An Empirical Study on Employee Turnover Intent and Outcome in the BPO Industry

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Employee turnover is a critical issue and pretty high in the BPO industry. Managers are interested in reducing employee turnover in the organization in such a way that it will contribute to the maximum effectiveness, growth and progress of the organization The objectives of this study was to know the reasons for attrition, factors that dissatisfy employees and their satisfaction level. Chi square, weighted average, correlation coefficient, Kolmogorov-Simonov, Mann-Whitney U test and ANOVA were used. Lack of recognition, work environment, schedule and better opportunities were the major reasons identified for attrition.

Key Words: Turnover Intent, BPO Industry, Impact, Outcome

1. Introduction

Turnover is defined as the "individual movement across the membership boundary of an organization". The concept "individual" refers to the employees within an organization and the notion of movement can be interpreted either as an accession or a separation of the company. In turnover literature, authors also used other labels for turnover, such as quits, attrition, exits, mobility, migration or succession. A crude measurement of turnover would be

$$\frac{\text{Leavers in year}}{\text{Average number of employees during year}} \times 100$$

However, this measurement of turnover is rarely used, since it fails to distinguish between cases where individuals have decided to leave and cases where they had to leave, as well as ignoring the reasons why they leave is important to consider. Since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate.

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

Since voluntary turnover implicate various consequences, it is necessary to detect them at an early stage. Preventing unintentional job mobility can be accomplished by understanding turnover intent, since it has been examined as the immediate precursor to actual turnover. Revealing turnover intent can help forecasting actual quits. In order to understand the reasons behind the employees' turnover and the impact on organizational outcomes the present study has been carried out.

2. Literature Review

A brief review of literature brings in more insights on this research area.

Vibha Gupta[1] (2013) opines that attrition is very dangerous word now a days for any organization those are working like BPO's, because staff attrition (or turnover) and absenteeism represents significant costs to most organizations. It is odd, therefore, that many organizations neither measure such costs nor have targets or plans to reduce them. However, it seems to be one of the areas in which HR can make a difference and one that can be measured in quantifiable, financial terms against targets. The study is focused on recruitment and retention challenges that the IT/BPO industry currently faces and to examine ways to reduce high turnover rates among first year Employees in the leading Domestic Call Center based in Indore. According to the Department of Human Resources (MSource BPO, Indore), turnover rates for permanent Agents/Executives were 15.6% in 2009 and 35% in 2012. Department of Human Resources which also tracks attrition of temporary employees measured the turnover rate for temporary employees to be 77% in 2012. The monetary cost of such high turnover is enormous.

B. Latha[2] (2013) has conducted the study to find out the reasons behind the increase in attrition rate in BPO sector and to find out the ways of retention strategies. It is found that the most of the employees working BPO sectors are expecting better salaries, job security, flexi working hours and compatible policies. So organizations should concentrate on these matters to retain the employees.

Deepa,[3] (2012) The objective of this article is to find the level of job satisfaction, safety measures, retaining the employees, working conditions & work load and its reason for Employees Turnover in IT Industries. The employee turnover springs up as a vital issue in IT businesses. The researchers had taken 250 respondents as their sample size from universe and descriptive research design was adopted. This research study uses various methods to analyze the reasons and causes for employee turnover in IT businesses. The tools used are Chi-square analysis, weighted average method, T-test and F-test. Based on the analysis and interpretation, it is inferred that the IT Industry has to implement the Retention Plan by compensation Policies, Changes in work Requirements & improvement in working conditions.

Hussain, S. Asif[4] (2012) the study showed that turnover intentions of telecom sector's employees were dependent on the organizational commitment and perceived organizational support; further organizational commitment and perceived organizational support had significant negative impact on the turnover intentions of the employees. Results have been discussed with specific reference to investigated sector's culture within Pakistan domain. Hence it was proved a positive effect of organizational commitment and perceived organization support on turnover intentions of the employees. Managers should devise such kind of policies, procedures and plans which may encourage and motivate employees to bring a sense of honour and ownership inside the organization and become an important and precious asset for the organization. Pakistan is a developing country where service industry like Telecom has been prosperous day by day. As the role of the telecom personnel is increasing tremendously, therefore, it is exceedingly necessary for the HR executives to understand the employees' needs and making them satisfied through committed effort and providing healthy organizational support.

