

# A Study on Employee's Perception towards retention policies in BPO's – Visakhapatnam

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**Abstract:** The Indian BPO sector is making progress with a unique speed. Regardless of its momentous development and prospect, the BPO sector has experienced high attrition rates. With modernization and innovation, massive demands for a variety of products and services in the market are increasing gradually. Due to this, there is an extensive opportunity for customers care executive jobs. Retention of employees has become a critical issue in the present corporate arena. With the increasing trend of frequent job switching among employees, it is a big challenge for management to fulfill the aspirations of every employee and to bring congruence between organizational and individual goals. The present study attempts to identify the retention strategies responsible for retention and employee perception towards retention policies adopted in the BPO sector. The results of the study provide key insights to the management for enhancing the retention rate in their organizations.

**Keywords:** Business Process Outsourcing (BPO), Dimensions, Employees, Organization, Retention, Work-life balance.

## I. INTRODUCTION

BPO is a business discipline built on a long term commercial relationship between a process supplier and a process consumer that is enabled by a process infrastructure and maintained at a high level of mutual commitment and collaboration (Nakkiran and Franklin, 2005). The BPOs are the fastest rising part of the IT-enabled services sector in India. BPO has become the obvious strategic choice of the companies looking at the visible profits of cost reduction while improving the quality of service, increasing shareholder value, etc. According to the National Association of Software Services and Organisations (NASSCOM, 2013), the quality orientation among leading BPO organizations, 24/7 services, distinctive geographical location, and the investor-friendly tax structure have made the BPO sector very popular in India. The BPO industry has grown exponentially in size and has significantly matured in export service delivering capability and footprint.

Efficient human resource practices are the base for the retention of employees in any organization. Organizations spend considerable time effort and money to train an employee into a valuable asset and to leave the company for a greener pasture within the industry (Mandhanya, 2016). The toughest challenge that organizations encounter nowadays is not only how to manage the people but also how to keep them on the job as long as possible and how to maintain them vigorous and ambitious (Kossivi, et al., 2016). Securing and retaining skilled employees plays an important role in the organizational process because

employees' "knowledge and skills" are central to companies' ability to be economically competitive." Further given that employee retention is very important for the functioning and competitiveness of a company (Kyndt et al., 2009). Hiring good people is tough, but keeping them can be even tougher. In this dynamic environment, opportunities are ample, which motivates the employees to leave. Therefore it's hard to retain the talents within the organization. Offering competitive employee benefits is what will set one business apart from another and will attract and retain valuable employees. (Patro, 2016) To remain more competitive, organizations need, therefore, not to only attract the best talents but also to retain them on the job for the long term (Mandhanya, 2016). Retention of good employees is a valuable part of the success of any organization (Premarathna and Perera, 2015) through a goal to fulfill human needs and upgrade standards of the lives of their people, organizations achieve its organizational goals and objectives. In the service industry, where there are no production lines, people are the most important asset to the organization. The service delivering to the customers are depending on its employees within the organization. Therefore, the study focuses on the efficiency of the employee retention strategies adopted by the BPO companies and their influence on employee satisfaction.

## II. LITERATURE REVIEW

The study provides an extensive review of background in the area of employee retention to develop a thorough understanding of the conceptual constructs and empirical

research. Benjamin and Ahmad (2012) suggested that employers should focus on issues and on the personal relationships they have with the employee to perform each function. The research sought to identify factors that affect employee retention and predict ways that the organization can improve on current practices. Hytter (2007) found that the personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention. The study also demonstrated that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence. Gberebie (2010) suggested the strategies of employee retention to be adopted by the organizations as payment of monthly salaries to employees, relatively good monthly salary and allowances, provision of car, housing and furniture loan facilities, health insurance scheme, job security, regular promotion, health care services to employees' families, maternity leave with full pay for female employees and regular training of employees. Patro (2014) concluded that employee retention policies are very important for every organization. The retention policy helps the management of the organization in reducing the cost of turnover, loss of company knowledge, interruption of work, regaining the efficiency, and increases the productivity of the organization. Combs et al. (2006) have made a critical analysis and suggested a systematic approach to create a workplace with high-performance work systems that serve as an inimitable resource supporting the effective implementation of corporate strategy and the attainment of operational goals. It may not be sufficient to attract and retain highly skilled employees nor lead to firm performance. Uma (2013) found that there was a good relationship between employee retention and HRM practices. The frequencies of career development, allocation of rewards regarding work, and work environment show the highest values concerning their perceived level of retention with the concern. Organizations have to provide their employees with the best career growth opportunities, working environment, rewards, supervisor support, and work-life balance and should work on them. In this way, it will help the employees to put their best in the organization.

