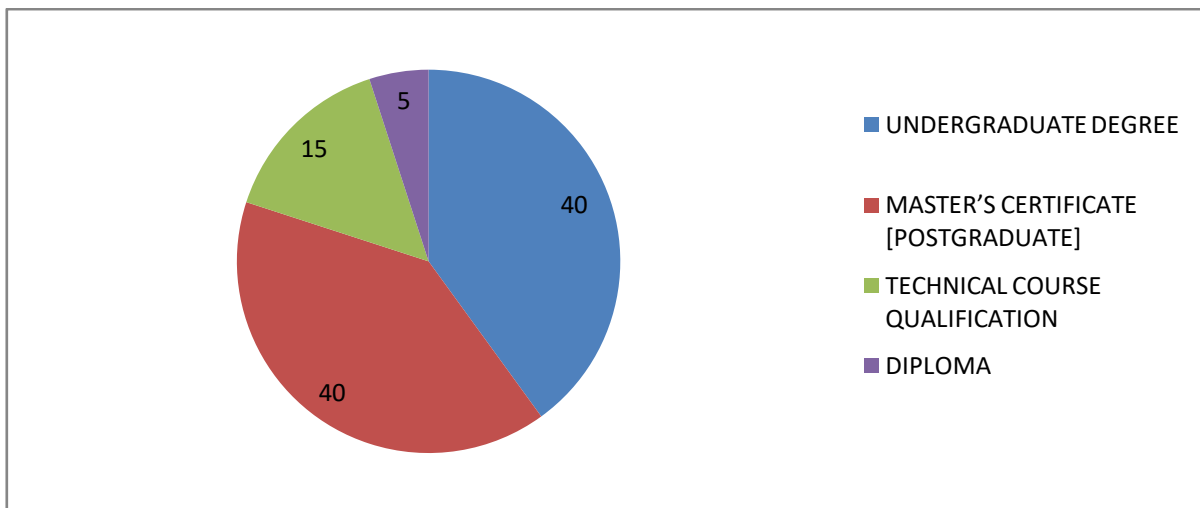


Chart 4.1.5 Chart showing education qualification of the respondents

Inference:

From the above table it is inferred that 40% of respondents are under graduates, 40% of respondents are post graduates, 15% of respondents are technical course and 5% of respondents have completed Diploma. From the survey it is inferred that mostly the undergraduates are employed more.

Table 4.1.6 Table showing the: Experience of the Respondents

YEAR OF EXPERIENCE	FREQUENCY	PERCENTAGE
LESS THAN 6 YEAR	50	41.66
6-10 YEARS	29	24.16
10-15 YEARS	14	11.66
15-20 YEARS	17	14.16
Above 20 YEARS	10	8.33
TOTAL	120	100

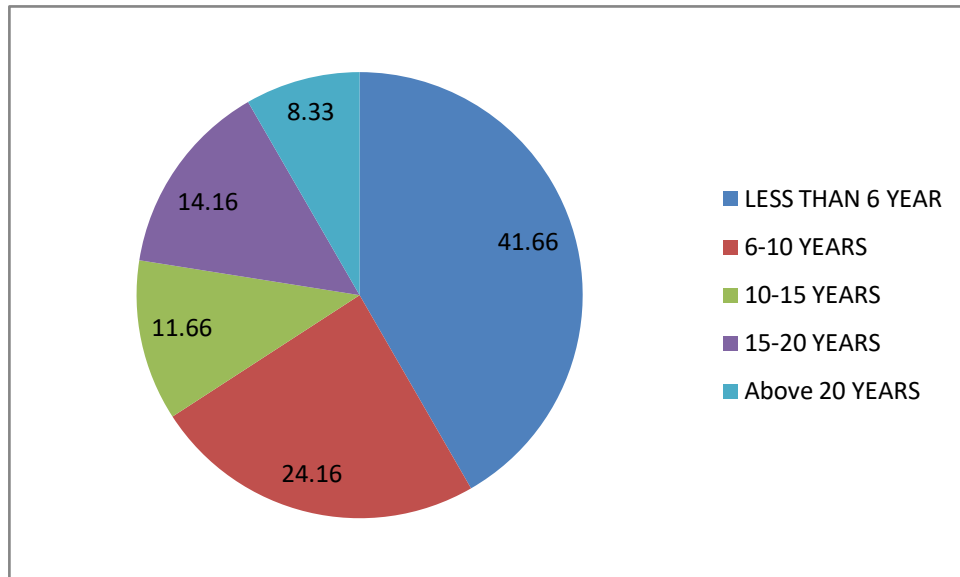


Chart 4.1.6 Chart showing experience of the respondents

Inference:

From the above it is inferred that, 41.66% of respondents are less than 6 years, 24.16% of respondents are 6-10 years, 11.66% of respondents are 10-15 years, 14.16% of respondents are 15-20 years, 8.33% of respondents are above 20 years. From table it is inferred that 41.66% of majority of respondents are employees with less than 6 years of experience working in BPO sector.

Table 4.1.7 Table showing the: Designation of Job of the Respondents

NATURE OF JOB	FREQUENCY	PERCENTAGE
SALES AGENCY MANAGER	10	8.33
OFFICER MANAGER SALES AGENT	20	16.66
CUSTOMER SERVICES ASSOCIATE	17	14.16
CUSTOMER SUPPORT EXECUTIVE	30	25
TELECALLER	23	19.16
TOTAL	120	100

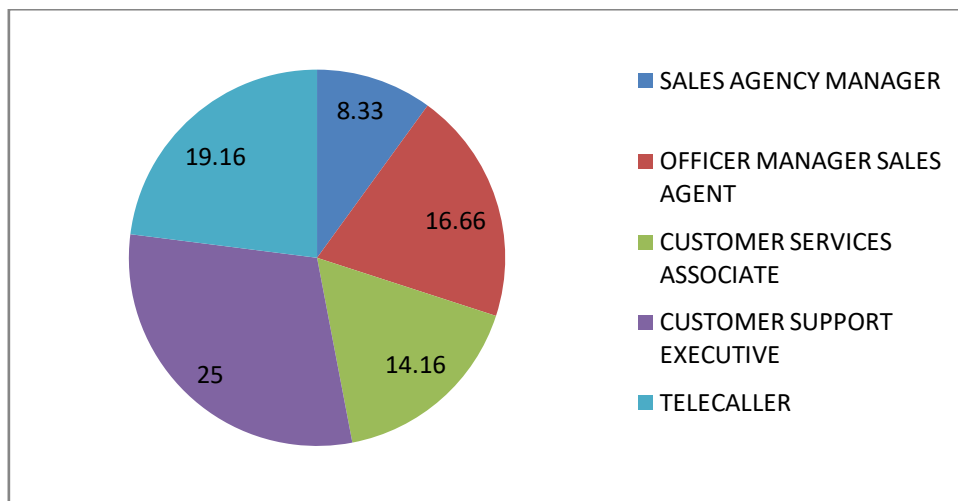


Chart 4.1.7 Chart representing Designation of the respondents

Inference:

From the above table it is inferred that 8.33% of respondents are sales agency manager, 16.66% of respondents are officers manager sales agent, 14.16% of respondents are customer services associate, 25% of respondents are customer supports executive, 19.16% of respondents are tell caller.

Table 4.1.8 Table showing the "Greatest challenge faced by your organization"

GREATEST CHALLENGE	Number of respondents	Percentage
PERFORMANCE MANAGEMENT	30	25
EMPLOYEE ATTRITION	23	19.16
EMPLOYEE ABSENTEEISM	14	11.66
EMPLOYEE TRAINING INEFFECTIVENESS	26	21.66
LOW EMPLOYEE MORALE	13	10.83
LACK OF EMPLOYEE ENGAGEMENT	14	11.66
TOTAL	120	100

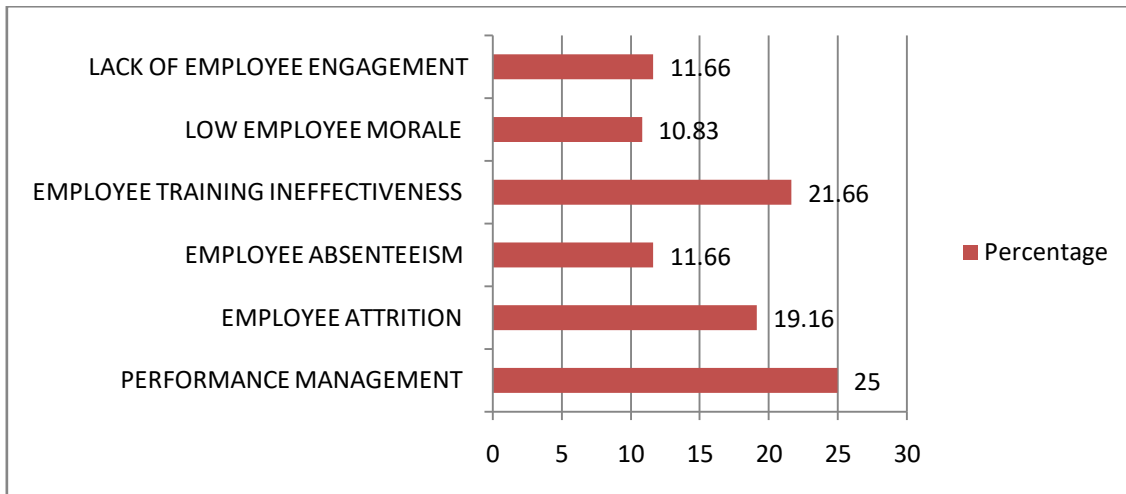


Chart 4.1.8 Chart representing the "Greatest challenge faced by your organization"

Inference:

The table shows that 11.66% of respondents are lack of employee engagement, 10.83 of respondents are low employee morale, 21.66 of respondents are employee training ineffectiveness, 11.66% of respondents are employee absenteeism, 19.16 of respondents are employee attrition, 25% of respondents are performance management. It is inferred that 25% of majority of respondents faced the greatest challenge of performance management

Table 4.1.9 Table showing the: Mandatory for the employees to serve a notice period

MANDATORY OF NOTICE PERIOD	FREQUENCY	PERCENTAGE
Yes	90	75
No	30	25
TOTAL	120	100

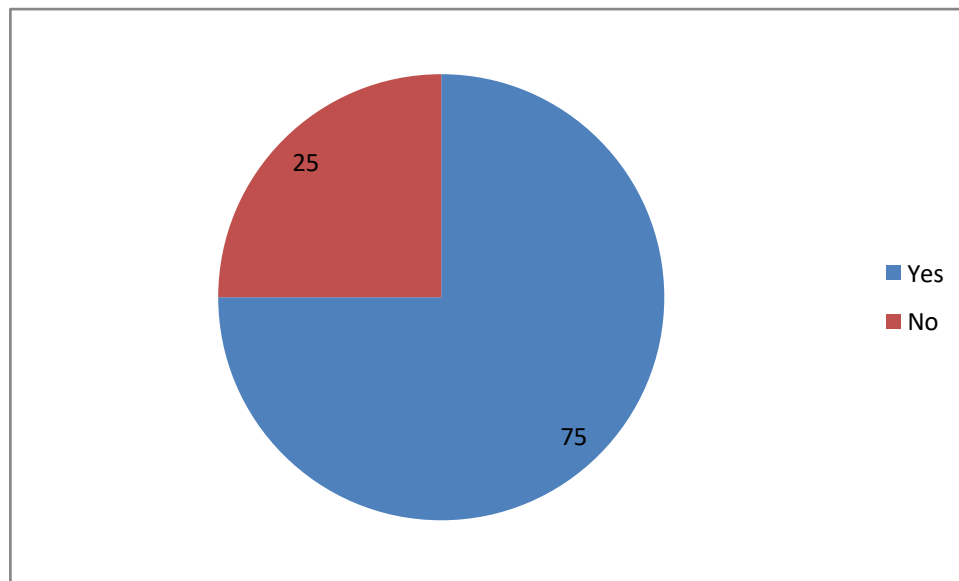


Chart 4.1.9 Chart representing Mandatory for the employees to serve a notice period

Inference:

The table show that 75 % of respondents are yes, 25% of respondents are no. From the above table it is inferred that 75% of respondents said that in BPO sector it is mandatory for the employees to serve the notice period

Table 4.1.10 Table showing the: Duration of notice in your organization

DURATION OF NOTICE	FREQUENCY	PERCENTAGE
NO NOTICE PERIODS	29	24.16
30 DAYS	44	36.66
45 DAYS	26	21.66
60 DAYS & MORE	21	17.5
TOTAL	120	100

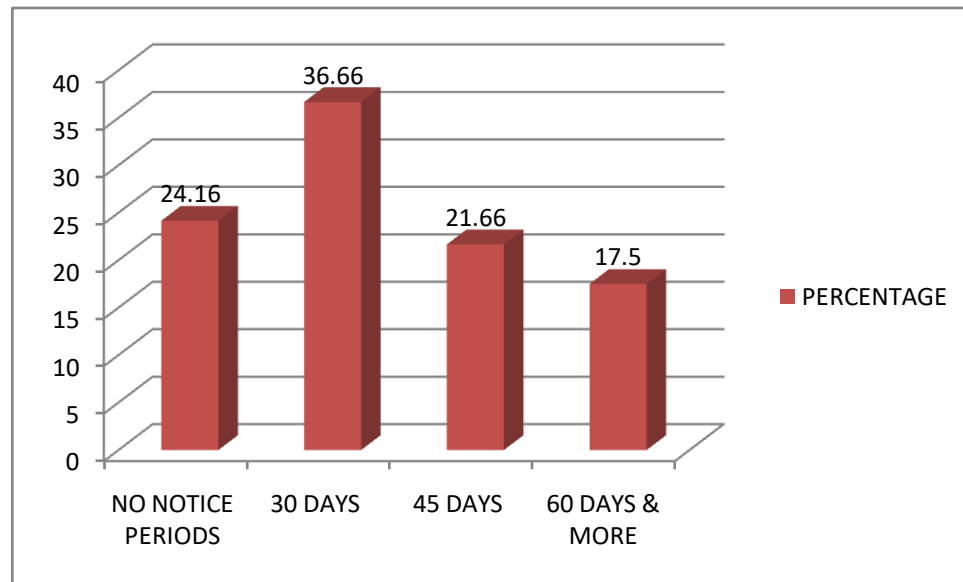


Chart 4.1.10 Chart representing Duration of notice in your organization

Inference:

From the above table it is inferred that 24.16% of respondents are no notice periods, 36.66 % of respondents are 30 days, 21.66 % of respondents are 45 days, 17.5 % of respondents are 60 days & more. It is inferred that 36.66% of employees said that it takes 30 days for the notice in the organization.

