Human Resources Practices for Retention in Business Process Outsourcing Industry in National Capital Region

S.K.S. Yadav[1]*, Vikas Kumar Joshiya[2]

[1,2]*Department of Commerce, Meerut College, Affiliated to C.C.S. University, Meerut, UP, India*
E-mail: sudhiryadavmeerut@gmail.com[1], vkjoshiya@yahoo.co.in[2]

"An effective H.R. manager is focused on heads that count rather than counting heads."

Abstract

The most challenging job in today's competitive world for any organization is identifying, recruiting, and retaining a high-quality workforce. It is a fact that talent retention is a strategic tool to ensure competitive and corporate performance. In the war for talent, talented employee retention is getting more challenging day after day and continues to top the list of CEOS' priorities. Today, most forward-thinking managers realize that having valued employees is what differentiates them from their competitors. Good people make an organization survive and flourish. With this awareness- comes that rapidly increasing focus on retaining key talent. Jobs are becoming more painful as the economy improves, and avoiding the possible attrition of talented workers needs extra attention. While some employee turnover may be considered unavoidable, job-hopping has been assuming proportionately large enough to cause concern to employers in recent times. This trend is not specific to any industry. Low retention is seen in almost all fields, but it is undoubtedly alarming in the B.P.O.s. In a highly competitive market, it has become imperative for B.P.O. organizations to look into the causes of low retention and develop a strategy for retaining one's employees. Increased employee turnover levels need to be monitored and managed carefully as they eventually affect the performance of the outsourcing organizations. Understanding the causes for low employee retention is the first step in developing employee retention strategies. Employee retention strategies provide effective employee communication to improve commitment and enhance workforce support for critical corporate initiatives. Meaningful work, work-life integration, respect for the individual, job security, and flexible work design are necessary ingredients of a successful talent retention strategy. This study mainly deals with analyzing the various retention strategies that B.P.O. companies use to keep top talent.
Key Words: talent retention, outsourcing, strategy, job satisfaction.

1. Introduction

Business Process Outsourcing (B.P.O.) is the new buzzword in the information (I.T.) circles. The development of the I.T. facility made possible the framing of the companies' day-to-day operations in advanced countries to take advantage of lower salaries. While B.P.O. could be in call centers, medical and legal transcription facilities, airline ticketing, and accounting operations, the basic idea is to lower costs for companies in advanced countries. However, B.P.O. in some form or another has existed for a long time.

Whatever is new about B.P.O. can be summed up in two main developments. First, the concept of B.P.O. applied to those business functions which were deemed to be useless or unfeasible. Second, because of technological advancements, depressed business climate, and service providers have started looking at outsourcing positively.

Second, client adoption and acceptance of B.P.O. services are growing. Clients started viewing B.P.O. as a strategic tool that can substantially affect their identities as organizations and gain competitive market differentiation. That's why client adoption and acceptance of B.P.O. services have started growing. These developments are the role of technology and how it shapes both the demand of B.P.O. services and the economies of delivering them.

Critical factors and strategies for talent retention

Every organization looks for the best, brightest, dynamic, and most productive workers to maintain the organization's role. Man too looks for an organization that offers them a chance to use their skills to the fullest extent, an employer who can tell them what they can do better. An organization that gives them excellent scope to grow intellectually, a job that challenges their wisdom, a leadership that can be relied upon, etc., is necessary to meet both the parties' ends.

Causes of Low Employee Retention

Factors responsible for low employee retention can be divided as push factors, pull factors, monetary and non-monetary factors:

Push Factors:

These are the factors that create conditions that influence an employee to withdraw from the work situation. Push factors most commonly include perceived interference with work-family lifestyle balance, poor relations with co-workers, work stressors, unsatisfactory supervisory relationships, and perceived inequity in remuneration or work assignments.

Pull Factors:

In contrast to the push factors, pull factors are external conditions that attract employees away from their work, usually to another job, career, or employer. Pull factors most commonly include better compensation, more exciting work, better opportunities for promotion, and a desire to return to academic studies.