Arnold (2005) demonstrated that workplace factors such as rewards, leadership style, career opportunities, training and development of skills, physical working conditions, and work-life balance, have an indirect influence on retention. P.Premalatha (2017) has done a research study on return on retention's ground theory. The major result of the study is talent retention in IT industry. Her study exposes out the seven propositions they are, cost effective HR practices, individual performance of the employees, retaining young talent, identifying women capacity, provide work life motivation, create positive impact on job, timely rewards

and recognitions. The study exposes out that the role of HR managers in auditing the attrition and role of managers in retaining talent can have a significant impact on retention. Subhash C. Kundu (2017) had proposed a study on effects of supportive work environment to retain employees. The study reveals that supportive work environment can enhance the spirit of the employee it will lead to less turnover in any industry. The research exposes out with parameters of the study i.e. perceived climate, supervisor's relationship, peer group interactions, perceived organization support, and effective employee engagement can create positive indication for employee retention. Dr. S. Yuva Raj (2018) has done with a study on retention strategy in BPO organizations. Objective of the study was strategies to retain BPO employees. Researcher developed a model which discusses on learning organization as a retention strategy. His observations on attrition are declined patience levels, less growth opportunities, less hikes, his learning theory discusses on system-thinking, personal-masters, mental model, shared vision, and team leaning. Author concluded that this will be a good substitute for the prevailing methods. Munish (2018) has done with a study on impact of HRM-Practices on employee retention. Researchers consider three parameters for his study they are compensation, training and development, and culture. Study reveals that compensation and culture has positive impact on retention whereas training and development has negative impact on it. Author suggested that stringent training methods, good work environment, and by providing best compensation packages can facilitate them to retain. Patro (2016) identified that there is a difference between the private and the government sector employees with respect to various factors contributing to job satisfaction and employee retention. The results show that job retention is more in the case of government faculty than the faculty working in a private institution or university. This is causing a high rate of attrition in private institutes. Bhatnagar (2007) argued that a good level of engagement leads to high retention but does not last long in the ITES sector. It is felt that there is a need for rigorous employees. Hence the focus should be made on recruitment activity where we are able to analyze and select the real committed employees who are having other than potential the aggressiveness in his mind to work in such an environment. This would help in enhancing employee retention rate. Hee and Ling (2011) found that the organization should first try to feel the pulse of the employee and the environment and make the decision of framing or modifying the police because the ultimate beneficiary is the employee. The absence of this would be like a ritual carried out with no specific target or goals. Therefore, the management of BPO companies needs to identify the employees' requirements and play a significant role in the implementation of effective retention strategies to retain the employees in organizations.

### III. OBJECTIVES AND HYPOTHESES

The purpose of the study is to analyze the employees' perception of retention in BPOs. To examine the influence of demographic factors on the employee retention policies of the organization.

The following null hypotheses have been formulated to test the relation between the demographic factors and employee retention dimensions.

- H<sub>01</sub>: There is no significant relationship between demographic factors and organization retention strategies.
- H<sub>02</sub>: There is no significant relationship between demographic factors and rewards and reorganizations.
- H<sub>03</sub>: There is no significant relationship between demographic factors and work-life balance.
- H<sub>04</sub>: There is no significant relationship between demographic factors and employee engagement.
- H<sub>05</sub>: There is no significant relationship between demographic factors and organization culture.

### IV. RESEARCH METHODOLOGY

The study uses data from both primary and secondary sources. The secondary data sources include records of the selected BPO's, annual reports of the companies, research studies on attrition, websites of the companies, etc. To collect the primary data, five BPO companies of Visakhapatnam district, Andhra Pradesh is consider based on the volume of business and employees size in the industry. In order to know the perception of the employees a structured questionnaire is prepared and executed to employees to know their opinions on retention policies. For this study a sample of 500 employees from five different BPO's are considered. The companies that consider for the study are ACN InfoTech, Concentrix, HSBC, Patra, and WNC. The questionnaire for retention strategies in BPOs covers the demographic status of the respondents, employees' perception of BPO's, organization retention strategies, rewards and recognition, work-life balance, employee encouragement, and organizational culture. For the tabulation and analysis of data, the statistical techniques used are frequencies, mean, Analysis of Variance (ANOVA), and Regression analysis were used.