Table 4.1.11 Table showing the: Objective of your notice period

NOTICE PERIOD	FREQUENCY	PERCENTAGE
HANDING OVER CHARGE TO THE INCUMBENT TAKING OVER	27	22.5
TRAINING THE INCUMBENT TAKING OVER	28	23.33
FINISHING TASKS AT HAND	26	21.66
ALL THE ABOVE	39	32.5
NONE OF THE ABOVE	27	22.5
TOTAL	120	100

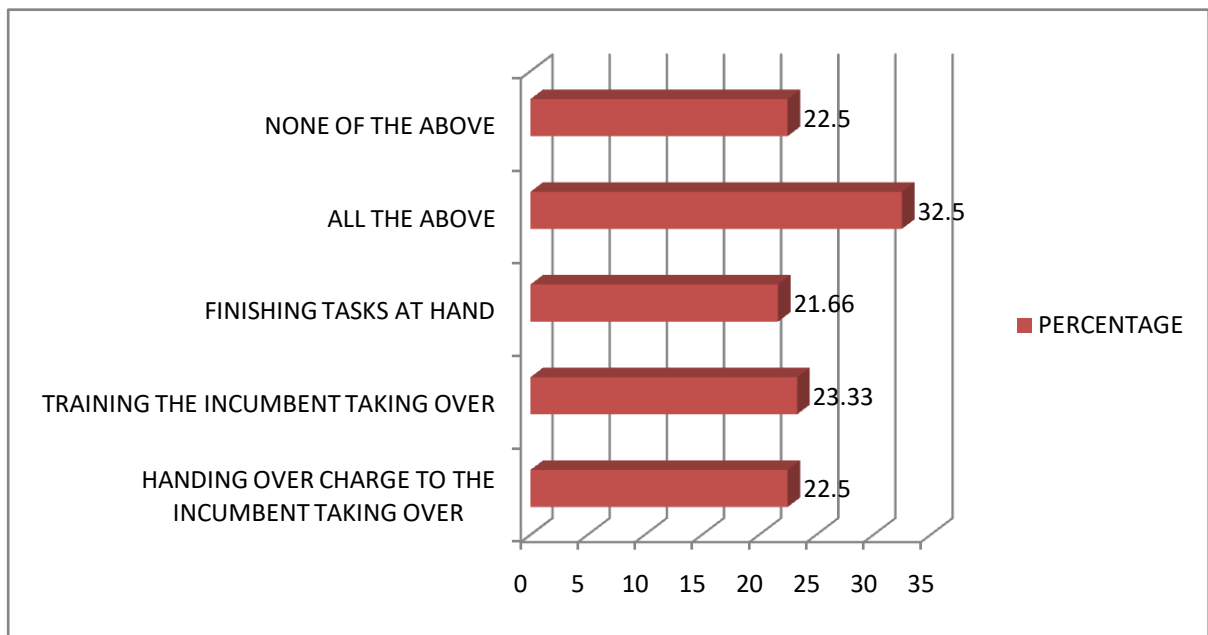


Chart 4.1.11 Chart representing Objective of your notice period

Inference:

From the above table it is inferred that 22.5 % of respondents are none of the above, 32.5% of respondents are all the above, 21.66% of respondents are finishing tasks at hand, 23.33% of respondents are training the incumbent taking over, 22.5% of respondent are handing over charge to the incumbent taking over. It is inferred that 32.5% of employees said that the objective for the notice period is all the above.

Table 4.1.12 Table showing the: Increasing number of industries is adversely affecting Employee Retention

EMPLOYEE RETENTION	FREQUENCY	PERCENTAGE
Yes	84	70
No	36	30
TOTAL	208	100

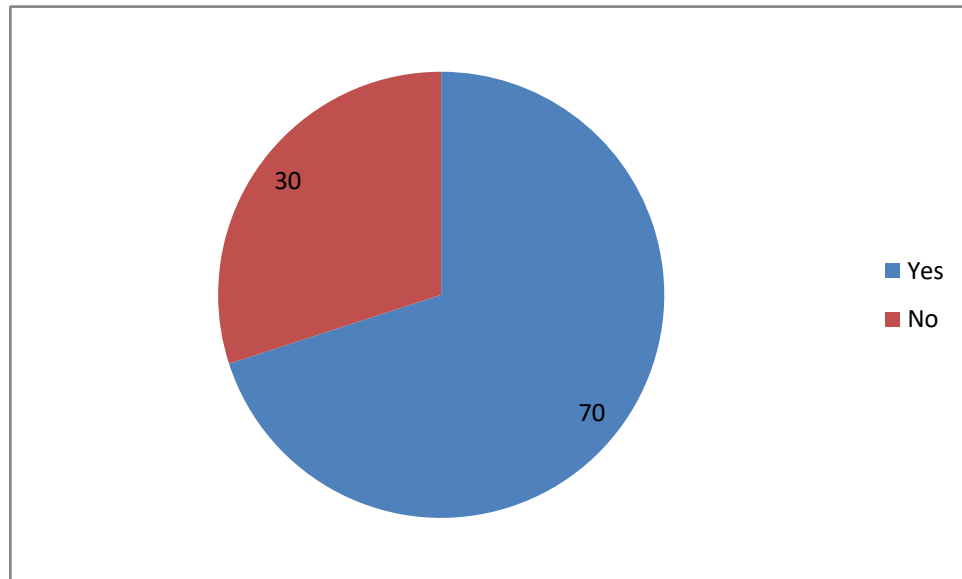


Chart 4.1.12 Chart representing Increasing number of industries is adversely affecting Employee Retention

Inference:

From the above table it is inferred that 70% of respondents are yes, 30% of respondents are no. It is inferred that 70% of employees said yes that the increasing number of industries affects the employee retention

Table 4.1.13 Table showing the: Employees in the experience range are most susceptible to attrition

SUSCEPTIBLE TO ATTRITION	FREQUENCY	PERCENTAGE
0-5 YEARS OF EXPERIENCE	44	36.66
5-8 YEARS OF EXPERIENCE	29	24.16
8-12 YEARS OF EXPERIENCE	28	23.33
12-15 YEARS OF EXPERIENCE	8	6.66
15+ YEARS OF EXPERIENCE	11	9.16
TOTAL	120	100

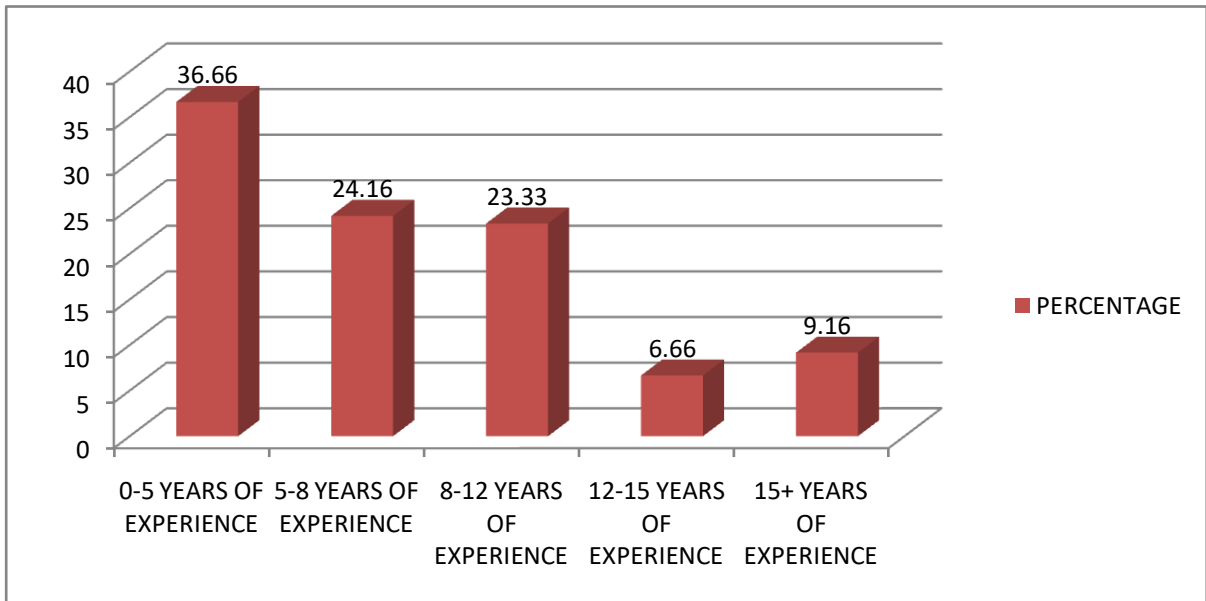


Chart 4.1.13 Chart representing Employees in the experience range are most susceptible to attrition

Inference:

From the above table it is inferred that 36.66% of respondents are 0-5 years of experience, 24.16% of respondents are 5-8 years of experience, 23.33% of respondents are 8-12 years of experiences, 6.66 % of respondents are 12-15 years of experience, 9.16 % of respondents are 15+ years of experiences. It is inferred that 36.66% of employees having 0-5 years of experience are more susceptible to attrition.

Table 4.1.14 Table showing the: Salary in company

SALARY	FREQUENCY	PERCENTAGE
HIGH	18	15
REASONABLE	70	58.33
LOW	24	20
VERY LOW	8	6.66
TOTAL	120	100

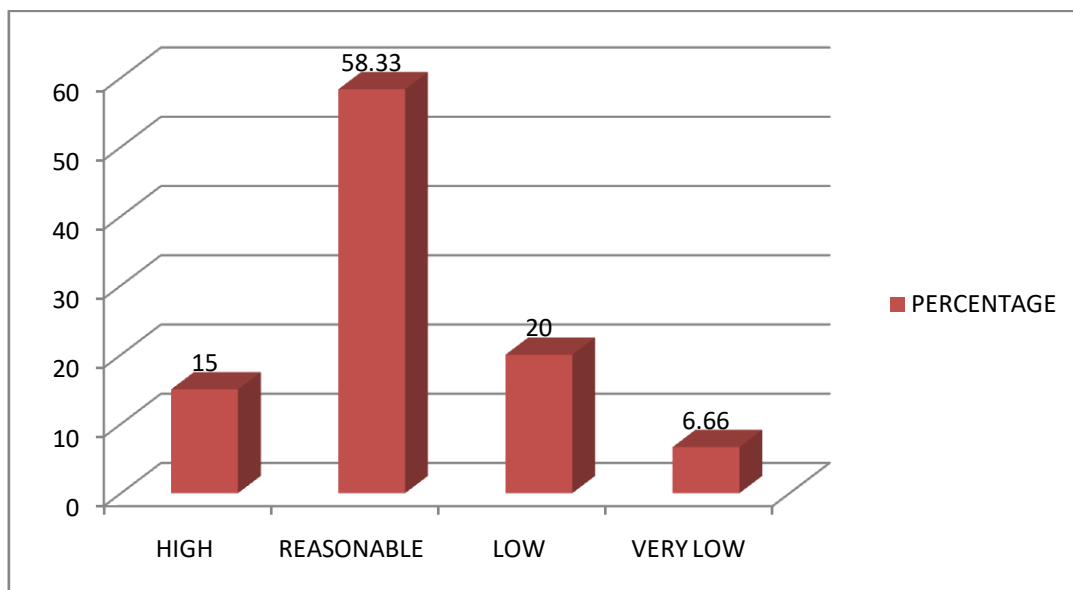


Chart 4.1.14 Chart representing Salary in company

Inference:

From the above given table it is inferred that,15% of respondents are high, 58.33 %of respondents are reasonable, 20% of respondents are low,6.66%of respondents are very low. It is inferred that 58.33% of employees have reasonable salary in BPO sector.