Non-Monetary

- No career path
- Stress from overwork and work Life Balance
- Higher Studies
- The job or the workplace is not up to the expectation

- Trust factors
- A mismatch between the job and the person
- Too few growths and advancement opportunities
- Too little coaching and feedback
- Job dissatisfaction
- Feeling not valued and unrecognized

Talent retention strategies:
- Benefits
- Compensation/pay
- Feeling safe in the working environment
- Flexibility to balance life issues & work
- Job security management
- Communication between employees and top management
- Relationship between immediate supervisor
- Management recognition of employee job performance
- Variety of work
- Autonomy and independence
- Job-specific training.

2. Review of Literature

A review of earlier studies on the subject is of prime importance to understand the low retention rate in the B.P.O. Industry, its causes, and effects. Therefore, much researchers have been conducted in this area, which attempts to identify the factors responsible for the low employee retention in this industry.

Prakash, S. and R, Chowdhury (2004) made a staring by categorizing attrition into two parts. The first kind of attrition is where an employee leaves this industry altogether, and the second kind of attrition is where employees join another firm within the B.P.O. industry. The sector mainly depends on youngsters taking time out to work there and making money while preparing for better alternatives. Unfriendly working conditions, late-night work shifts, high –tense jobs act as deterrents for people to stick to the industry for a long time. Further, these jobs are not seen in a good light by society. Nearly 50% of those who quit a firm leave the industry itself.

B.P.O. E-Sat 2005 survey concludes that stress is an integral cause of employee turnover and depleted productivity in various B.P.O. companies. It explored several possible factors that lead to stress like Insufficient Holidays, unusual working hours, workloads, an employee spends hours on the phone. It also studied work under constant pressure to deliver quality service and volumes of calls—never-ending nightshifts, high work targets, repetitive nature of work, angry customer and travel time, which ultimately results in attrition in this industry.

Pillai, Anandan (2006) sought to bring out the number of monetary losses; the company suffers because of high employee attrition along with the causes and strategies to handle the exact .major costs, which include employee turnover, is the administration of the resignation, recruitment cost, training, induction cost, etc. In this article, the researcher has also given some recommendations

to employers and government like reframing H.R. policies, change in the education system, and consider employee needs.

Mallikarjunan K. (2007) advocated that the critical issue in retention is the amount of total compensation relative to the level offered by other organizations. Organizations with high levels of compensation have lower turnover rates, and many individuals are applying to them. On the other hand, he argued that low-wage strategies might be appropriate if work is repetitive and straightforward and require little training. This paper also put forward the use of "retention salary adjustment" to retain an indispensable employee. Maintaining salary adjustment provides the last alternative leans to keep critical employees who had a similar job offer outside the organization.

Verma, Anju, and Pooja, Garg (2011), have done a comparative study of work-life balance among female and male employees working in B.P.O. companies; it was found that stress causes are different in the gender. Results show that compared to males, females feel more stressed because of work-life imbalance and leave the job at the early stage of their careers. Therefore, it is suggested that higher authority should take corrective action in a conflicting atmosphere, insufficient opportunities for growth and development, and poor communication among the employees and top management.

Exploring the research gap

It is evident from the literature review relevant to the research issue that even after providing so many facilities, B.P.O. companies cannot retain their best employees; still, the attrition rate in this industry is going up. That is why there is still a need to study the various other factors responsible for high attrition, and strategies researchers can recommend to the B.P.O. Industry to retain their employees in the best possible manner.

3. Research Objectives, Hypothesis & Research Methodology

Research objectives
1. To identify the factors responsible for low employee retention in BPO-IT companies.
2. To evaluate the measures adopted by Indian B.P.O. companies.

Research Hypotheses
Hypothesis1
H_0:Demographics and H.R. factors do not affect employee retention.
H_1:Demographics and H.R. factors affect employee retention.

Hypothesis2
H_0: Present organizational strategies are sufficient to contain low retention.
H_2: Present retention strategies are not sufficient to contain low retention.