Vidyasunilkadam[5] (2012) wanted to find out the main causes behind the increase in attrition in IT Industries and to find out the ways to control attrition. He viewed that the voluntary attrition rate is high between the ages of 24-28 years. By getting 2-4 years' experience IT professionals going for better opportunity. So the growth opportunity is the main reason for the voluntary turnover. Findings of studies are attrition rate was increased because of overseas opportunities, compensation, boss relation, higher package, further overseas studies, shifting of cities due to family and personal problem, improper time schedule and parent's health requires moving to other cities. 40% IT professionals left the job due to better offer in next door. Female employees left the job due to marriage & family problem.

EmekaMbah C. O.Ikemefuna[6] (2012) This paper examines job satisfaction and employees' turnover intentions in Total Nigeria PLC in Lagos State. The study highlights and defines basic concepts of job satisfaction and employees' turnover intention. It specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention. The greater the job satisfaction the less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job. It means that employees who are satisfied on their job will retain their jobs and not quit. So increase in job satisfaction will result in decrease in employee turnover.

Lalitha[7] (2012) Organizations are gearing up to tackle the grave problem of attrition. Employees are discovering spate of job openings and offers, to which they are discreetly responding. Loyalty is no longer the dominant paradigm of the employer/employee relationships. This nightmarish trend has to be curtailed and managed effectively to overcome obstacles and achieve amazing strategic business objectives. The paper looks at various attrition factors and role of HR manager to manage the factors causing attrition. The various retaining practices are visited to evaluate their effectiveness in managing attrition. Hence relying on the traditional sources like infrastructure, technology, money etc. organization excellence cannot be achieved. More and more organizations are realizing that people are central to an organizations excellence. Organizations has to build great workforce in terms of work culture, environment and practices so that employees come next day with same energy, enthusiasm and zeal and retain in the organization.

Dong-Hwan Cho and Jung-Min Son[8] (2012) stated that the effects of job embeddedness and work satisfaction on turnover intentions are investigated targeting small and medium construction IT workers. To this end a field survey was performed and 177 survey questionnaires were collected. Research results show that three hypotheses are supported: the more sacrifice, the higher career satisfaction, and the higher job satisfaction the employees have, the less turnover intention they have. However, the other two hypotheses are rejected: the higher fit and the higher links the employees have, the less turnover intention they have.

Choi Sang Long, Lee Yean Thean, Wan Khairuzzaman Wan Ismail and 1Ahmad Jusoh[9] (2012) stated that the Employees' turnover intention has always been a key concern faced by organizations regardless of their location, size or nature of business. Base on a review of the literature, majority of the studies had identified a negative relationship between leadership style and employees' turnover intention in various fields of industries. This study was conducted on the academic staff in a community college in Malaysia. The results of this study did not support the outcome of previous research. Although, transformational and transformational leadership styles are found to have negative relationship to employee turnover intention but the correlation of these two variables are not significant.

AondoaverUcho, TerseerMkavga Ike E. Onyishi[10] (2012) The study explored the relationship between job satisfaction, gender, tenure, and turnover intentions among 200 (95 men and 105 women) civil servants in Benue State. The ages of the participants ranged from 20 to 60 years with mean age of 36.5.4 years. The organizational tenure ranged from 1 to 35 years.

Cross sectional design was employed for the study. The regression analysis showed that job satisfaction was negatively related to turnover intentions. The results showed that gender and job tenure were not significant factors in turnover intentions. These results were explained in line with the Nigerian socio-economic realities.

Ahmad Faisal Mahdi, Mohamad Zaid Mohd Zin, Mohd Roslan Mohd Nor, Ahamad Asmadi Sakat and Abang Sulaiman Abang Naim[11] (2012) had the objective to determine the effect of job satisfaction on turnover intentions among the employees in XYZ Sdn. Bhd, Malaysia. A total of 32 set of complete questionnaires gathered from executives and non-executives of a local printing company were involved in the study and 32 completed the questionnaires. Using structured questionnaires in a controlled environment, the results manage to extract both intrinsic and extrinsic job satisfaction that influences the turnover intention. The statistical results obtained in this study showed that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions. It was concluded that Even though Intrinsic Job Satisfaction have stronger influence on Turnover Intention. Existence of Extrinsic Job Satisfaction also must be considered in measuring the intention.