Table 4.1.15 Table showing the: Looking forward to switch from current organization to other

SWITCH OVER	FREQUENCY	PERCENTAGE
YES	41	34.16
NO	40	33.33
MAYBE	39	32.5
TOTAL	120	100

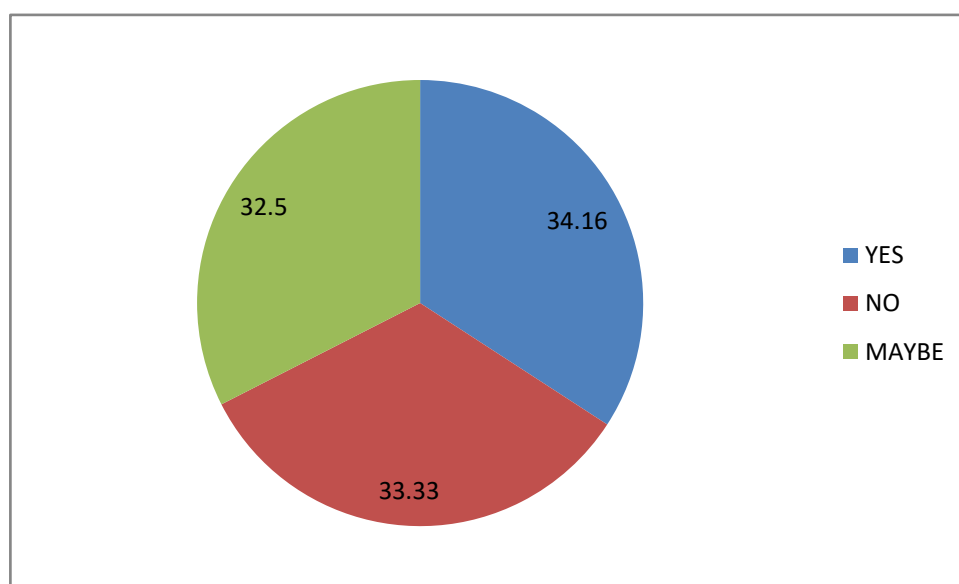


Chart 4.1.15 Chart representing forward to switch from current organization to other

Inference:

From the above table it is inferred that 34.16% of respondents are yes, 33.33 % of respondents are no, 32.5 5 of respondents are maybe. It is inferred that 34.16% of employees said yes for switching from current organization to other

Table 4.1.16 Table showing the: Compensation packages of the employees in the company are at par with the market

COMPENSATION PACKAGES	FREQUENCY	PERCENTAGE
STRONGLY AGREE	67	55.83
AGREE	30	25
NEUTRAL	16	13.33
DISAGREE	2	1.66
STRONGLY DISAGREE	5	4.16
TOTAL	120	100

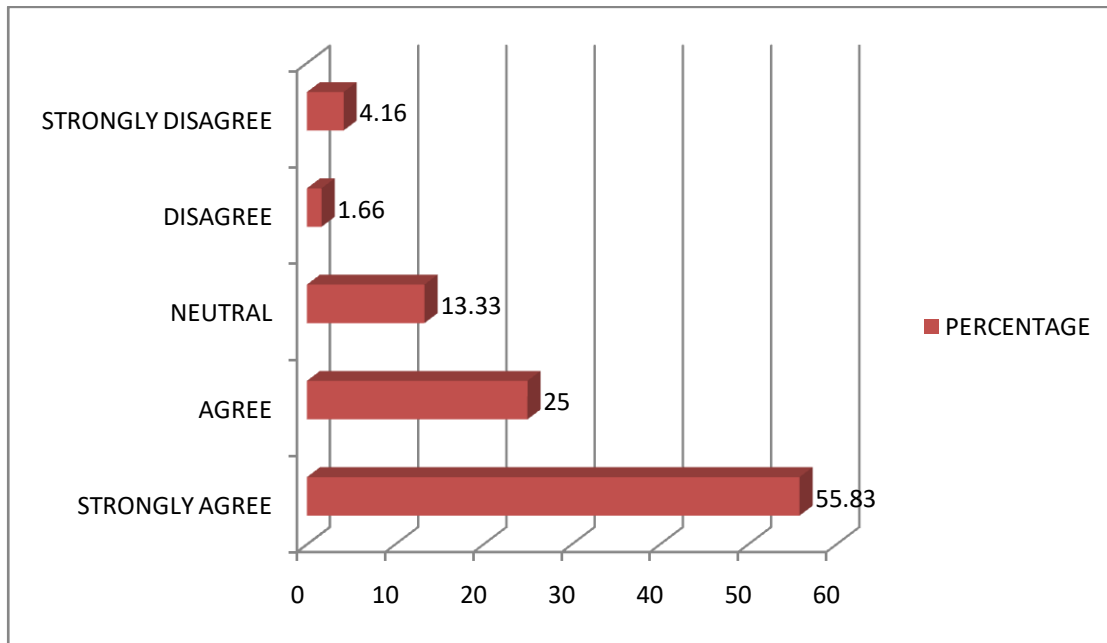


Chart 4.1.16 Chart representing Compensation packages of the employees in the company are at par with the market

Inference:

From the table it is inferred that 4.16 % of respondents are strongly disagree, 1.66 % of respondents are disagree, 13.33 % of respondents are neutral, 25% of respondents are agree, 55.83% of respondents are strongly agree. It is inferred that 55.83% of employees strongly agree that compensation packages are par with the market

Table 4.1.17 Table showing the: Satisfaction with the remuneration package and other benefits

SATISFACTION WITH REMUNERATION	FREQUENCY	PERCENTAGE
STRONGLY AGREE	14	11.66
AGREE	66	55
NEUTRAL	25	20.83
DISAGREE	12	10
STRONGLY DISAGREE	3	2.5
TOTAL	120	100

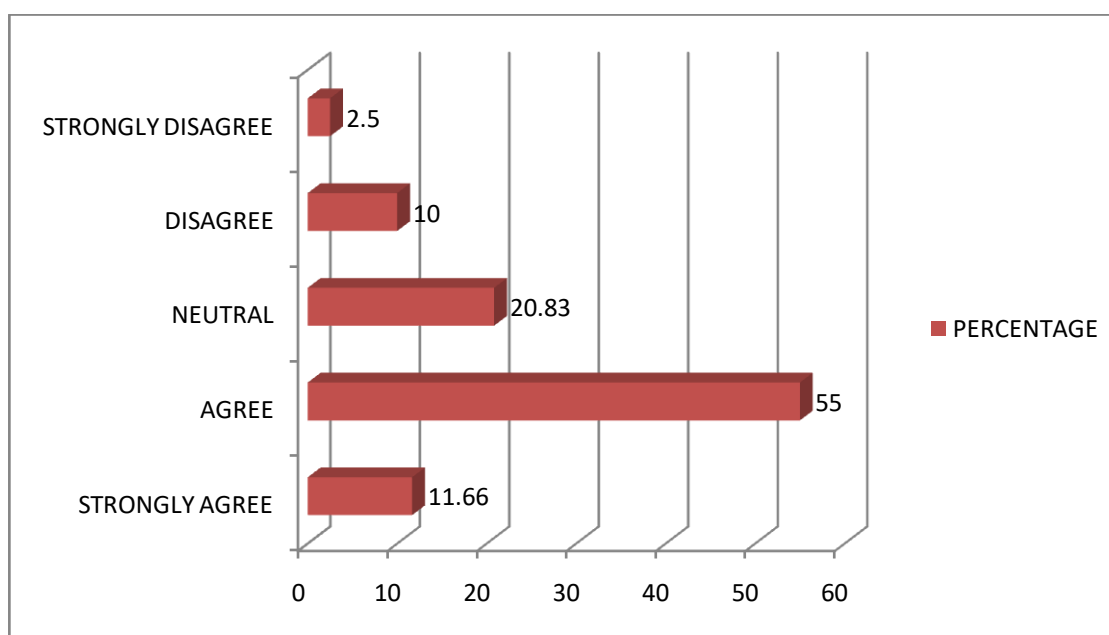


Chart 4.1.17 Chart representing Satisfaction with the remuneration package and other benefits

Inference:

From the above table it is inferred that 2.5% of respondents are strongly agree, 10% of respondents are disagree, 20.83 % of respondents are neutral, 55% of respondents are agree, 11.66 % of respondents are strongly agree. It is inferred that 20.83% of employees are neutrally satisfied with remuneration package and other benefits.

Table 4.1.18 Table showing the: Salary commensurate with qualification, experience performance

SALARY COMMENSURATE	FREQUENCY	PERCENTAGE
STRONGLY AGREE	22	18.33
AGREE	30	25
NEUTRAL	52	43.33
DISAGREE	7	5.83
STRONGLY DISAGREE	9	7.5
TOTAL	120	100

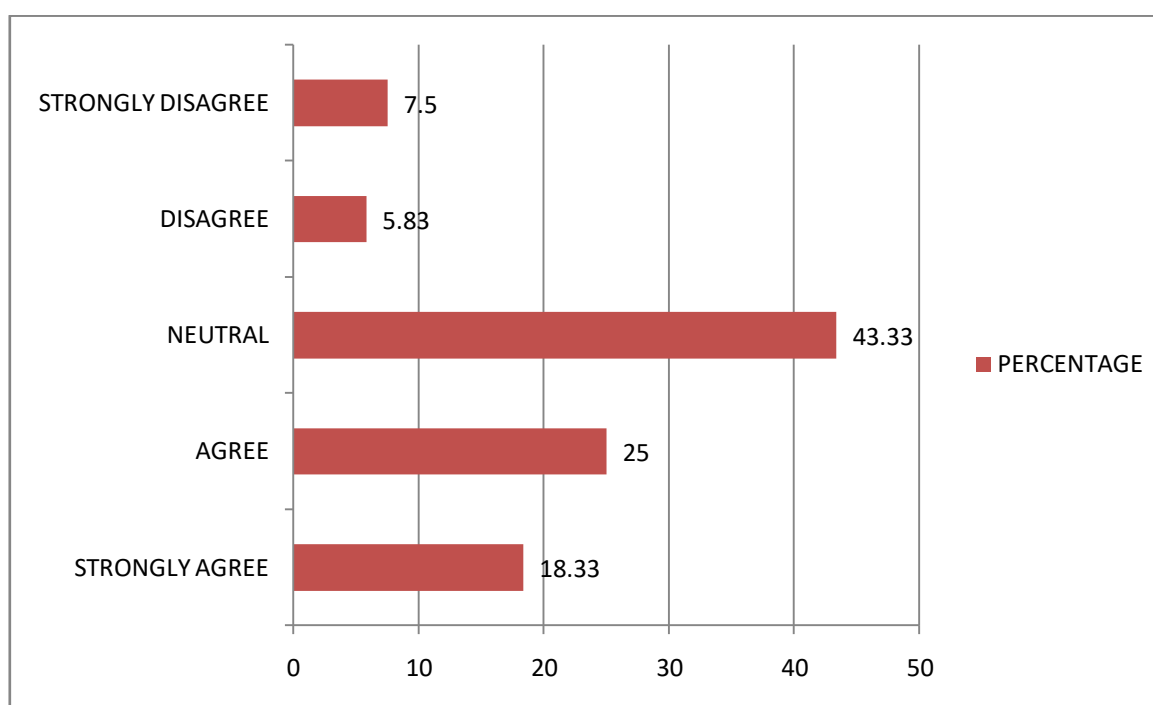


Chart 4.1.18 Chart representing Salary commensurate with qualification, experience performance

Inference:

From the given table it is inferred that 7.5 %of respondents are strongly disagree, 5.83% of respondents are disagree, 43.33 % of respondents are neutral,25 % of respondents are agree, 18.33 % of respondents are strongly agree. It is inferred that 43.33% of employees are neutrally said that the salary commensurate with qualification, experience and performance.

Table 4.1.19 Table showing the: Sufficient Opportunities for career growth in the organization

OPPORTUNITIES ON CAREER GROWTH	FREQUENCY	PERCENTAGE
STRONGLY AGREE	18	15
AGREE	26	21.66
NEUTRAL	35	29.16
DISAGREE	32	26.66
STRONGLY DISAGREE	9	7.5
TOTAL	120	100

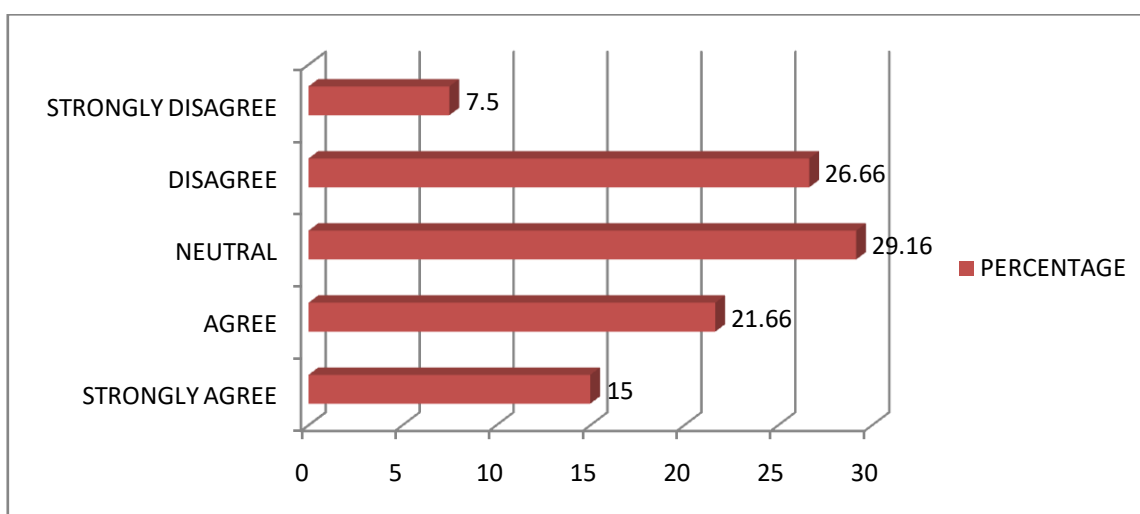


Chart 4.1.19 Chart representing Sufficient Opportunities for career growth in the organization

Inference:

From the above table it is inferred that 7.5% of respondents are strongly disagree, 26.66% of respondents are disagree, 29.16% of respondents are neutral, 21.66% of respondents are agree, 15% of respondents are strongly agree. It is inferred that 29.16% of employees are neutrally said that they have the sufficient opportunities for career growth in the organization.