Research Design
After identifying research variables and developing the theoretical framework, the logical step in the research process is to design research to collect and analyze the requisite data. It is an arrangement of various research design and data collection methods and data analysis processes. For studying this, the descriptive survey method of investigation coupled with multiple statistical

techniques like factor analysis, t-test, and variance (ANOVA) will be used. Mean score and standard deviation will be used to interpret the result. Hence the present study is descriptive.

Sample Design and Sample Size

The study will be confined to the 250 respondents from the middle and executive level of managerial personnel of 25 B.P.O. companies. In the present research, Random Sampling Technique will be followed to collect data.

Data Collection Methods

The study is based on both primary and secondary data. First, the questionnaire is prepared and gets it filled with respondents. Then, the various secondary resources for the study include reports of NASSCOM, Mc-kinsey, a piece of information published by Data monitors, magazines, websites, journals, and newspapers.

4. Analysis of Factors Affecting Talent Retention

This section presents the analysis of primary data collected to achieve the study's first objective, i.e., to investigate the factors that generally prompt an employee to seek alternate employment, which results in low workforce retention in the B.P.O. -ITeS industry. It is primarily aimed at bringing out the reasons which cause most of the employees to leave this industry. For achieving the objectives, as mentioned earlier, a survey was conducted with the help of a structured questionnaire. This survey covered 250 respondents from Delhi and National Capital Region (Ghaziabad, Gurgaon, Noida).

Demographic analysis:

The numbers of respondents according to their demographic variable are recorded in Demographic Profile.

Table 1.1: Demographic Profile of the Respondents

Demographic Variables	Categories	Respondents Number	Percentage
Gender	Male	129	51.6
	Female	121	48.4
Age (in years)	Below 21	8	32.2
	21-25	107	42.8
	26-30	82	32.8
	31-35	40	16.0
	36-40	13	5.2
Total Experience	Less than one year	42	16.8
	1-3 years	49	19.6
	3-5 years	103	41.2
	Above 5years	56	22.4
Qualification	Graduate	106	42.4
	Post Graduate	129	51.6
	Diploma Holders	15	6.0

Association with the organization (in years)	Less than one year	59	23.6
	1-Less than two years	54	21.6
	2-Less than three years	116	46.4
	More than 3 years	21	8.4
Type of BPO	Domestic	40	16.0
	International	210	84.0

The present study makes extensive use of primary data gathered from **250 BPO** employees serving in different organizations. The respondents were betwee20-40 years of age. Out of the total sample, the respondents were found to be in the ratio of 51.6:48.4 percent on a gender basis, i.e., the majority of the respondents were male 51. Percent of the respondents were Post Graduates, and; 42.4 percent were simply graduates, whereas only 6 percent were holding diplomas of their concerned job fields. The resident's total work experience was also divided into four categories with 41.2 percent falling into 3-5 years of experience, of which 46.4 percent had an experience of between 2-3 years in the present organization. Further, 23.6 percent had less than one year of experience in the current organization.

5. Descriptive Analysis

Level of importance as perceived by an employee for their stay in the organization:
This section deals with the various factors to which respondents give importance while staying in an organization. These are also considered factors that motivate an employee to join/leave/remain in a particular organization. As each employee has different intrinsic needs and priorities, they give different meanings and preferences to every factor. So respondents vary in their views about the various practices regarding their retention in an organization. Time to time organization also makes different policies and take initiatives to retain their best performing talent as no organization wants to leave their star performers, at any cost.