### V. DEMOGRAPHIC STATUS OF THE RESPONDENTS

The demographic status of the respondents related to gender, age, education, experience in the current organization, and monthly salary is analyzed, as shown in table-1.

Table-1: Demographic status of the Respondents

Demographics	Frequency	Percent
<b>Gender</b>		
Female	215	43.0
Male	285	57.0

<b>Age</b>		
21 - 25 Years	235	47.0
26 - 30 Years	142	28.4
31 - 35 Years	65	13.0
Above 35 Years	58	11.6
<b>Education</b>		
Graduate	360	72.0
Postgraduate	140	28.0
<b>Experience</b>		
Less than 6 months	138	27.6
6 months to 1 Year	79	15.8
1 - 2 Years	146	29.2
3 - 5 Years	111	22.2
More than 5 Years	26	5.2
<b>Monthly salary</b>		
Less than Rs.8,000	5	1.0
Rs.8,000 - Rs.13,000	74	14.8
Rs.14,000 - Rs.18,000	191	38.2
Rs.19,000 - Rs.23,000	160	32.0
Above Rs.24,000	70	14.0

The male respondents constitute 57 percent of the total, while female respondents' share in the total is 43 percent. The majority of the respondents (47 percent) are in the age group of 21 - 25 years. Out of the total, 28.4 percent of the respondents are in the age group of 26 - 30 years, and 13 percent of the respondents are in the age group of 31 - 35 years. There is 11.6 percent of the respondents who are above 35 years of age. The educational background reveals that 72 percent of the total respondents are graduates, and 28 percent are postgraduates.

The majority of respondents representing 29.2 percent are serving the current organization varied between 1-2 years. There is 27.6 percent of the respondents serving the current organization for less than 6 months, and 22.2 percent served the organization between 3-5 years. Of the total, 15.8 percent of the respondent's work experience ranged between 6 months to 1 year, and only 5.2 percent of the respondents has more than 5 years of experience in the organization. The majority of the respondents representing 38.2 percent have a total monthly salary between Rs.14,000 - Rs.18,000 per month while 32 percent of respondents have a monthly salary between Rs.19,000 - Rs.23,000. The salary of 14.8 percent of the respondents varied between Rs.8,000 and Rs. 13,000 and the monthly salary of 14 percent of the respondents are above Rs.24,000. There is only one percent of the respondents whose monthly salary is less than Rs.8,000.

### VI. EMPLOYEES OPINION TOWARDS RETENTION STRATEGIES

To know the employees' opinions towards the retention strategies following by the BPO companies, the study analyzed the employees' perception of BPO's. The opinion

of the employees related to organization retention strategies, rewards and recognition, work-life balance, employee encouragement, and organizational culture are analyzed and discussed.

**Table-2: Employees' Perception on BPO's**

S.No.	Variables	Mean
1	BPO's offer fair remuneration and allowances to employees	4.05
2	BPO's give timely appraisals and promotions	3.94
3	BPO's have strong grievance and redressal mechanism	3.93
4	BPO's Encourages its staff with formal and informal recognitions	3.92
5	BPO's have a good governance system	3.9
6	BPO's have good welfare schemes	3.87
7	BPO's motivates its staff by offering a variety of celebrations	3.85
8	BPO's provide good amenities to employees	3.73
9	There is good career growth in this sector	3.73
10	BPO's encourage employee to participate in decision making	3.71
11	In BPO's employee get good Support from their boss and peers	3.6
12	There is high job satisfaction in BPO's	3.49
13	BPO's job is not highly stressful	3.39
<b>Total</b>		<b>3.51</b>