Table 4.1.20 Table showing the: Company supports in professional growth and learning

SUPPORTS IN PROFESSIONAL GROWTH	FREQUENCY	PERCENTAGE
STRONGLY AGREE	23	19.16
AGREE	33	27.5
NEUTRAL	31	25.83
DISAGREE	13	10.83
STRONGLY DISAGREE	20	16.66
TOTAL	120	100

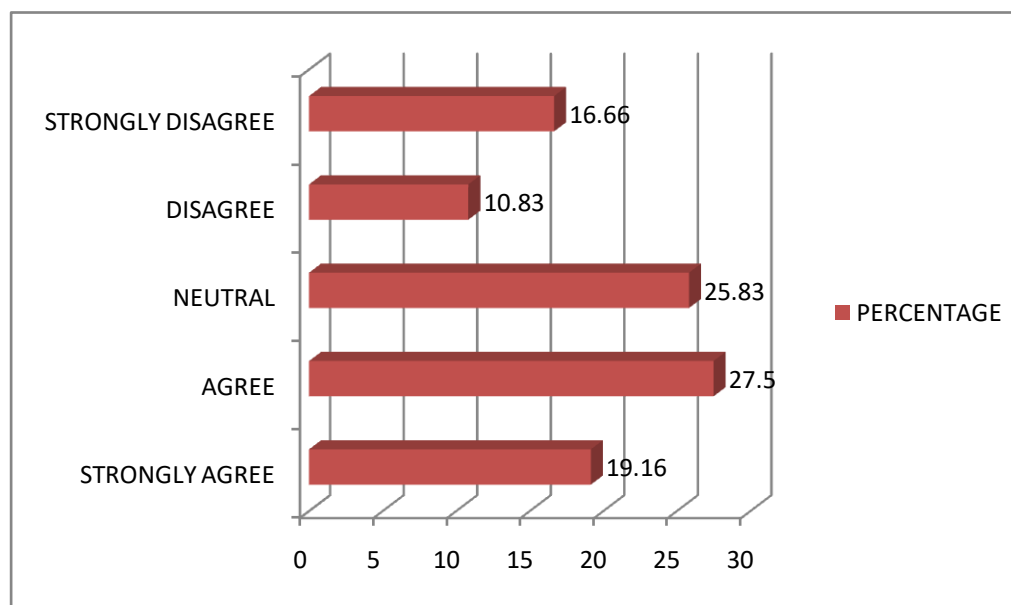


Chart 4.1.20 Chart representing Company supports in professional growth and learning

Inference:

From the above table it is inferred that 16.66% of respondents are strongly disagree, 10.83 % of respondents are disagree, 25.83% of respondents are neutral, 27.5% of respondents are agree, 19.16 % of respondents are strongly agree. It is inferred that 27.5% of employees said that the company supports in professional growth and learning.

Table 4.1.21 Table showing the: Training skills and competencies are given due weight age in career growth

CAREER GROWTH	FREQUENCY	PERCENTAGE
STRONGLY AGREE	22	18.33
AGREE	33	27.5
NEUTRAL	37	30.83
DISAGREE	12	10
STRONGLY DISAGREE	16	13.33
TOTAL	120	100

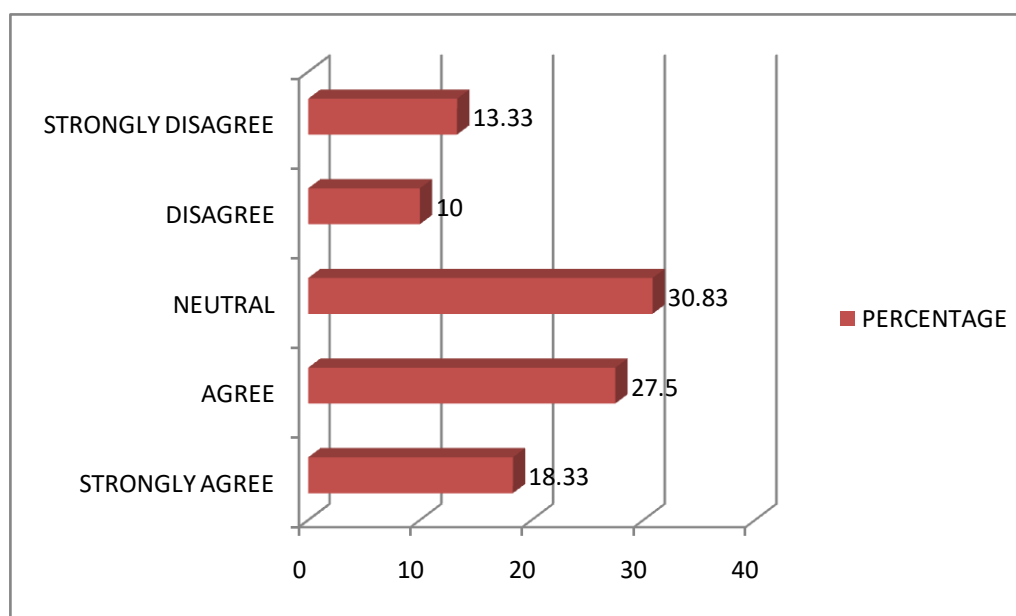


Chart 4.1.21 Chart representing Training skills and competencies are given due weight age in career growth

Inference:

From the above table it is inferred that 13.33 % of respondents are strongly disagree, 10 % of respondents are disagree, 30.83 % of respondents are neutral, 27.5 % of respondents are agree, 18.33 % of respondents are strongly agree. It is inferred that 30.83% of employees are give training due to the career growth.

Table 4.1.22 Table showing the: Assignments are given as per individual's skills, competencies and attitudes

ASSIGNMENTS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	34	28.33
AGREE	27	22.5
NEUTRAL	38	31.66
DISAGREE	16	13.33
STRONGLY DISAGREE	5	4.16
TOTAL	120	100

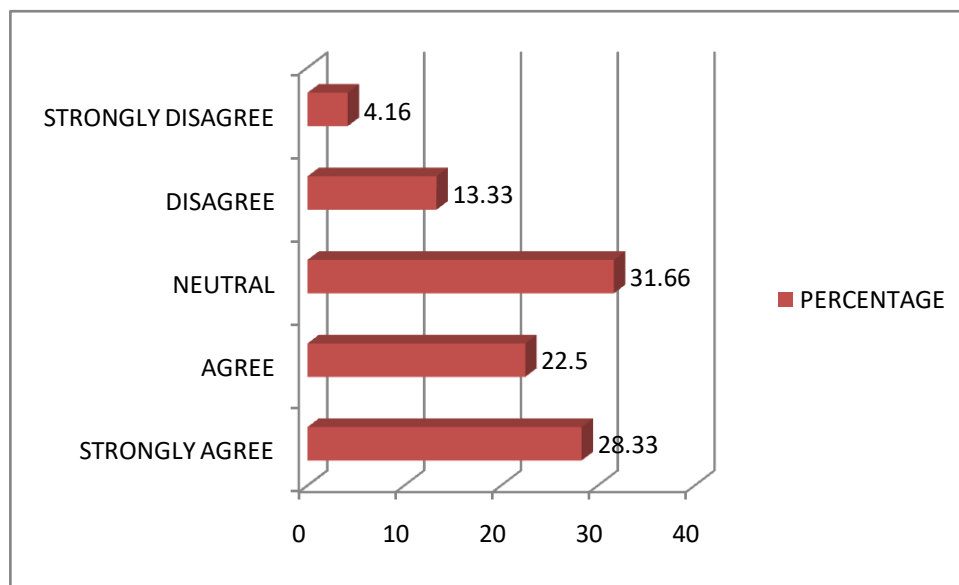


Chart 4.1.22 Chart representing Assignments are given as per individual's skills, competencies and attitudes

Inference:

From the above given table it is inferred that 4.16 % of respondents are strongly disagree, 13.33 % of respondents are disagree, 31.66 % of respondents are neutral, 22.5 % of respondents are agree, 28.33 % of respondents are strongly agree. It is inferred that 31.66% of employees neutrally said that they have assignments as per the individual skills, competencies and attitudes.

Table 4.1.23 Table showing the: Feel satisfied with the sense of accomplishment after successful execution of my job

SATISFACTION WITH SENSE OF ACCOMPLISHMENT	FREQUENCY	PERCENTAGE
STRONGLY AGREE	17	14.16
AGREE	41	34.16
NEUTRAL	38	31.66
DISAGREE	14	11.66
STRONGLY DISAGREE	10	8.33
TOTAL	120	100

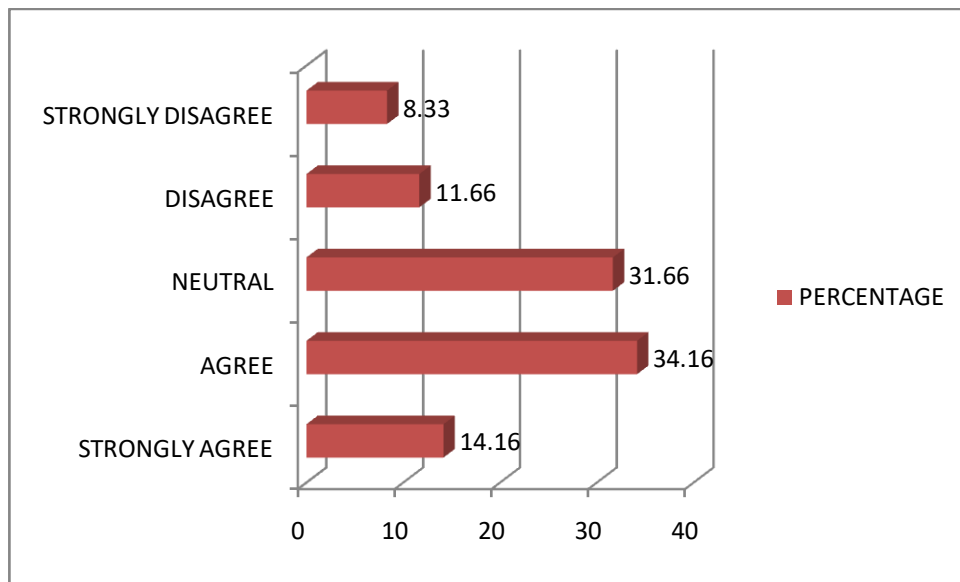


Chart 4.1.23 Chart representing Feel satisfied with the sense of accomplishment after successful execution of my job

Inference:

From the above given table it is inferred that 8.33 % of respondents are strongly disagree, 11.66 % of respondents are disagree, 31.66 % of respondents are neutral, 34.16 % of respondents are agree, 14.16 % of respondents are strongly agree. It is inferred that 34.16% of respondents agree that they feel satisfied with the job.

Table 4.1.24 Table showing the: Getting opportunities for new skills and technological development

OPPORTUNITIES FOR NEW SKILLS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	26	21.66
AGREE	35	29.16
NEUTRAL	33	27.5
DISAGREE	16	13.33
STRONGLY DISAGREE	10	8.33
TOTAL	120	100

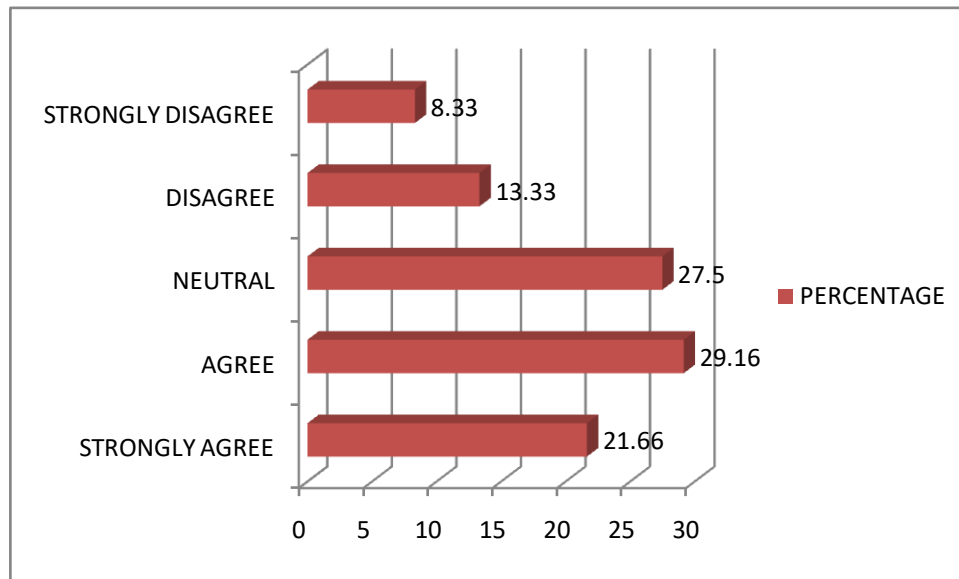


Chart 4.1.24 Chart representing Getting opportunities for new skills and technological development

Inference:

From the above given table it is inferred that 8.33% of respondents are strongly disagree, 13.33 % of respondents are disagree, 27.5 % of respondents are neutral, 29.16 % of respondents are agree, 21.66 % of respondents are strongly agree. It is inferred that 29.16% of employees agree that they are getting opportunities for new skills and technological development.

Table 4.1.25 Table showing the: Efforts are made to tap the individual's skills and potentials while giving job assignments

JOB ASSIGNMENTS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	25	20.83
AGREE	32	26.66
NEUTRAL	34	28.33
DISAGREE	20	16.66
STRONGLY DISAGREE	9	7.5
TOTAL	120	100

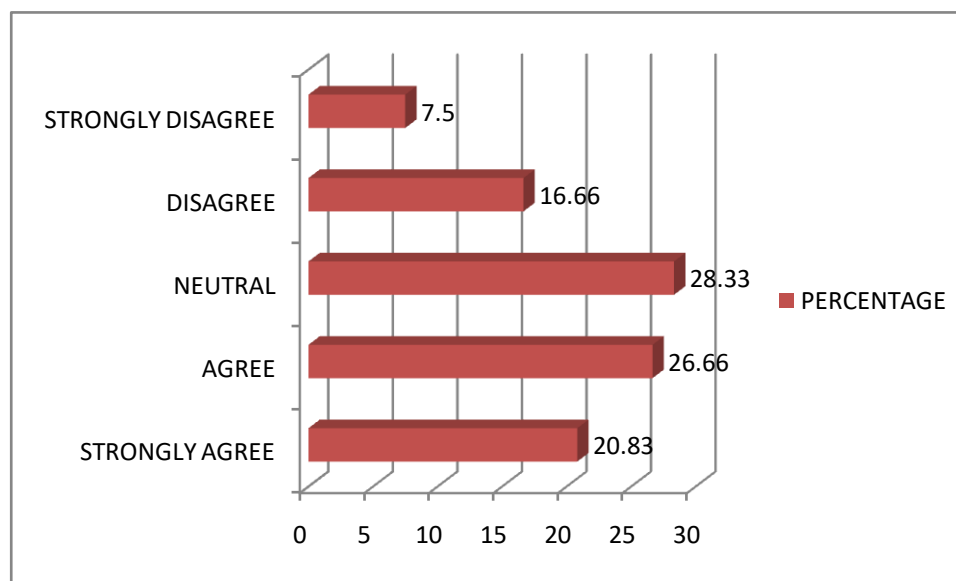


Chart 4.1.25 Chart representing Efforts are made to tap the individual's skills and potentials while giving job assignments

Inference:

From the above given table it is inferred that 7.5 % of respondents are strongly disagree, 16.66% of respondents are disagree, 28.33 % of respondents are neutral, 26.66 % of respondents are agree, 20.83 % of respondents are strongly agree. It is inferred that 28.33% are neutrally said that assignments increased their skills and potentials.