Table 1.2: Importance assigned to organization's employee retention initiatives

S.NO	Organization's Initiatives	Mean Score	Std Dev.
1.	Succession Planning	1.89	1.061
2.	Job Sculpting	1.92	1.067
3.	Competitive Compensation & Pay	4.26	.859
4.	Fringe Benefits	4.01	1.158
5.	Autonomy and Independence	2.13	1.217
6.	Career Development Opportunities	3.67	1.270
7.	Rewards and Recognition	3.24	1.505
8.	Work Life Programs	4.11	1.038
9.	Safety and security	3.36	1.491

10.	Communication with Top Mgmt.	1.92	1.067
11.	Training	4.06	1.094

Table 1.2 shows the Mean Score and Standard Deviation for the various initiatives taken by an organization to retain its employees. Among the initiatives, the mean score for item No.3, "Competitive Compensation and Pay Package," was found to be highest (x= 4.26).It indicates that organizations give utmost importance to salary and compensation packages and try to hold back their most valuable employees by paying them more than market-defined salaries. Followed by "work Life Programs" organized by an organization for employees and their families, with a mean score of 4.11 (x=4.11) in the B.P.O. industry, employees need to spend extra hours to produce perceivable results. But in the long run, stress caused by overwork and work-life imbalance leads to burnout and a fall inefficiency. Therefore organization organizes various fun-filled activities for friends and families of the employees, and these "compulsory fun" activities at the office offset stress caused by overwork. It is further followed by "Training and Development" (X=4.06), practices in an organization.

Respondents feel that companies perceive training as a strategic tool to enhance business performance. Companies provide some or other type of training to their employees to make them competitive and improve their professional performance and organizational development. The highest score is attained by the dimension of "Fringe Benefits," with a mean score of 4.01 (x=4.01). Employees feel that organizations offered various benefits to employees to stay in the organization for a more extended period, like food and cafeteria facilities, transportation, cyber café, quest centre, subsidized health checkups, and employees' sponsorships to various educational institutes and so on. Nest to Fringe Benefits is the "Career Development Opportunities" with a mean score of (x=3.67). According to the respondents, the organization gives little importance to the growth and development of the employees. There are inevitably limited opportunities for career growth in an organization, and when an employee finds that there is no room upstairs, they tend to look out for career advancement. Nest in line is "Safety and Security," with a mean score of (x=3.36). With the increasing miss-happenings at or outside the workplace, employees become more conscious about their safety while coming and going back from the workplace.

Other than this, B.P.O.s are working 24/7, have shift systems, so it has become necessary for an organization to provide safety and security to the employees working at odd hours, especially the female employees. But according to the respondents' organizations are little concerned about the same. Also, job security assumes greater importance in this turbulent age marked by massive lay-offs, downsizing, and closure. So the organizations should provide job security to such a degree that others in the industry cannot even imagine them. It is followed by "Reward and Recognition' (x=3.24). According to the respondents, organizations do not take much initiative in rewarding and appreciating the top performers. But in reality, people work for rewards and recognition more than pay and benefits. They work for what they are called "total rewards," as the most profound craving in human resources is the craving to be appreciated, valued, and treated well with consideration, respect, and dignity. Respondents have given the following ranking(x=2.23) to "Autonomy and Independence" given to employees in completing their targets, innovation,

and new functioning methods. In most organizations, top management centralizes all the decision-making powers and authorities to themselves only, creating dissatisfaction among the employees. Employees were only told what was to be done without any power and control, but the responsibility lies. Organizations under survey are hardly taking any initiative in Succession Planning (x=1.89), i.e., identifying who is currently in post and who is available and qualified to take over in the event of retirement, and voluntary retirement, dismissal. And for job sculpting (x=1.92), i.e., matching people to the jobs that allow their deepest embedded life interests to be expressed, which involves creating a customized career path. In today's changing scenario, an organization needs to identify those attached to the organization for an extended period and are well qualified to take higher positions, be given such opportunity, and have a win-win situation both for employer and employee. On the other hand, the manager should identify those deeply embedded "life interests" of an employee and sculpt the job or his assignment so that it enables the employee to express himself fairly.