The employees' perception of BPOs is shown in table-2. The descriptive statistics reveal that the total mean value of all variables is 3.51, which indicates that the respondents have a positive influence towards BPOs. Among the referred thirteen variables, 'BPO's offer fair remuneration and allowances to employees' secured the highest rating with a mean value of 4.05. The variables 'BPO's give timely appraisals and promotions (3.94)', and 'BPO's have a strong grievance and redressal mechanism (3.93)' scored second the third-highest ratings. The variables 'BPO's encourages their staff with formal and informal recognitions (3.92)', 'BPO's have good governance system (3.90)', 'BPO's have good welfare schemes (3.87)', 'BPO's motivates their staff by offering variety of celebrations (3.85)', 'BPO's provide good amenities to employees (3.73)', 'there is a good career growth in this sector (3.73)', 'BPO's encourage employee to participate in decision making (3.71)', 'in BPO's employee get good support from their boss and peers (3.60)' also show positive ratings. The factors 'there is high job satisfaction in BPO's (3.49)' and 'BPO's job is not highly stressful (3.39)' are the least rated variables. It can be observed that all the variables related to employees' perception of BPO's have significant positive ratings by the respondents.

**Table-3: Organization retention strategies**

S.No.	Variables	Mean
1	My organization adheres to the POSH act 2013. (Prevention of sexual harassment against women.	4.20
2	My organization has the policy to pick and drop employees using company cabs.	4.01
3	My organization provides six months of maternity leave for women employees with salary.	3.82
4	My organization provides training programs to a new employee as well as existing employees to learn new skills that are perfectly matched to their current job.	3.72

5	My organization has a policy that provides a separate cab for women employees.	3.56
6	My organization enhances employee skills, and they give priority to their holistic development.	3.43
7	My organization provides the best welfare facility to retain potential employees.	3.38
<b>Total</b>		<b>3.73</b>

The employees' opinion towards organization retention strategies is shown in table-3. The descriptive statistics reveal that the total mean value of all variables is 3.73, which indicates that the respondents have a positive opinion towards organization retention strategies. Among the seventeen variables, 'my organization adheres to POSH act 2013 (prevention of sexual harassment against women.' secured the highest rating with a mean value of 4.20. The variables 'my organization has the policy to pick and drop employees using company cabs (4.01)', and 'my organization provides six months maternity leave for women employees with salary (3.82)' scored second the third-highest ratings. The variables 'my organization provides training programs to new employee as well as existing employees to learn new skills that are perfectly match to their the current job (3.72)', 'my organization has a policy that provides separate cab for women employees (3.56)', 'my organization enhances employee skill, and they give priority to their holistic development (3.43)', and 'my organization provides best welfare facility to retain potential employees (3.38)'.

**Table-4: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.204	4	1.051	10.189	.000 <sup>b</sup>
Residual	51.058	495	.103		
Total	55.262	499			

a. Dependent Variable: Organization Retention Strategies

b. Predictors: (Constant), Monthly salary, Education, Gender, Age

The ANOVA test shown in table-4 indicates that the dependent variable organization retention strategies (F=10.189, p=0.000 <0.05) show a significant relation with the independent variables age, gender, education, and monthly salary.

**Table-5: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.328	.116		28.718	.000
Gender	-.163	.029	-.242	-5.580	.000
Age	.004	.016	.011	.225	.022
Education	.079	.032	.106	2.455	.014
Monthly salary	-.022	.018	-.063	-1.258	.009

a. Dependent Variable: Organization Retention Strategies

The coefficients shown in table-5 reveals that the independent variable age (t=0.225, p=0.022 <0.05) and education (t=2.455, p=0.014 <0.05) show a significant

positive relation with dependent variable organization retention strategies, whereas the variables gender ( $t=-5.580$ ,  $p=0.000 < 0.05$ ) and monthly salary ( $t=-1.258$ ,  $p=0.009 < 0.05$ ) show a significant negative relation with dependent variable organization retention strategies. It is observed that all the independent variables show a significant relation with organization retention strategies rejecting the null hypothesis.

**Table-6: Rewards and Recognitions**

S.No.	Variables	Mean
1	My organization encourages employees with annual employee tenure awards.	4.00
2	My organization has a policy that provides performance-based incentives.	3.82
3	In my organization, polices for promotion are genuine.	3.52
4	My organization provides good monetary facilities.	3.37
5	My organization provides the best incentives when compared with others in the same field.	3.35
<b>Total</b>		<b>3.61</b>

The employees' perception of rewards and recognition is shown in table-6. The analysis reveals that the total mean value of all variables is 3.61, which indicates that the respondents have a positive opinion towards rewards and recognitions. The variable 'my organization encourages employees with annual employee tenure awards' secured the highest rating with a mean value of 4.00. The variables 'my organization has a policy that provides performance-based incentives (3.82)', and 'in my organization policies for promotion are genuine in nature (3.52)' scored second the third-highest ratings. The variables 'my organization provides good monetary facilities (3.37)' and 'my organization provides the best incentives when compared with others in the same field (3.35)' also show positive ratings.