Table 4.1.26 Table showing the: Grievances been solved for the employees

GRIEVANCES	FREQUENCY	PERCENTAGE
STRONGLY AGREE	20	16.66
AGREE	34	28.33
NEUTRAL	46	38.33
DISAGREE	15	12.5
STRONGLY DISAGREE	5	4.16
TOTAL	120	100

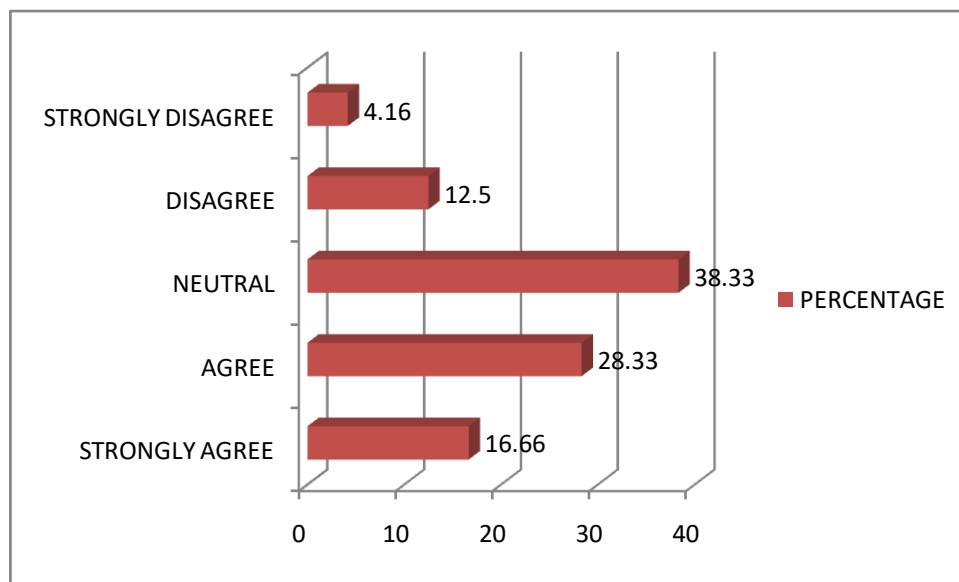


Chart 4.1.26 Chart representing Grievances been solved for the employees

Inference:

From the above given table it is inferred that 4.16 % of respondents are strongly disagree, 12.5 % of respondents are disagree, 38.33 of respondents are neutral, 28.33 % of respondents are agree, 16.66 % of respondents are strongly agree. It is inferred that 38.33% of employees neutrally said that their grievances been solved.

Table 4.1.27 Table showing the: Feel comfortable while discussing important job

COMFORTABILITY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	25	20.83
AGREE	37	30.83
NEUTRAL	32	26.66
DISAGREE	18	15
STRONGLY DISAGREE	8	6.66
TOTAL	120	100

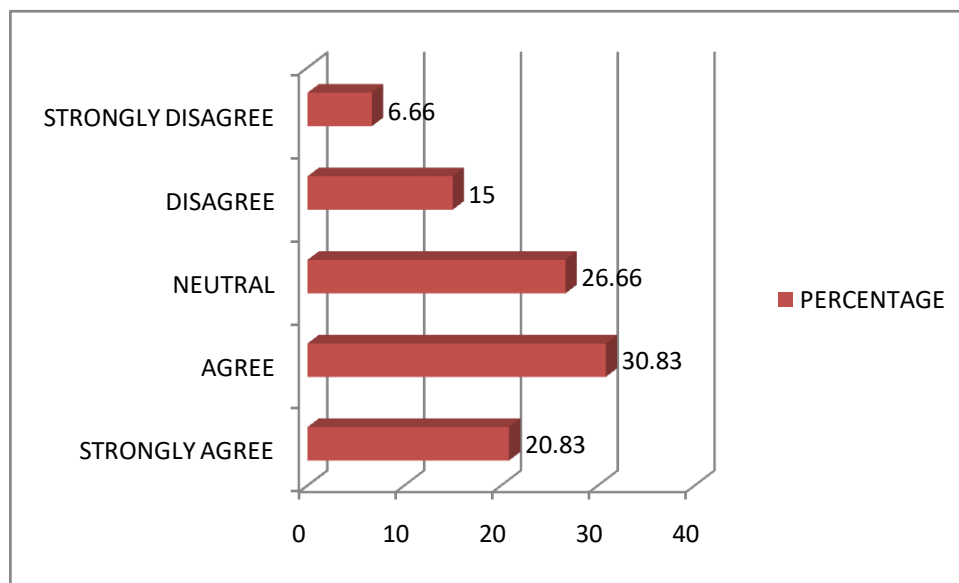


Chart 4.1.27 Chart representing feel comfortable while discussing important job

Inference:

From the above given table it is inferred that 6.66 % of respondents are strongly disagree, 15 % of respondents are disagree, 26.66 % of respondents are neutral, 30.83 % of respondents are agree, 20.83 % of respondents are strongly agree. It is inferred that 30.83% of employees agree that they feel comfortable while discussing about the job.

Table 4.1.28 Table showing the: Interpersonal relations with subordinates, equals & seniors in general are quite productive

INTERPERSONAL RELATIONS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	28	23.33
AGREE	38	31.66
NEUTRAL	29	24.16
DISAGREE	15	12.5
STRONGLY DISAGREE	10	8.33
TOTAL	120	100

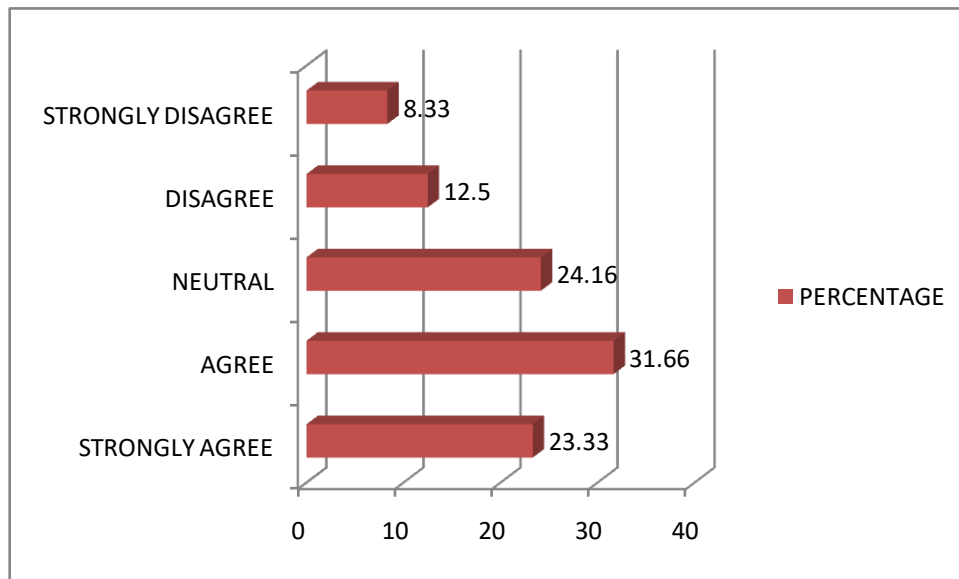


Chart 4.1.28 Chart representing Interpersonal relations with subordinates, equals & seniors in general are quite productive

Inference:

From the above given table it is inferred that 8.33% of respondents are strongly disagree, 12.5 % of respondents are disagree ,24.16 % of respondents are neutral,31.66 % of respondents are agree, 23.33 % of respondents are strongly agree. It is inferred that 31.66% of employees agree that their interpersonal relations with subordinates, equals and seniors are quite productive.

Table 4.1.29 Table showing the: Personal policies are transparent

POLICIES	FREQUENCY	PERCENTAGE
STRONGLY AGREE	22	18.33
AGREE	37	30.83
NEUTRAL	33	27.5
DISAGREE	19	15.83
STRONGLY DISAGREE	22	18.33
TOTAL	120	100

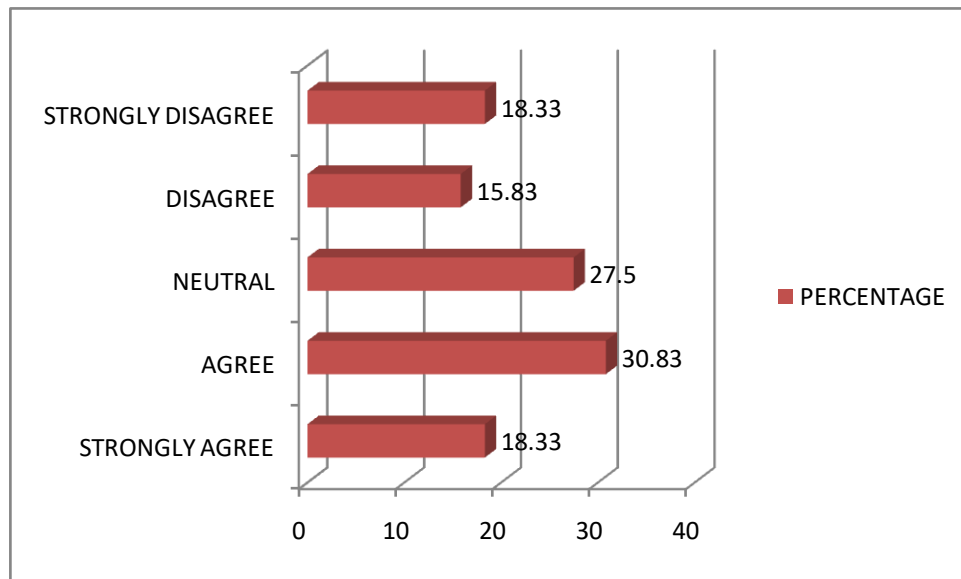


Chart 4.1.29 Chart representing Personal policies are transparent

Inference:

From the above given table it is inferred that 18.33 % of respondents are strongly disagree, 15.83 % of respondents are disagree, 27.5 % of respondents are neutral, 30.83% of respondents are agree, 18.33% of respondents are strongly agree. It is inferred that 30.83% of employees agree that their personal policies are transparent.

Table 4.1.30 Table showing the: Job is challenging and interesting for employees

JOB IS CHALLENGING	FREQUENCY	PERCENTAGE
STRONGLY AGREE	16	13.33
AGREE	40	33.33
NEUTRAL	49	40.83
DISAGREE	10	8.33
STRONGLY DISAGREE	5	4.16
TOTAL	120	100

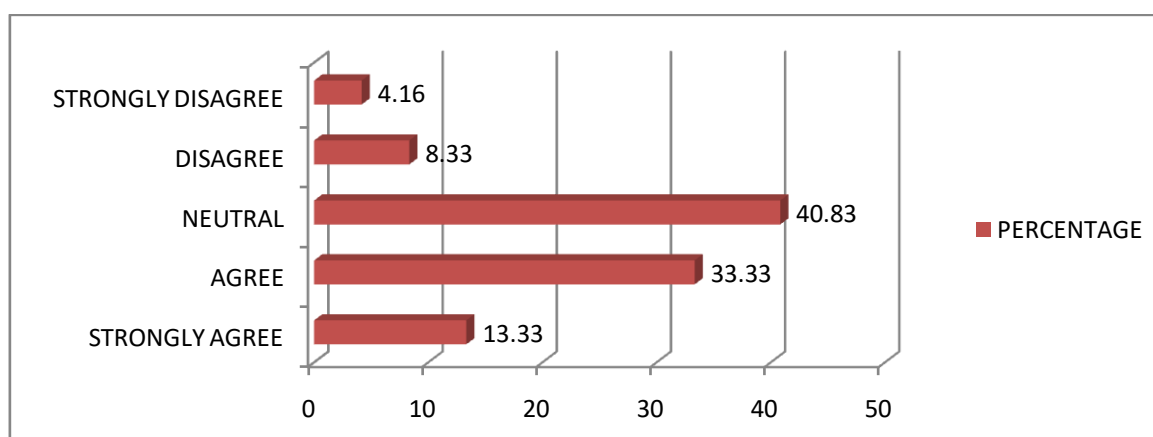


Chart 4.1.30 Chart representing Job is challenging and interesting for employees

Inference:

From the above given table it is inferred that 4.16 %strongly disagree, 8.33% of respondents are disagree ,40.83% of respondents are neutral,33.33% of respondents are agree,13.33 % of respondents are strongly agree. It is inferred that 40.83% of employees are neutrally said that their job are challenging and interesting.