Time companies accepted the fact of competent employees leaving the organizations and finding more stimulating and challenging new jobs. There is no single reason for such migration, for their intrinsic motivation drives such employees. Hence, compensation, however attractive it might be, fails in retaining the talent on its own. Market forces undoubtedly more vital than that of the individual companies that influence the decision. So, organizations need to make strategies as per the employee expectations from the company. Because it is ultimately the employee we don't want to lose, management must strive to create "pastoral calm" at workplaces, enjoying "whose tranquility" employees become unexcited by other possibilities/opportunities and refuse to change jobs.

Presence of adequate safety measures in an organization:

Table 1.3 represents the results of a company of safety measures in an organization and its commitment towards the health and well being of employees:

Table 1.3: Presence of Adequate Safety Measures in an Organization

Presence of proper safety measures in organization's commitment to well being of employees	Frequency	Percentage
Yes	106	42.4
No	46	18.4
To some extent	98	39.2
Total	250	100.0

Most of the respondents (42.4 percent) are agreed that their companies have proper safety measures and management is committed to the health and well-being of the employees. In addition, health issues caused due to erratic timings added to the work stress. The significant ailments are sleeping disorders, anxiety, lethargy, depression, ear problems, and chest-related infection. To maintain a stress-free environment and work-life balance, organizations provide gym facilities and organize tours, trips, games, and fun-filled activities for spouses and family.

Employee's willingness to change job:

Table 1.4 reveals that 25.6 percent of respondents are ready to change their job, as they are not happy with some of their organization's policies.

Employee's willingness to change job

Intention to quit	Frequency	Percentage
Yes	64	25.6
No	86	34.4
May be	74	29.6
Can't say	26	10.4

They are somehow feeling dissatisfied and are looking for a change. 29.6 percent of respondents are not sure about their decision at this point. We assume that there is a chance of leaving their job as soon as they get a better opportunity elsewhere. Whereas 10.4 percent of respondents state they are in a dilemma, they have responded neither positively nor negatively. 34.4 percent of respondents are happy with their workplace, its policies, strategies, and systems. So they don't want to change their job.

Appropriate talent retention strategies

Cases of Employee Turnover as revealed during Exit Interviews:

In traditional face-to-face exit interviews, "highly pay" and "better job prospects "are often cited as the main reasons for leaving the organization. However, relying on the information gathered this way may be misleading. In this type of interview situation, employees are often reluctant to identify the true causes of their decision to resign and provide more "socially acceptable" reasons for leaving. To collect the more reliable information from departing employees with a forum that makes them comfortable revealing the full range of factors that led to their resignation and encourage them to give an honest critique of their jobs' expectations, conditions, and requirements. When exit interviews are conducted and summarized across various organizations and job types, the main reasons for leaving can be repealed.

Table 2.1 Reasons of Employee Turnover as revealed during Exit Interviews.

S. No	Reasons for employee turnover	Mean	Rank	Std. Dev.
1	Better job and career opportunities elsewhere	4.10	IV	1.111
2	High compensation package	3.78	V	1.632
3	Poor interpersonal relation	1.92	XI	1.007
4	Lack of social security	2.04	X	0.903
5	Management attitude	2.60	VIII	1.212
6	Personal /family reasons	3.52	VI	1.129
7	Organization culture	4.40	II	0.990
8	Poaching/ lateral hiring	4.10	IV	1.111
9	Mismatch skill set	2.94	VII	1.517
10	High employee expectations	2.46	IX	1.541
11	Work life imbalance	4.46	I	0.788
12	Stress	4.16	III	0.997

Tabled 2.1 reveals the various reasons as mentioned by an employee to H.R. managers during Exit Interview. Respondents vary in their viewpoints because of different needs and priorities.