**Table-7: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.479	4	1.120	3.185	.013 <sup>b</sup>
Residual	174.011	495	.352		
Total	178.489	499			

a. Dependent Variable: Rewards and Recognitions

b. Predictors: (Constant), Monthly salary, Education, Gender, Age

The ANOVA test shown in table-7 indicates that the dependent variable rewards and recognitions ( $F=3.185$ ,  $p=0.013 < 0.05$ ) show a significant relation with the independent variables age, gender, education, and monthly salary.

**Table-8: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.700	.214		17.292	.000
Gender	-.189	.054	-.157	-3.519	.000
Age	.005	.030	.009	.180	.037
Education	.011	.059	.009	.193	.047
Monthly salary	-.008	.033	-.013	-2.259	.025

a. Dependent Variable: Rewards and Recognitions

The coefficients shown in table-8 reveals that the independent variable age ( $t=0.180$ ,  $p=0.037 < 0.05$ ) and education ( $t=0.193$ ,  $p=0.047 < 0.05$ ) show a significant positive relation with dependent variable rewards and recognitions whereas the gender ( $t=-3.519$ ,  $p=0.000 < 0.05$ ) show significant negative relation with dependent variable rewards and recognitions. The independent variable monthly salary ( $t=-0.259$ ,  $p=0.796 > 0.05$ ) do not show a significant relation with dependent variable rewards and recognitions. Thus, the regression analysis results provide strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, and education with the dependent variable rewards and recognitions.

**Table-9: Work-life balance**

S.No.	Variables	Mean
1	I have a quality of time to spend with my family while working in this organization.	3.95
2	My organization provides me a decent level of job satisfaction	3.87
3	My organization provides us flexible work timings.	3.74
<b>Total</b>		<b>3.85</b>

The employees' perception of work-life balance is shown in table-9. The statistics reveal that the total mean value of all variables is 3.85, which indicates that the respondents have a positive opinion towards work-life balance. The variable 'I have a quality of time to spend with my family while working in this organization' secured the highest rating with a mean value of 3.95. The variables 'my organization provides me a decent level of job satisfaction (3.87)', and 'my organization provides us flexible work timings (3.74)' scored second the third-highest ratings respectively.

**Table-10: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.196	4	2.549	1.701	.048 <sup>b</sup>
Residual	741.701	495	1.498		
Total	751.898	499			

a. Dependent Variable: Work life balance

b. Predictors: (Constant), Monthly salary, Education, Gender, Age

The ANOVA test shown in table-10 indicates that the dependent variable work-life balance ( $F=1.701$ ,  $p=0.048 < 0.05$ ) shows a significant relation with the independent variables age, gender, education, and monthly salary.

**Table-11: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.758	.442		8.509	.000
Gender	-.183	.111	-.074	-1.649	.010
Age	.069	.061	.058	1.126	.021
Education	.134	.122	.049	1.096	.274
Monthly salary	-.108	.067	-.083	-1.601	.010

a. Dependent Variable: Work life balance

The coefficients shown in table-11 reveals that the independent variable age ( $t=1.126$ ,  $p=0.021 < 0.05$ ) show a significant positive relation with dependent variable work-life balance whereas the gender ( $t=-1.649$ ,  $p=0.010 < 0.05$ )

and monthly salary ( $t=-1.601$ ,  $p=0.010 < 0.05$ ) show significant negative relation with dependent variable work-life balance. The independent variable education ( $t=1.096$ ,  $p=0.274 > 0.05$ ) do not show significant relation with dependent variable work-life balance. It is observed that all the independent variables except education show a significant relation with work-life balance rejecting the null hypothesis relating to the relationships between independent variables age, gender, and monthly salary with the dependent variable work-life balance.