Table 4.1.31 Table showing the: job is as per employee expectations

EMPLOYEE EXPECTATIONS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	19	15.83
AGREE	38	31.66
NEUTRAL	35	29.16
DISAGREE	17	14.16
STRONGLY DISAGREE	11	9.16
TOTAL	120	100

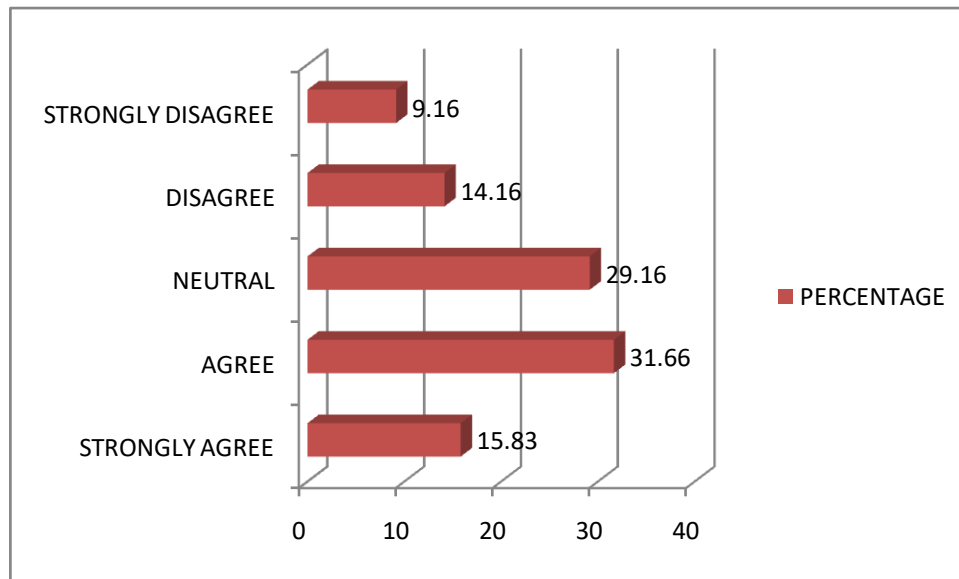


Chart 4.1.31 Chart representing job is as per employee expectation

Inference:

From the above given table it is inferred that 9.16 % of respondents are strongly disagree, 14.16 % of respondents are disagree, 29.16 % of respondents are neutral, 31.66 % of respondents are agree, 15.83 % of respondents are strongly agree. It is inferred that 31.66% of employees agree that they get the job as per their expectations.

Table 4.1.32 Table showing the: Employees are allowed to develop their creativity to help the organization meet market challenges

CREATIVITY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	27	22.5
AGREE	34	28.33
NEUTRAL	39	32.5
DISAGREE	10	8.33
STRONGLY DISAGREE	10	8.33
TOTAL	120	100

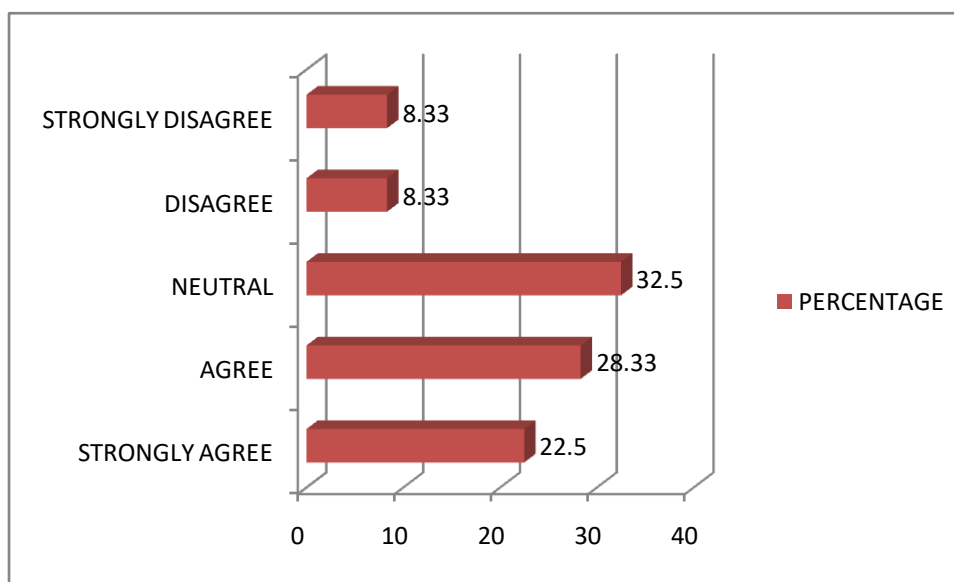


Chart 4.1.32 Chart representing Employees are allowed to develop their creativity to help the organization meet market challenges

Inference:

From the above given table it is inferred that 8.33 % of respondents are strongly disagree, 8.33 % of respondents are disagree, 32.5 % of respondents are neutral, 28.33 % of respondents are agree, 22.5 % of respondents are strongly agree. It is inferred that 32.5% of employees are neutrally said that the organization allow employees to develop creativity to meet market challenges.

Table 4.1.33 Table showing the: Employees suggestions openly accepted in the

EMPLOYEES SUGGESTIONS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	25	20.83
AGREE	46	38.33
NEUTRAL	29	24.16
DISAGREE	15	12.5
STRONGLY DISAGREE	5	4.16
TOTAL	120	100

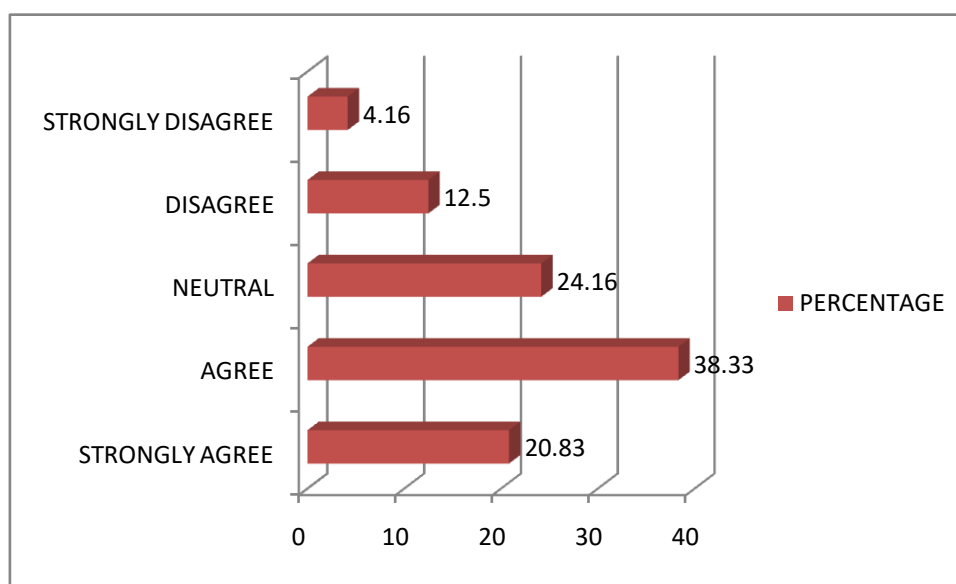


Chart 4.1.33 Chart representing Employees suggestions openly accepted in the department

Inference:

From the above given table it is inferred that 4.16 % of respondents are strongly disagree, 12.5 % of respondents are disagree, 24.16 % of respondents are neutral, 38.33 % of respondents are agree, 20.83 % of respondents are strongly agree. It is inferred that 38.33% of employees agree that their suggestions are accepted by the organization in the department.

Table 4.1.34 Table showing the: Employees at all levels feel their involvement in their contribution to the organization

INVOLVEMENT & CONTRIBUTION	FREQUENCY	PERCENTAGE
STRONGLY AGREE	21	17.5
AGREE	33	27.5
NEUTRAL	37	30.83
DISAGREE	19	15.83
STRONGLY DISAGREE	10	8.33
TOTAL	120	100

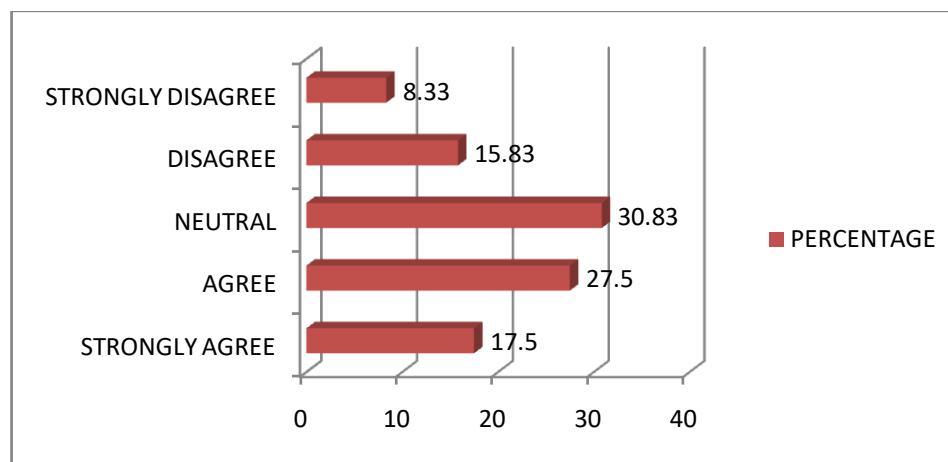


Chart 4.1.34 Chart representing Employees at all levels feel their involvement in their contribution to the organization

Inference:

From the above given table it is inferred that 8.33% of respondents are strongly disagree, 15.83% of respondents are disagree, 30.83% of respondents are neutral, 27.5% of respondents are agree, 17.5% of respondents are strongly agree. It is inferred that 30.83% of employees are neutrally said that they have involvement in all levels of organization for contribution.

Table 4.1.35 Table showing the: Openness, Transparency and Value systems are part of work culture

OPENNESS, TRANSPARENCY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	26	21.66
AGREE	36	30
NEUTRAL	32	26.66
DISAGREE	17	14.16
STRONGLY DISAGREE	9	7.5
TOTAL	120	100

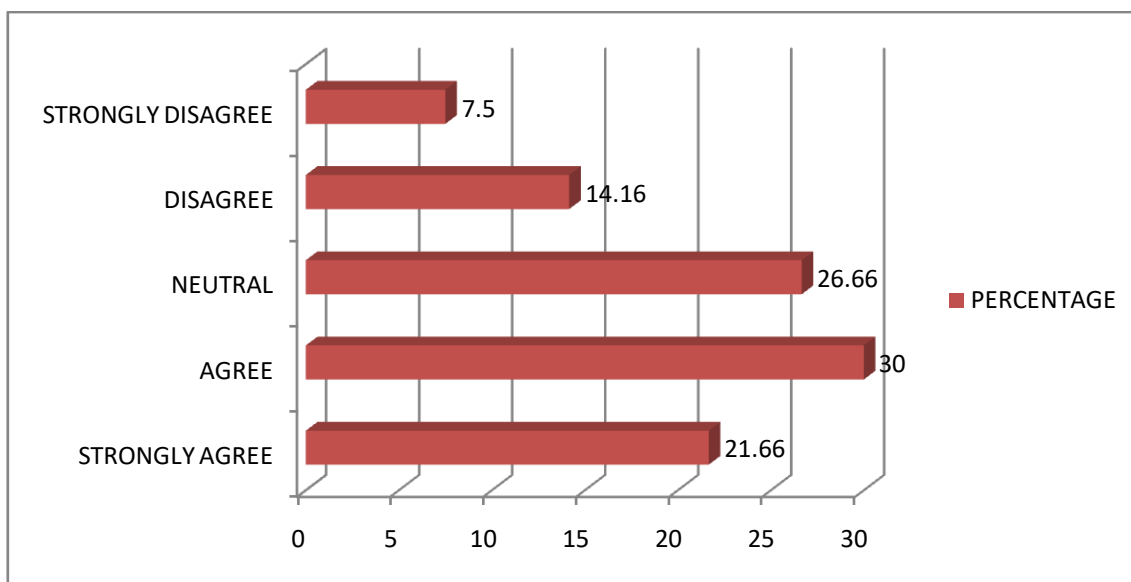


Chart 4.1.35 Chart representing Openness, Transparency and Value systems are part of work culture

Inference:

From the above given table it is inferred that 7.5 % of respondents are strongly disagree, 14.16 % of respondents are disagree, 26.66 % of respondents are neutral, 30 % of respondents are agree, 21.66 % of respondents are strongly agree. It is inferred that 26.66% of employees are neutrally said that openness, transparency and value systems are part of work culture.

4.2 WEIGHTED AVERAGE METHOD -1

4.2.1. WEIGHTED AVERAGE METHOD-I

Descriptive Statistics

	N	Minimum	Maximum	Mean
Employees' expectation of the job	120	1	5	2.74
Absence of conducive workplace environment	120	1	5	2.89
Lack of career growth	120	1	5	2.34
Odd working hours	120	1	5	2.41
Stress and work life balance	120	1	5	2.24
Lack of proper compensation	120	1	5	2.37
Valid N (list wise)	120			

Particulars	Result
Absence of conducive workplace environment	1
Employees' expectation of the job	2
Odd working hours	3
Lack of proper compensation	4
Lack of career growth	5
Stress and work life balance	6

Inference:

In the above data rank 1 given to the Absence of conducive workplace environment, rank 2 given to the employees' expectation of the job, rank 3 given to the Odd working hours, rank 4 given to the Lack of proper compensation, rank 5 given to the lack of career growth and rank 6 given to Stress and work life balance.

4.2.2 WEIGHTED AVERAGE METHOD-II

Descriptive Statistics

	N	Minimum	Maximum	Mean
i experience a sense of community in my offices	120	1	5	1.92
i fell i am valued part of this office	120	1	5	2.14
promoting and respect and fair treatment of office	120	1	5	2.54
i have clear sense of further direction in this office	120	1	5	2.65
this office atmosphere is generally friendly	120	1	5	2.71
this office has policies that are supportive of its staff	120	1	5	2.68
this office reasonably accommodates personal needs	120	1	5	2.70
Valid N (listwise)	120			

Particulars	Result
Their office atmosphere is generally friendly	1
Their office reasonably accommodates personal needs	2
Their office has policies that are supportive of its staff	3
They have clear sense of further direction in this office	4
They have promoting and respect and fair treatment of office	5
They fell valued part of this office	6
Their experience a sense of community their my offices	7

Inference:

In the above data rank 1 given to their office atmosphere is generally friendly, rank 2 given to their office reasonably accommodates personal needs, rank 3 given to the their office has policies that are supportive of its staff, rank 4 given to they have clear sense of further direction in this office, rank 5 given to they have promoting and respect and fair treatment of office, rank 6 given to they fell valued part of this office and rank 7 given to Their experience a sense of community in their offices.