Huang-Wei Su, Li-Tze Lee, Chiang-Ku Fan[12] (2011) The high turnover rates of new employees in the first career year usually forces hotel human resource managers to face difficult dilemmas. This work presents a modified Delphi method and an analytic hierarchy process (AHP) method to objectively select international hotels based on the results of interviews with experts in the field. Analysis results indicate that the experts select the international hotels with the potential highest turnover risk based on the following rank: internal contentment, external contentment, and organization proffer. Moreover, sensitivity analysis surveys weight of the degree of influence with an alternative hierarchy. This study recommends that not only human resources managers but also the other managers in hotel industry can use this model to evaluate and predict the potential highest turnover risk international hotel to strengthen the competition capacity.

Michael O. Samuel and Crispen Chipunza[13](2009) The research was aimed at achieving the following objectives: identify and establish the key intrinsic and extrinsic motivational variables being used by selected public and private sector organisations in retaining their employees; determine the extent to which the identified intrinsic and extrinsic motivational variables are influencing employees' retention and turnover in the selected organisations; and make recommendations to management of the selected organisations on how to effectively retain employees and reduce turnover The result showed that employees in both public and private sector organisations were, to a very large extent, influenced to stay in their respective organisations by a combination of intrinsic and extrinsic motivational factors. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.

Tanova and B.C. Holtom[14] (2008) wanted to investigate the causes for voluntary turnover. The results indicate that the traditional turnover model, where ease of movement and desirability of movement are regarded as important predictors of turnover. The evidence suggests that the turnover decision is not only about the individual's attitudes towards work or about the actual opportunities in the labour market, but also influenced by a number of interrelated connections both on and off the job.

Gurpreet Randhawa[15] (2007) The study attempted to examine the relationship between job satisfaction and turnover intentions. The data was collected from 300 scientists (150 from National Dairy Research Institute, Kamal and 150 from Agriculture Extension Centres in Haryana). The scientists were surveyed by questionnaire. The sample was drawn by using the simple Random sampling technique. The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

3. Research Methodology

Descriptive Research Design was adopted for this study. Simple Random Sampling was the sampling method adopted and 160 employees from the BPO industry formed the sample size. A structured undisguised questionnaire was used to collect primary data. Chi square, weighted average, correlation coefficient, Kolmogorov-Simonov, Mann-Whitney U test and ANOVA were used to analyze and interpret data.

4. Data Analyzes and Interpretation

4.1 Table showing Experience Level of the Employees

S. No.	Experience Level	No. of Employees	Percentage
1	0-6 Months	18	11.3
2	6- 12 Months	85	53.1
3	1-3 Years	52	32.5
4	3-5 years	5	3.1
5	Above 5	-	-
Total		**160**	**100**

One Way Anova for Experience and Satisfaction Level with Training

Null hypothesis (H₀):
There does not exist any significant relationship between Experience and training provided.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.217	4	2.304	5.287	.001
Within Groups	67.558	155	.436		
Total	76.775	159			

The criteria of calculating performance appraisal system among the employees are significant in experience = 5.287 and value of **p** is 0.001. Since value of p is lesser than 0.05, NULL HYPOTHESIS is rejected at 5% level of significance. There exists a significant relationship between Experience and training provided.

Mann Whitney U-Test:
Null Hypothesis, H₀:
There is no significant difference between employee satisfaction level in training and secure work environment.

Satisfaction Level in Training	Rank	Satisfaction Level in Secure Environment	Rank
4	9	18	6
41	5	71	1
63	2	57	3
44	**4**	12	7
8	8	2	10
Sum of ranks (R₁)	**28**	**Sum of ranks (R₂)**	**27**

The employee satisfaction levels in training and secure work environment are similar.