**Table-12: Employee Encouragement**

S.No.	Variables	Mean
1	My organization has practices to encourage employees by sending work appreciation mails.	4.39
2	My organization creates a platform where career elevation is the highest priority for employee's development.	4.31
3	My organization provides me ample opportunity to utilize my skills for the growth and development of the organization.	4.3
4	My organization gives a certain degree of autonomy to empower employees.	4.27
5	My organization encourages employees for higher education.	4.16
<b>Total</b>		<b>4.29</b>

The rating of the respondents' on employee encouragement is shown in table-12. The analysis shows that the total mean value of all variables is 4.29, which indicates that the respondents have a positive opinion towards employee encouragement. Among the variables, 'my organization has practices to encourage employees by sending work appreciations mails' secured the highest rating with a mean value of 4.39. The variables 'my organization creates a platform where career elevation is the highest priority for employee development (4.31)', and 'my organization provides me ample opportunity to utilize my skills for the growth and development of the organization (4.30)' scored second the third-highest ratings. The variables 'my organization gives a certain degree of autonomy to empower employees (4.27)' and 'my organization encourages employees for higher education (4.16)' also show positive ratings.

**Table-13: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.873	4	3.218	4.111	.003 <sup>b</sup>
Residual	387.549	495	.783		
Total	400.422	499			

a. Dependent Variable: Employee Encouragement

b. Predictors: (Constant), Monthly salary, Education, Gender, Age

The ANOVA test shown in table-13 indicates that the dependent variable employee encouragement ( $F=4.111$ ,  $p=0.003 < 0.05$ ) shows a significant relation with the independent variables age, gender, education, and monthly salary.

**Table-14 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.590	.319		14.375	.000
Gender	-.138	.080	-.076	-1.715	.037
Age	.040	.044	.046	.915	.031
Education	.079	.088	.040	.893	.032
Monthly salary	-.163	.049	-.171	-3.356	.001

a. Dependent Variable: Employee Encouragement

The coefficients shown in table-14 reveals that the independent variable age ( $t=0.915$ ,  $p=0.031 < 0.05$ ) and education ( $t=0.893$ ,  $p=0.032 < 0.05$ ) show a significant positive relation with dependent variable employee encouragement whereas the gender ( $t=-1.175$ ,  $p=0.037 < 0.05$ ) and monthly salary ( $t=-3.356$ ,  $p=0.001 < 0.05$ ) show significant negative relation with dependent variable employee encouragement. Thus, the regression analysis results provide strong support for the rejection of the null hypothesis relating to the relationships between independent variables age, gender, education, and monthly salary with the dependent variable employee encouragement.

**Table-15: Organizational culture**

S.No.	Variables	Mean
1	My organization agrees for a formal and systematic procedure for resolving conflicts.	4.48
2	My organization has high standards of corporate governance	4.34
3	We are delighted to work in this organization	4.33
4	My organization provides good amenities when compare with others in the same filed.	4.32
5	My organization is free from workplace bullying	4.30
6	My organization has healthy competition between employees, and they encourage each other with good team spirit.	4.25
7	My organization has good employee and employer work relationships, which leads to a high commitment to continue in this organization.	4.24
8	My organization frequently organizes parties/events so that employees feel refresh and committed to work.	4.23
9	My organization has a culture that is free from bossism.	4.17
<b>Total</b>		<b>4.30</b>

The organizational culture is assessed based on the rating of the respondents' as shown in table-15. The descriptive statistics reveal that the total mean value of all variables is 4.30, which indicates that the respondents have a positive opinion towards organizational culture. Among the referred nine variables, 'my organization agrees a formal and systematic procedure for resolving conflicts' secured the highest rating with a mean value of 4.48. The variables 'my organization has high standards of corporate governance (4.34)', and 'we are very delighted to working in this organization (4.33)' scored second the third-highest ratings. The variables 'my organization provides good amenities when compare with others in the same filed (4.32)', 'my

organization is free from workplace bullying (4.30)', 'my organization has healthy competition between employees and they encourage each other with good team spirit (4.25)', 'my organization has good employee and employer work relationship which leads to high commitment to continue in this organization (4.24)', 'my organization frequently organizes parties/events so that employees feel refresh and committed to work (4.23)' and 'my organization has a culture that is free from bossism (4.17)' also show positive ratings.

**Table-16: ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.731	4	2.433	3.433	.009 <sup>b</sup>
Residual	350.745	495	.709		
Total	360.476	499			

a. Dependent Variable: Organizational Culture

b. Predictors: (Constant), Monthly salary, Education, Gender, Age

The ANOVA test shown in table-16 indicates that the dependent variable organizational culture (F=3.433, p=0.009 <0.05) shows a significant relation with the independent variables age, gender, education, and monthly salary.