4.3 CHI-SQUARE ANALYSIS

4.3.1 CHI- SQUARE TEST- I

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is no relationship between the work experience of the employees and greatest challenge faced by your organization.

Alternate hypothesis (H_1):

There is relationship between the work experience of the employees and greatest challenge faced by your organization.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Experience of the Respondents * Greatest challenge faced by your organization	120	100.0%	0	.0%	120	100.0%

Experience of the Respondents * Greatest challenge faced by your organization

Cross tabulation

			Greatest challenge faced by your organization						Total
			PERFORMANCE MANAGEMENT	EMPLOYEE ATTRITION	EMPLOYEE ABSENTISM	EMPLOYEE TRAINING INEFFECTIVENESS	LOW EMPLOYEE MORALE	LACK OF EMPLOYEE ENGAGEMENT	
Experience of the Respondents	LESS THAN 6 YEAR	Count	30	20	0	0	0	0	50
		Expected Count	12.5	9.6	5.8	10.8	5.4	5.8	50.0
	6-10 YEARS	Count	0	3	14	12	0	0	29
		Expected Count	7.2	5.6	3.4	6.3	3.1	3.4	29.0
	10-15 YEARS	Count	0	0	0	14	0	0	14
		Expected Count	3.5	2.7	1.6	3.0	1.5	1.6	14.0
	15-20 YEARS	Count	0	0	0	0	13	4	17
		Expected Count	4.2	3.3	2.0	3.7	1.8	2.0	17.0
	Above 20 YEARS	Count	0	0	0	0	0	10	10
		Expected Count	2.5	1.9	1.2	2.2	1.1	1.2	10.0
Total		Count	30	23	14	26	13	14	120
		Expected Count	30.0	23.0	14.0	26.0	13.0	14.0	120.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.264E2 ^a	20	.000
Likelihood Ratio	275.765	20	.000
Linear-by-Linear Association	105.787	1	.000
N of Valid Cases	120		

a. 21 cells (70.0%) have expected count less than 5. The minimum expected count is 1.08.

$$\begin{aligned}\text{Degree of Freedom} &= (r-1) * (c-1) \\ &= (5-1) * (6-1) = 4 * 5 = 20\end{aligned}$$

Calculated value = 3.264

Tabulated value = 31.410

$Z = Z_{cal} < Z_{tab}$

$Z = 3.264 < 31.410$

Hence, the null hypothesis [H₀] is accepted

INFERENCE:

Since the calculated value is lesser than the tabulated value, we accept the null hypothesis and hence, there is no relationship between the work experience of the employees and greatest challenge faced by your organization.

4.3.2 CHI- SQUARE TEST- II

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is no relationship between the monthly income of respondents and Satisfaction with the remuneration package and other benefits

Alternate hypothesis (H_1):

There is relationship between the monthly income of respondents and Satisfaction with the remuneration package and other benefits

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Monthly Income of Respondents * Satisfaction with the remuneration package and other benefits	120	100.0%	0	.0%	120	100.0%

Table 4.3.2.1 Monthly Income of Respondents * Satisfaction with the remuneration package and other benefits Cross tabulation

			Satisfaction with the remuneration package and other benefits					Total
			STRONG LY AGREE	AGREE E	NEUTRAL	DISAGREE	STRONG LY DISAGREE	
Monthly Income of Respondents	BELOW 10000	Count	14	9	0	0	0	23
		Expected Count	2.7	12.6	4.8	2.3	.6	23.0
	10000-20000	Count	0	38	0	0	0	38
		Expected Count	4.4	20.9	7.9	3.8	1.0	38.0
	20000-30000	Count	0	19	12	4	0	35
		Expected Count	4.1	19.2	7.3	3.5	.9	35.0
	ABOVE 30000	Count	0	0	13	8	3	24
		Expected Count	2.8	13.2	5.0	2.4	.6	24.0
Total		Count	14	66	25	12	3	120
		Expected Count	14.0	66.0	25.0	12.0	3.0	120.0

Table 4.3.2.2 table indicating the Chi-Square Tests

	Value	Df	Asymptotic. Sig. (2-sided)
Pearson Chi-Square	1.471E2 ^a	12	.000
Likelihood Ratio	151.855	12	.000
Linear-by-Linear Association	75.937	1	.000
N of Valid Cases	120		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .58.

$$\begin{aligned}\text{Degree of Freedom} &= (r-1) * (c-1) \\ &= (5-1) * (5-1) = 4*4 = 16\end{aligned}$$

Calculated value = 1.471

Tabulated value = 26.296

$$Z = Z_{cal} < Z_{tab}$$

$$Z = 1.471 < 26.296$$

Hence, the null hypothesis [H₀] is accepted

INFERENCE:

Since the calculated value is lesser than the tabulated value, we accept the null hypothesis and hence, there is no relationship between the monthly income of respondents and Satisfaction with the remuneration package and other benefits.

4.4 CORRELATION

4.4.1 ANALYSIS USING KARL PEARSON'S CORRELATION - I

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is a positive relationship between the salary in company and lack of proper compensation.

Alternate hypothesis (H1):

There is a negative relationship between the salary in company and lack of proper compensation.

**Table 4.4.1.2 table indicating the salary in company
Correlations**

		Salary in company	Lack of proper compensation
Salary in company	Pearson Correlation	1	.620**
	Sig. (2-tailed)		.000
	N	120	120
Lack of proper compensation	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = .620$$

INFERENCE:

Since r is positive, there is a positive relationship between the salary in company and lack of proper compensation.

4.4.2 ANALYSIS USING KARL PEARSON'S CORRELATION -II

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is a positive relationship between the sufficient opportunities for career growth in the organization and lack of career growth.

Alternate hypothesis (H1):

There is a negative relationship between the sufficient opportunities for career growth in the organization and lack of career growth.

Table 4.4.2.1 table indicating the lack of career growth Correlations

	Sufficient Opportunities for career growth in the organization	Lack of career growth
Sufficient Opportunities for career growth in the organization	1	.907**
Sig. (2-tailed)		.000

	N	120	120
Lack of career growth	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = .907$$

Inference:

Since r is positive, there is a positive relationship between the sufficient opportunities for career growth in the organization and lack of career growth.

CHAPTER-5

FINDINGS & SUGGESTIONS

5.1 Findings

5.1.1 FINDINGA FROM PERCENTAGE ANALYSIS

- 56.6% of respondents are male and 43.3% respondents are female.
- 59.1% of respondents are between the ages of below 30yrs, 22.5% of respondents are between the age group of 30-40yrs and 18.3% of respondents are above 40.
- 69.16% of respondents are married and 30.8% of respondents are single.
- 19.1% of respondents are getting the monthly income below RS.10000, 31.6% of respondents are getting their income between 10000 – 20000, 29.1% of respondents are between 20000 – 30000 and 20% are getting above 30000.
- 40% of respondents are under graduates, 40% of respondents are post graduates, 15% of respondents are technical course and 5% of respondents have completed Diploma.
- 41.66% of respondents are less than 6 years,24.16%of respondents are 6-10 years ,11.66% of respondents are 10-15 years,14.16% of respondents are 15-20 years ,8.33%of respondents are above 20 years.
- 8.33%of respondents are sales agency manager and 25% of respondents are customer supports executive.
- 10.83% of respondents are low employee morale and 25% of respondents are performance management.
- 75 % of respondents are yes, 25% of respondents are no on mandatory for the employees to serve a notice period.
- 36.66 % of respondents are 30 days and 17.5 % of respondents are 60 days &more.
- 32.5% of respondents are all the above and 21.66% of respondents is finishing tasks at hand handing over charge to the incumbent taking over.
- 70% of respondents are yes and 30% of respondents are no on increasing number of industries is adversely affecting employee retention.

- 36.66% of respondents are 0-5 years of experience, 24.16% of respondents are 5-8 years of experience, 23.33% of respondents are 8-12 years of experience, 6.66% of respondents are 12-15 years of experience, 9.16 % of respondents are 15+ years of experience.
- 58.33 % of respondents are reasonable and 6.66 % of respondents are very low about Salary in company.
- 34.16% of respondents are yes and 33.33 % of respondents are no may be Looking forward to switch from current organization to other.
- 1.66 % of respondents are disagreeing and 55.83% of respondents are strongly agree on Compensation packages of the employees in the company are at par with the market.
- 2.5% of respondents are strongly agreed and 55% of respondents are agreed on Satisfaction with the remuneration package and other benefits.
- 5.83% of respondents are disagreeing and 43.33 % of respondents are neutral agreed on Salary commensurate with qualification, experience performance. 7.5% of respondents are strongly disagreeing and 29.16% of respondents are neutral on Sufficient Opportunities for career growth in the organization.
- 10.83 % of respondents are disagreeing and 27.5 % of respondents are agreed on Company supports in professional growth and learning.
- 10 % of respondents are disagreeing, 30.83% of respondents are neutral on training skills and competencies are given due weight age in career growth.
- 4.16 % of respondents are strongly disagreed and 31.66% of respondents are neutral on assignments are given as per individual's skills, competencies and attitudes.
- 8.33 % of respondents are strongly disagreeing and 34.16% of respondents are agreed and feel satisfied with the sense of accomplishment after successful execution of my job.
- 8.33% of respondents are strongly disagreeing and 29.16% of respondents are agree on getting opportunities for new skills and technological development.

- 7.5 % of respondents are strongly disagree and 28.33% of respondents are neutral on efforts are made to tap the individual's skills and potentials while giving job assignments.
- 4.16 % of respondents are strongly disagree and 28.33% of respondents are agree, 16.66 % of respondents are strongly agreed on grievances been solved for the employees.
- 6.66 % of respondents are strongly disagreed and 30.83% of respondents are agreeing on feel comfortable while discussing important job.
- 8.33% of respondents are strongly disagreed and 31.66% of respondents are agreeing on interpersonal relations with subordinates, equals &seniors in general are quite productive.
- 15.83 % of respondents are disagree and 30.83% of respondents are agree on personal policies are transparent.
- 4.16 %strongly disagree and 40.83 %of respondents are neutral on Job is challenging and interesting for employees.
- 9.16 % of respondents are strongly disagree and 29.16% of respondents are neutral on job is as per employee expectations.
- 8.33 % of respondents are strongly disagree,8.33% of respondents are disagree and 28.33 % of respondents are agree that employees are allowed to develop their creativity to help the organization meet market challenges.
- 4.16 % of respondents are strongly disagreeing and 38.33 % of respondents are agreeing about employees suggestions openly accepted in the department.
- 8.33% of respondents are strongly disagreeing and 27.5 % of respondents are agreeing about employees at all levels feel their involvement in their contribution to the organization.
- 7.5% of respondents are strongly disagreeing and 30% of respondents are agreed on openness, transparency and value systems are part of work culture.

5.1.1 WEIGHTED AVERAGE METHOD

- Rank 1 given to the Absence of conducive workplace environment, rank 2 given to the employees' expectation of the job, rank 3 given to the Odd working hours, rank 4 given to the Lack of proper compensation, rank 5 given to the lack of career growth and rank 6 given to Stress and work life balance.
- Rank 1 given to their office atmosphere is generally friendly, rank 2 given to their office reasonably accommodates personal needs, rank 3 given to the their office has policies that are supportive of its staff, rank 4 given to they have clear sense of further direction in this office, rank 5 given to they have promoting and respect and fair treatment of office, rank 6 given to they fell valued part of this office and rank 7 given to Their experience a sense of community in their offices.

5.1.2 CHI-SQUARE ANALYSIS

- There is no relationship between the work experience of the employees and greatest challenge faced by your organization.
- There is no relationship between the monthly income of respondents and Satisfaction with the remuneration package and other benefits.

5.2 SUGGESTIONS

- The most important factors which lead to attrition in BPO sector is sleeping. Hence, the organization has to take care of sleeping hours of individuals and can provide excellent equipment and opportunities to focus on their family and children's education and wellbeing.
- The remuneration is one of the core key areas for every individual hence the organization has to compensate excellent pay package facilities based on the existing employee's skills and involvement.
- Married employees are affected in career development when compared with the unmarried employee. Hence, the organization has to consider the respondents marital status and experience for the career development which may lead the respondent to have a chance to contribute to the organization.

- Married employees suffer highly without proper remuneration in BPO sector, because with the current salary they are able to meet only the family expenses. Hence, the organizations have to change the pay structure and can hike the salaries to satisfy the married employees and as a chance to minimize the attrition in BPO sector.
- The organization has to create a good working condition or environment, policy, pay package and other facilities to attract the employees. So that the experienced BPO employees can have a chance to be retained in the BPO sector.
- The organization can take necessary remedial measures to retain the employees otherwise the BPO employees training cost will be increased in the organization which also has a chance of reducing the quality of service in BPO sector.
- The organization can do human resource accounting of its employees and update its records every year. Based on their academic back ground, experience and areas of interests, tasks and challenges must be determined and assigned to all, building a meritocracy in the organization.
- The organization can share their profits with employees through ESOPs. This concept serves two purposes: first, it improves the work performance and secondly, it indirectly encourages prolonged existence of employees for mutual interest due to the business entity. This will engage them perpetually to constructive activities and cement their relationship for a long term in the organization.
- The study inferred that the most of the female employees working in BPO sectors are affected more with current working environment like working relation, safety and security tenure, corporate policy and culture, hence the attrition of women in BPO sectors keeps on increasing. The organization can take initiatives to create good working environment to retain the talented women employees for further development of the organization.

5.3 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 achieve organizational objectives. 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 issue of employee attrition/ turnover has been found to be making huge economic impact on the organizations. To analyze the nature, state and factors affecting high employee attrition, the BPO companies located in the Chennai 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. Its aim is, mainly, to help the industry to take up policy decision and formulate suitable schemes and programmes to ameliorate the retention level of this industry. The present study has brought into focus, various issues relating to high level of attrition stemming from factors like Personal, Work environment, Career and Development and Remuneration. The policy implications and the suggestion, if properly implemented, it may lead to decrease the attrition and absenteeism among the employee and increase the retention level through the employee's satisfaction of BPO industry.