Table 2.1 shows the mean score and standard deviation for the various reasons mentioned by the leaving employees to the H.R. department during the exit interview session. Among the reasons, the mean score for the "Work-Life Balance" was found to be the highest (x=4.46). In the Indian scenario, a family comes first, and when work begins to put pressure on one's family, no pay package can retain an employee in an organization. Employees always identified the need for balance between their personal and work lives as the most critical issue determining their work satisfaction and willingness to stay with an employer. The following important reason which came out during the interview is "Organisation Culture" with a mean score of x= 4.40, which indicates that people are afraid to express or discuss their feelings with their colleagues and seniors. They always accuse each other rather than solving their problems face to face. It is followed by "Stress" (x=4.26) as this industry provided services on a 24/7 basis and had to deal with global customers belonging to entirely different cultures and time zones. Most Indian B.P.O. operated during the evenings and nights to handle the load of European and American clients. Longer night shifts cause psychological and physiological problems to the employees, resulting in irregular eating habits and impacting the employee's personal and social life. It can be spotted from the results that the employees append equal substance to both "Job and Career Opportunities elsewhere" and "Lateral Hiring" (x=4.10). It shows that employees always look for better and competitive opportunities elsewhere in the market, and the moment they get the same, they try to grab them at any cost. Still, they always do a Cost and Benefit analysis of it.

In this market-driven economy, every employer wants to have the cream of the market. To have that cream, he always keeps an eye on his competitor's best talent and does not hesitate to hire him at any cost. Indeed strategic poaching has become the order of the day. One of the age-old reasons for employee turnover is the "Compensation Package" (x-3.78). The competitiveness of the salary package always keeps the employees running off for better-paying jobs. When their current salary doesn't give them the satisfaction that their efforts are rewarded and paid what they are worth, they start looking for better options outside the organization. Employees leave an organization because of "Personal and Family reasons" (x=3.52) also. Especially in female employees, they leave their job because of some social commitments towards their kids/ old age family members. It is commonly found that employees are treated as interchangeable parts to be moved into whatever slots that most need to be filled, and their natural aptitudes are not given much consideration. It is felt that natural talents are not as crucial as acquired skills and knowledge, that with the right training and coaching and the proper aptitude, people can learn to do well in almost any job. While this may be true mainly for the actual execution of the task, long-term success and strict-to-witness at a job depend primarily upon the match between natural aptitudes and the position (x= 2.94). The following important employee turnover reason is "Management Attitude" (X=2.60). It is an essential factor to point out that employees leave managers, not companies. Lack of confidence on employees makes the situation worst due to which employee starts looking for another viable option available in the market. "High Employee Expectations" (x=2.46) indicates that today's employees expect companies to communicate and live up to their expectations. Companies not able to fulfill their demands have any other option but to lose talented employees. The results also signify that the value attached by the employees

to the "Lack of social security" (x=2.04). It clearly states that without knowledge of future growth prospects in the present company, the employee traps ambiguity and role conflict, where he does not know what his prospective company has in store for him. Poor "relationship" with a leader and colleges came out as the company has in store for him. Poor "relationship" with leader and colleagues came out as the company has in store for him. Poor "relationship" with a leader and colleagues came out as one reason people became dissatisfied. Employees start thinking of leaving the job as one reason people became unhappy. An employee starts thinking of going to the position (x=1.92). It clearly shows that even a minor reason may lead a talented employee to leave the job.

The above table clearly shows that the "Push factor" is more vital in people who resort to switching jobs rather than the "pull" of a new workplace. People would not like to scout outside for opportunities to grow if the same company they work for provides them with better prospects. So the organizations that can make their tenure longer can profit from employee retention and growth.

6. **Present H.R. Retention Strategies**

Fundamental changes are taking place in the workforce. The workplace that promises to radically alter the way companies relate to their employee's Hiring and retaining good employees has become the chief concern of nearly every company in every industry. Companies that understand what their employees want tend to need in the workplace make a strategic decision to fulfill those needs proactively; they will become the dominant players in the respective markets. The condition of the hour is to have the "right basics." Every individual is different, his needs are different, and his emotions, his problems are other. SO HR professionals need to concentrate on their basics and make effective retention strategies to retain star performers.