**Table-17: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.559	.304		15.010	.000
Gender	-.133	.076	-.078	-1.746	.081
Age	.056	.042	.067	1.325	.016
Education	.060	.084	.032	.716	.044
Monthly salary	-.143	.046	-.158	-3.078	.002

a. Dependent Variable: Organizational Culture

The coefficients shown in table-17 reveals that the independent variable age (t=1.325, p=0.016 <0.05) and education (t=0.716, p=0.044 <0.05) show a significant positive relation with dependent variable organizational culture whereas the gender (t=-1.746, p=0.081 <0.05) and monthly salary (t=-3.076, p=0.002 <0.05) show significant negative relation with dependent variable organizational culture. It is observed that all the independent variables show a significant relation with organizational culture rejecting the null hypothesis relating to the relationships between independent variables age, gender, education, and monthly salary with the dependent variable organizational culture.

## VII. FINDINGS

- The descriptive statistics regarding the organization retention strategies reveal that among the referred seven variables 'my organization adheres to the POSH act 2013 (prevention of sexual harassment against women.' secured the highest rating. The variables 'my organization has the policy to pick and drop employees using company cabs,' and 'my organization provides

six months maternity leave for women employees with salary' scored second the third-highest ratings.

- The employees' perception reveals that the respondents have a positive opinion towards rewards and recognitions. Among the referred five variables 'my organization encourages employees with annual employee tenure awards' secured highest rating followed by the variables 'my organization has a policy that provides performance-based incentives,' and 'in my organization policies for promotion are genuine in nature.'
- The employees' perception of work-life balance indicate that among the referred three variables, I have a quality of time to spend with my family while working in this organization secured highest rating followed by the variables my organization provides me with a decent level of job satisfaction, and my organization provides us flexible work timings.
- The employee encouragement indicates that the respondents have a positive opinion towards the referred five variables 'my organization has practices to encourage employees by sending work appreciations mails' which secured the highest rating. The variables 'my organization creates a platform where career elevation is the highest priority for employee development,' and 'my organization provides me ample of opportunity to utilize my skills for the growth and development of the organization' scored second the third-highest ratings.
- The descriptive statistics reveals that the respondents have a positive opinion towards organizational culture. Among the referred nine variables, my organization agrees a formal and systematic procedure for resolving conflicts secured the highest rating. The variables my organization has high standards of corporate governance, and we are very delighted to work in this organization' scored second in the third-highest ratings.

## VIII. SUGGESTION

- The management can organize training, counselling, and development programs for the employees. Encourage the best performers to share their experiences with their peers and superiors. They must put emphasis on creating the desire to learn, enjoy, and be passionate about the work they do.
- The management needs to be cautious that their actions shall not give the impression of favouritism towards certain employees. The other employees who perceive favouritism from the management side may be dissatisfied and quit the job.
- The management needs to ensure that employees can maintain a balance between their work life and personal life by providing them with flexible work hours. Managers need to keep the convenience of the

employees in mind while allotting them to various shifts.

- The managers need to ensure that the workload of the employees is reasonable and according to the capacity and capability of the employees. Provide employees with opportunities to use their skills and abilities. However, to allot more work, the management can provide training to the employees before allotting.
- The organizations should create a friendly environment so that the employee feels cheerful at work. The management can create a platform where the employees can freely express their views, ideas, and suggestions.
- The management should create awareness among employees that their work is important for the organization. When employees feel valued by their employer, it leads to high employee motivation and morale. Recognize the strengths of the employees, and supporting them to improve in the lagging areas increases their efficiency.

## IX. CONCLUSION

The employees' perception of organization retention strategies, rewards and recognition, work-life balance, employee encouragement, and organizational culture show significant positive influence towards retention policies adopted by the BPO companies. The results indicate that the dependent variables of employee retention dimensions, such as organization retention strategies, rewards and recognition, work-life balance, employee encouragement, and organizational culture, show a significant relation with the independent variables age, gender, education, and monthly salary. The analysis shows strong support for the rejection of the null hypotheses relating to the relationships between independent and dependent variables. The study concludes that employee retention strategies are very important for every organization. The retention policy helps the management of the organization in reducing the cost of turnover, loss of company knowledge, interruption of work, regaining the efficiency, and increases the productivity of the organization. These policies also help the organization to sustain in the competitive market. The employees leave the organization for basic reasons such as salaries and their working environment.

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