4.2 Table Showing Factors which Cause General Disconnect in Career

S. No.	Factors	No. of Employees	Percentage
1	Work environment	18	14.4
2	Co-workers	32	25.6
3	Norms & values	24	19.2
4	Job itself	51	40.8
Total		**125**	**100**

Spearmans' Rank Correlation Analysis
Let x be the disconnect factors and y be the frequency of process change

			Disconnect Factors	Change of Process
Spearman's rho	Disconnect Factors	Correlation Coefficient	1.000	-.542[**]
		Sig. (2-tailed)	.	.000
		N	160	160
	Change of Process	Correlation Coefficient	-.542[**]	1.000
		Sig. (2-tailed)	.000	.
		N	160	160
**. Correlation is significant at the 0.01 level (2-tailed).				

Hence the correlation coefficient here is -0.542 which indicate a negative relationship and a weak correlation. So it can be inferred that there is no relationship between the disconnect factors and the frequency of process change.

4.3 Table Showing Employee's Views Regarding Reasons to Quit

Views in Ranks (No. of respondents)		1	2	3	4	5
Options	Attraction of better salary package elsewhere	27	29	58	23	23
	Slow career growth	29	77	31	15	8
	Insufficient leave	84	33	25	11	7
	Inadequate training	5	14	15	54	72
	Poor Inter personal relationship	15	7	31	57	50
Total		**160**	**160**	**160**	**160**	**160**

Weighted Average Method

Factors	5	4	3	2	1	TOTAL	AVERAGE	RANK
Better salary package	135	116	174	46	23	494	32.9	**3**
Slow career growth	145	308	93	30	8	584	38.9	**2**
Insufficient leave	420	132	75	22	7	656	43.7	**1**
Inadequate training	25	56	45	108	72	306	20.4	**5**
Poor Inter personal relationship	75	28	91	114	50	358	23.9	**4**

From the above calculation, it was found that insufficient leave is the primary reason for which employee quit the company

4.4 Table Showing Employee's Opinion Regarding the Compensation Offered

S. No.	Opinion	No. of Employees	Percentage
1	Very Good	4	2.5
2	Good	37	23.1
3	Neutral	58	36.2
4	Poor	47	29.4
5	Very poor	14	8.8
Total		**160**	**100**

Applying Karl Pearson's Correlation Analysis
Let x be the compensation offered and y be the benefits provided.

X	Y	x*x	y*y	Xy
4	6	16	36	24
37	27	1369	729	999
58	56	3364	3136	3248
47	13	2209	169	611
14	58	196	3364	812
$\sum 160$	$\sum 160$	$\sum 7154$	$\sum 7434$	$\sum 5694$

$$r = \frac{5(5694) - 160(160)}{\sqrt{5(7154)^2 - (160)^2}\sqrt{5(7434)^2 - (160)^2}}$$

$$r = \frac{28470 - 25600}{15996 * 16622}$$

$$r = 0.00001$$

The correlation coefficient r =0.00001 has been identified by taking the relationship between compensation offered and benefits provided by the organization. It has been found that there is a weak positive correlation between compensation offered and benefits provided by the organization.

4.5 Table Showing Employee's Views Regarding Job Satisfaction

Views in Ranks (No. of respondents)		1	2	3	4	5
O p t i o n s	Training	12	13	49	42	44
	Career growth opportunities	26	31	37	48	18
	Job responsibility	34	11	34	34	47
	Salary	76	34	12	23	15
	Rewards and Incentives	12	71	28	13	36
Total		**160**	**160**	**160**	**160**	**160**

Employee's ranking regarding the factors which influences their job satisfaction was as below:
- Rank 1: Salary
- Rank 2: Rewards and incentives
- Rank 3:Training
- Rank 4:Care growth opportunities
- Rank 5: Job responsibility

4.6 Table Showing Employee's Views Regarding Working Environment

Views in Ranks (No. of Respondents)		1	2	3	4	5
O p t i o n s	Transport	3	1	13	35	108
	Canteen	83	40	20	13	4
	Health & Safety facilities	35	17	28	70	10
	Rest room facilities	19	89	23	16	13
	Superior's support	20	13	76	26	25
Total		**160**	**160**	**160**	**160**	**160**

Employee's ranking about work environment based on facilities provided to employees was as below:
- Rank 1: Canteen
- Rank 2: Rest room facilities
- Rank 3: Superior's Support
- Rank 4:Healthy and safety facilities
- Rank 5: Transport