Table 2.2 presents the various employee retention strategies, which most of the BPO-ITeS companies are presently using to retain their best-performing employees. Employees nowadays want more perks from a job than a big salary. Worker's expectations have shifted over the past few decades. Employees need to recognize five critical changes in worker's expectations. Namely, they want to lead balanced lives, enjoy the partnership with their employees, receive opportunities for personal and professional growth, make a meaningful contribution to the world through their work, and experience opportunities to socialize at work. Organizations that want to attract and retain the employee that they need can achieve a competitive advantage in the marketplace by responding to these new work values.

S. No.	Retention strategies	Mean	Std. Dev.	Rank
1	Job sculpting	1.84	1.113	VIII
2	Competitive pay package	4.62	0.780	I
3	Fringe benefits	4.36	0.776	IV
4	Recognition of employee's performance	4.50	0.505	II
5	Employee training	3.06	1.476	VI
6	Career development/growth opportunity	3.04	1.525	VII
7	Rewards and recognition	4.38	0.490	III

8	Work life balance	4.50	0.505	II
9	Open communication	3.88	1.172	V
10	Succession planning	2.66	1.520	VIII
11	Safety and security	4.50	0.505	II

Table 2.2 gauges the overall status of the current retention strategies. It can be viewed from the table that employers think that the best way to deal with attraction and retention issues is to pay them a competitive pay package (x=4.62). They feel that the competitiveness of the salary structure keeps the employees from running to better-paying jobs. Recognition of employees' performance, work Life Programs, Safety, and security provision of employees x=4.50) have also emerged as the robust retention strategies that most companies use to retain their employees. The consistency of top performer's responses to the value and the effectiveness of rewards both in terms of attraction and retention provide employers some valuable insight for compensation planning and reward program development. Also, because of the stress involved in BPO-ITeS jobs, companies organize various fun-filled activities for employees and their spouses, provide them differently on the floor recreational facilities. Because of the rising strength of female employees, employers have also started emphasizing their safety and security. These strategies are followed by the Rewards and Recognition Strategy (x=4.38) and with a slight difference is the strategy of providing them various Fringe Benefits (x=4.36). Showing employees that they are valued can be done by investing a significant amount of time, energy, imagination, and, above all, genuine. It won't happen unless one internalizes the need to value employees. Informal, no-cost recognition by an employee's direct manager, usually in the form of genuine but straightforward, thanks to a job well done, does more to engage and sustain employee commitment than all other available options for recognition. The mean (x) value for the Open Communication strategy is 4.38. Today, the H.R. department has realized the need for open communication. They know that their objective is to find out "how they can work together as people? They usually make logistics clear to them, like hours of work, pay, essential functions, etc., but never sit down and have a conversation. They need to open up communication flow and establish a strong relationship between employees and managers. The retention strategies Employee Training (x=3.06) and Career and Growth Opportunities (x=3.0) are next in line. The mean value indicates the H.R. managers give moderate importance to these strategies, whereas a company must have a reasonable level of development orientation and relatively strong promotion policies. Employees should also be given required training to perform better and adjust themselves to the changing work culture and diversities. The following important strategy is Succession Planning has a mean value of x+2.66 and Job Sculpting x+1.84. Values indicate that the H.R. department in most of the BPO-ITeS organizations is least interested in identifying talent within the organization through internal posting or job hiring. They don't even try to identify the interest areas of employees and sculpt the job or his assignment that enables them to express themselves fairly. It is instead a need of the day and demand of the passing time. Not only this, Succession Planning and Job Sculpting can prove a win-win situation both for employer and employee.

7. Conclusion

Employees are the internal customers of the organization, and the ability of the organization to satisfy their needs reflects the H.R. philosophy of the company. The key to marketing and customer service success lies in understanding what the customer wants and then delivering the product or service designed to meet the customer's needs. Similarly, competing in the labour market requires an understanding of the employee's needs and the development of H.R. retention strategies to recruit and retain the best talent and motivate them to contribute their best to the organization. Pride in establishing where they work and what they do; meaningful work; respect-both personal and professional; and sincere expressions of appreciation- are some of the things talented employees expect from an organization. Above all, the opportunity to make a significant contribution that can benefit the company goes a long way in making the employee committed to the organization.

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