REFERENCES

1. Lorraine M. Angelino, Frankie Williams, Deborah Natvig, The Journal of Educators Online, Volume 4, Number 2, July 2007,Article in Journal of Educators Online · July 2007, DOI: 10.9743/JEO.2007.2.1
2. Kathy Ahern¹, Robyne Le Brocque²⁰⁰⁵, Simple Solutions for Social Scientists, Kathy Ahern and Robyne Le Brocque,February 2005 vol. 17no. 1 53-69,
3. Lorraine M. Angelino, Clemson University, Frankie Keels Williams 2007Clemson ,University, Deborah Native, Lander University, Volume 4, Number 2
4. Charles L. Baum (2013) ,Journal of Forensic Economics: April 2013, Vol. 24, No. 1, pp. 41-66,
5. Robin C. Harris, DNP, RN; Lisa Rosenberg, PhD, 2014, Marilyn E. Grace O'Rourke APHN, January 2014 - Volume 53 · Issue 1: 31-37
- 6 .Mrs.Vidya Sunil Kadam¹ and Dr. H. M. Thakar²⁰¹⁴, Rajarambapu Institute of technology management studies sakharale.Tal- Walwa, Dist-Sangli 415414 (Maharashtra) 2.Director, MBA Unit,Shivaji University Kolhapur, International Journal of Advanced Research (2014), Volume 2, Issue 3, 650-656.
7. RuchiraDobhal, Dr Akankssha Nigam, 2018, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 2. Ver. IV (February. 2018), PP 01-27
8. RuchiraDobhal, Dr AkanksshaNigam, 2018, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 2. Ver. IV (February. 2018), PP 01-27

- 9.** Jasneet Kaur, Harish K.Padmanabhan2019, International Journal of Research and Innovation in Social Science (IJRISS) |Volume III, Issue I, January 2019|ISSN 2454-6186
- 10.** Hardik Shah, Vinay Sharma2007., Global Journal of Business Management 1 (1), 55-67, 2007
- 11.** N Bharathi, P Paramashivaiah 2015, International Journal of Innovative Research in Science, Engineering and Technology 4 (2), 746-752, 2015
- 12.**Santoshi Sengupta, Aayushi Gupta2012, The International Journal of Human Resource Management 23 (6), 1259-1288, 2012
- 13.** Amit Malhotra, Aditya Gautam2016., CLEAR International Journal of Research in Commerce & Management 7 (11), 2016.
- 15.** Parul Khanna, Hema Gulati2011., Asia Pacific Journal of Research in Business Management 2 (7), 144-154, 2011
- 16.**Sunil Kumar Dhal, Amaresh C Nayak 2015., International Journal of Science and Research (IJSR) ISSN (Online), 2319-7064, 2015
- 17.** upasna joshi, employee attrition rate in bpo volume 1 issue 7 issn2321-7782,
- 18.** amitmalhotra, adityagautam. 2016the journal 28(7) 64-68 2016, Attrition rates for the online mba
- 19** .MR.T.Narayana Rao, d.siddhardha.2016., Management and studies 32(1) ,7-21,2016
- 20** O,chowdhary 2019 , Research review international journal 4(2) 869-874,2019.

APPENDIX-I

QUESTIONNAIRE

(A) Personal Information

Gender (a) Male (b) Female

Age (in years) (a) Below 30 (b) 30-40 (c) 40 and above

Educational Qualification:

Experience:

Department:

Annual Income:

Length of Service:

(B) Questions

1 .Which of the following is the greatest challenge faced by your organization?

- a) Performance Management
- b) Employee attrition
- c) Employee absenteeism
- d) Employee training ineffectiveness
- e) Low Employee Morale
- f) Lack of employee engagement

2. Does your organization make it mandatory for the employees to serve a notice period?

- a) Yes
- b) No

3. What is the duration of notice in your organization?

- a) No notice period
- b) 30 days
- c) 45 days

d) 60 days& more

4. What is the objective of your notice period?

- a) Handing over charge to the incumbent taking over
- b) training the incumbent taking over
- c) finishing tasks at hand
- d) all the above
- e) none of the above

5. Do you think that an increasing number of industries is adversely affecting Employee Retention in your Company & is leading to higher employee attrition?

- a) Yes b) No

6. Which of the following Employees in the experience range are most Susceptible to Attrition?

- a) 0-5 Years of Experience
- b) 5-8 Years of Experience
- c) 8-12 Years of Experience
- d) 12-15 Years of Experience
- e) 15+ Years of Experience

7. Tick the underlying factors that retains the employees Strongly agree (SA) Agree (A) Neutral (N) Disagree (DA) Strongly disagree (SDA)

Factors that retains employees	S A	A	N	D A	SD A
I experience a sense of community in my office					
I feel I am valued part of this office					
Promoting respect and fair treatment among all staff is a high priority of this office					
I have a clear sense of the future direction of this office					

This office's atmosphere is generally friendly					
This office has policies that are supportive of its staff					
This office reasonably accommodates personal needs					

8. Rank the reasons of attrition in your Company.

- a) Employees' expectation of the job
- b) Absence of conducive workplace environment
- c) Lack of career growth
- d) Odd working hours
- e) Stress and work life balance
- f) Lack of proper compensation

9) How do you find the salary in your office? a) High b) Reasonable c) Low d) very low

10) Are you looking forward to switch from current organization to other? a) Yes b) No c) May be

11) How is your office working environment?

Strongly agree (SA) Agree (A) Neutral (N) Disagree (DA) Strongly disagree (SDA)

Attributes focusing on working environment	SA	A	N	DA	SDA
My workload and expected completion times are reasonable					
This office has regular staff meetings to plan and coordinate work and to make announcements					
I know exactly what is expected of me as an employee					
Conflict among staff in my office is managed effectively					

12)

S.NO	DESCRIPTION	SA	A	NA	DA	SDA
1	The compensation packages of the					

	employees in the company are at par with the market					
2	I am satisfied with the remuneration package and other benefits that I receive					
3	The salary I receive commensurate with my qualification, experience performance					
4	I believe there are sufficient Opportunities for career growth for all in the organization					
5	I feel very well supported in your professional growth and learning					
6	Training skills and					

	competencies are given due weight age in career growth					
7	Assignments are given as per individual's skills, competencies and attitudes					
8	I feel satisfied with the sense of accomplishment after successful execution of my job					
9	I will Get opportunities for new skills and technological development					
10	Efforts are made to tap the individuals skills and potentials while giving job assignments					
11	The grievances have been solved for the employees					

12	I feel comfortable while discussing important job matters with my boss					
13	The interpersonal relations with subordinates, equals & seniors in general are quite productive					
14	The personal policies are transparent					
15	The job is challenging and interesting for employees					
16	The job is as per employee expectations					
17	Employees are allowed to develop their creativity to help the organization meet market challenges					
18	My suggestions					

	openly accepted in the department					
19	Employees at all levels feel their involvement in their contribution to the organization					
20	Openness, Transparency and Value systems are part of our work culture					

APPENDIX-II(ARTICLE)

A STUDY OF COMPREHENSIVE ATTRITION RATE IN BPO SECTORS INCHENNAI CITY

Ms. ANCY JOSELIN J DEPARTMENT OF MBA, SATHAYBAMA INSTITUTE OF SCIENCE & TECHNOLOGY,CHENNAI , INDIA.

Dr.M. LAVANYA, DEPARTMENT OF MBA, SATHYABAMA INSTITUTE OF SCIENCE & TECHNOLOGY, CHENNAI, INDIA

ABSTRACT

The BPO Industry has developed well in and its growth can be significantly computed to huge availability of suitable manpower. Ironically, in the light of persistent high levels of attrition experiencing the manpower has been the most intimidating challenge of the industry. The reason behind the attribution is workforces, lack of growth and progression, lack of feedback and recognition and weakness of individual mental and physical ability. On account of high levels of attrition, the industry has been suffering financial and performance related setbacks. Over a period of time, many studies have been undertaken in the academic as well as in industry surroundings to identify the factors which also determine efficient ways of handling the problem of attrition. Although, it still remains an area of concern and prominence for various organizations over a large area.

The objective of paper is the comprehensive attrition rate in BPO sectors in Chennai city. There are 120 candidates indulged in this research by questionnaires methods. This analysis of attrition rate is carried out with aid of SPSS, Microsoft excel and data analysis process. Microsoft excel is for finding out the percentage analysis .SPSS is for finding out data analysis.

The result of the study concentrates that the diverse factors responsible for attrition on the basis of review of literature.

1. INTRODUCTION

Attrition in business describes a gradual but deliberate reduction in staff numbers that occurs as employees retire or resign and are not replaced. The term is also sometimes used to describe the loss of customers or clients as they mature beyond a product or company's target market without being replaced by a younger generation. Attrition is a process in which the workforce dwindles at a company, following a period in which a number of people retire or resign, and are not replaced. A reduction in staff due to attrition is often called a hiring freeze and is seen as a less disruptive way to trim the workforce and reduce payroll than layoffs. Attrition can also refer to a company losing its customer base, often as a result of older customers aging or moving on and fewer newer customers opting in.

STATEMENT OF THE PROBLEM

- To understand the human resource process and attrition in the present scenario in BPO sectors Chennai.
- To find out the reasons of attrition of employees and its effectiveness
- To determine the employee attrition rate and to study the impact of employee retention strategies on organization sustainability.

To find out the attrition rates and their reasons help the management to take necessary actions for the new & existing employees.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study on attrition rate in BPO sectors in Chennai city

SECONDARY OBJECTIVES

- To identify the work satisfaction and expectation level of employees in BPO sectors.
- To know about the employees attitude towards job and employee engagement.
- To analyze the cause and consequences of employee attrition in BPO sectors.

2. RESEARCH METHODOLOGY

Research design refers to purely and simply the frame work or plan for a study that guides the collection and analysis of data. The researcher will be required to prepare a research design that is he will have to state the conceptual structure within which research would be conducted. It gives maximum importance to collect relevant information with minimum effort and time. The sample size for the study is 120 employees.

2.3.1 PERCENTAGE ANALYSIS

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	GENDER		
	Male	68	56.66
	Female	52	43.33
	Total	120	100
2	AGE		
	Below 30	71	59.16
	30-40	27	22.5
	40 and above	22	18.33
	Total	120	100
3	SALARY		
	Below 10000	23	19.16
	10000-20000	38	31.66
	20000-30000	35	29.16
	Above 50000	24	20
	Total	120	100
4	DESIGNATION		
	Sales agency manager	10	8.33
	Officer manager sales agent	20	16.66
	Customer services	17	14.16
	Customer support executive	30	25
	Tele caller	23	19.16
	TOTAL	120	100

3.2 CHI SQUARE ANALYSIS

Table 3.2.1: Table showing between the monthly income of respondents and Satisfaction with the remuneration package and other benefits.

	Value	df	Assumptions. Sig. (2-sided)
Pearson Chi-Square	1.471E2 ^a	12	.000
Likelihood Ratio	151.855	12	.000
Linear-by-Linear Association	75.937	1	.000
N of Valid Cases	120		

Hence, the null hypothesis (ho) is accepted. There is no relationship between the monthly income of respondents and Satisfaction with the remuneration package and other benefits.

3.3 CORRELATION

Table 3: Table showing in the organization and lack of career growth

		Sufficient Opportunities for career growth in the organization	Lack of career growth
Sufficient Opportunities for career growth in the organization	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	120	120
Lack of career growth	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	120	120

	Sufficient Opportunities for career growth in the organization	Lack of career growth
Sufficient Opportunities for career growth in the organization	1	.907**
Sig. (2-tailed)		.000
N	120	120
Lack of career growth	Pearson Correlation	.907**
	Sig. (2-tailed)	.000
	N	120

** . Correlation is significant at the 0.01 level (2-tailed).

$r = .907$.

INTERPRETATION:

Since r is positive, there is a positive relationship between the sufficient opportunities for career growth in the organization and lack of career growth.

CONCLUSION

The issue of employee attrition/ turnover has been found to be making huge economic impact on the organizations. To analyze the nature, state and factors affecting high employee attrition, the BPO companies located in the Chennai 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. Its aim is, mainly, to help the industry to take up policy decision and formulate suitable schemes and programmers to ameliorate the retention level of this industry. The present study has brought into focus, various issues relating to high level of attrition stemming from factors like Personal, Work environment, Career and Development and Remuneration. The policy implications and the suggestion, if properly implemented, it may lead to decrease the attrition and absenteeism among the employee and increase the retention level through the employee's satisfaction of BPO industry.

REFERENCES:

1. Lorraine M. Angelino, Frankie Williams, Deborah Natvig. The Journal of Educators Online, Volume 4, Number 2, July 2007,Article in Journal of Educators Online · July 2007.
2. Kathy Ahern¹, Robyne Le Brocque²⁰⁰⁵, Simple Solutions for Social Scientists, Kathy Ahern and Robyne Le Brocque,February 2005 vol. 17no. 1 53-69,
3. Lorraine M. Angelino, Clemson University, Frankie Keels Williams 2007, Clemson University, Deborah Native, Lander University, Volume 4, Number 2
4. Charles L. Baum (2013) ,Journal of Forensic Economics: April 2013, Vol. 24, No. 1, pp. 41-66,
5. Robin C. Harris, DNP, RN; Lisa Rosenberg, PhD, 2014, Marilyn E. Grace O'Rourke APHN, January 2014 - Volume 53 · Issue 1: 31-37
6. Mrs.Vidya Sunil Kadam¹ and Dr. H. M. Thakar²⁰¹⁴, Rajarambapu Institute of technology management studies sakharale, International Journal of Advanced Research (2014), Volume 2, Issue 3, 650-656.