Applying One Way Anova

S.No	5	4	3	2	1	
1	15	4	39	70	108	
2	415	160	60	26	4	
3	175	68	84	140	10	
4	95	356	69	32	13	
5	100	52	228	52	25	
Ci	**800**	**640**	**480**	**320**	**160**	**2400**
Ci²	**640000**	**409600**	**230400**	**102400**	**25600**	
Ni	**5**	**5**	**5**	**5**	**5**	
Ci²/Ni	**128000**	**81920**	**46080**	**20480**	**5120**	**281600**

H_O : There is no significance difference between the facilities provided.

Source of Variation	Sum of Squares	Degrees of Freedom (d.f)	Mean Sum of Square (MSS)	F-ratio
Treatment between Columns	CSS = 51200	c-1 =4	M_1=CSS/c-1 = 12800	$F_C = M_1/M_2$ =12800/10529 =1.216
Residual or Error	ESS=210580	N-c = 20	M_3=ESS/N-c = 10529	

Table value = df (Υ1, Υ2) = (Nr n-1, Dr n-1)
  = (C-1), (N-C)
  = 4, 20
Table value = 2.9
Level of significance =5%
Calculated value = 1.216
Calculated Value < Table Value

  From the above analysis it was observed that calculated value 1.216 is lesser than table value 2.9. Hence the null hypothesis is accepted. Hence, there is no significance difference between the facilities provided.

4.7 Table Showing Employees' Opinion Regarding Discrimination in the Company

S. No.	Form of Discriminations	No. of employees	Percentage
1	Racial discrimination	5	3.1
2	Age discrimination	32	20
3	Gender Discrimination	47	29.4
4	Seniority discrimination	23	14.4
5	None of the above	49	30.6
6	All the above	4	2.5
Total		**160**	**100**

By Applying Kolmogorov-Smirov Test:

$H0$ **:** There is significant difference between the discrimination experienced by the employees.
$H1$ **:** There is no significant difference between the discrimination experienced by the employees.

Observed Frequency	Observed Cumulative Frequency	Observed Relative Frequency (F0)	Expected Frequency	Expected Cumulative Frequency	Expected Relative Frequency (Fe)	$D=\left|Fe - Fo\right|$
5	5	0.03125	26.67	26.67	0.167	0.13575
32	37	0.23125	26.67	53.34	0.33	0.09875
47	84	0.525	26.67	80.01	0.50	0.025
23	107	0.66875	26.67	106.68	0.667	0.00175
49	156	0.975	26.67	133.35	0.833	0.142
4	160	1	26.67	160	1	0

α =5%
Test statistic= Dn= max $\left|Fe - Fo\right|$
= 0.142
Table value of Dn for n=6 and α= 0.05 is 0.51926

Applying Chi- Square Test

5	4	3	2	1	TOTAL
60	152	129	124	5	**470**
60	244	177	50	3	**534**
15	112	153	130	13	**423**

35	184	165	66	19	**469**
10	160	225	74	6	**475**

H$_0$: There is no significant difference between levels of satisfaction of employees.

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Oi	Ei	(Oi – Ei)^2	(Oi – Ei)^2/ Ei
470	474.2	17.64	0.0372
534	474.2	3576.04	7.5412
423	474.2	2621.44	5.528
469	474.2	27.04	0.5702
475	474.2	.64	.0013
			$\sum \dfrac{(Oi - Ei)^2}{Ei} = 13.6779$

Degree of freedom = (n-1) = 5-1 = 4
Calculated Value = 13.6779 Table Value = 9.49 (At 5% Level of Significance)
Calculated Value > Table Value
13.6779> 9.49

From the above calculation, it was observed that calculated value is greater than table value. So there is a significant difference between the levels of satisfaction of employees.

5. Conclusion

The main aim of any organization is to maximize wealth. But to attain this, the organization should concentrate on ways retain their employees This study concludes that to reduce turnover, companies could modify their work schedule, develop good relationship among workers, provide better compensation and transport facilities and provide awards or rewards for employees for their achievements to acknowledge their achievements.

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