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A STUDY ON EMPLOYEE ATTRITION AND RETENTION STRATEGIES IN BPO INDUSTRY

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ABSTRACT

In BPOs, employee turnover is an ongoing issue. As a retention strategy to lower the amount of attrition, they use a variety of helpful employee incentives and plans, both monetary and otherwise. Despite this, they are still unable to resolve the problem. As a means of preventing employee turnover, they settled on a theory of learning organization that has been adequately explored. The purpose of this study is to examine the potential of learning organization theory as a retention strategy for business process outsourcing (BPO) firms in India to lower their staff turnover rate. The idea itself is not novel, but applying it to the problem of retention is. Learning organization and staff attrition are also defined more precisely in the study. None of these businesses use learning organization technique as a retention strategy. Secondary sources, such as scholarly journals, articles, newspapers, magazines, and reliable websites, form the basis of this study's theoretical analysis.

INTRODUCTION

Every organization benefits from having employees. Attrition is the major problem that BPOs are currently facing, thus it is essential to ensure this basic asset. Skilled and inspired personnel have a real impact on the improvement and achievement of the association. When compared to other industries, the BPO industry has a higher attrition rate. Maintaining command of this attrition rate is fundamental. In order to hold on to its staff, BPOs implement a variety of retention methods. Employee retention cannot be achieved with a singular strategy, such as preparation. Implementing retention devices is the surest way to keep your top employees around. Organisations should implement innovative and motivating retention tactics to hold on to their personnel. Losses in BPOs have an effect on the group. Association costs are inflated by the high attrition rate. The higher the attrition cost, the higher the association cost will be. This analysis can determine the importance of checking attrition for both individual firms and the overall market.

BPO! Reading about well-prepared teenagers on calls, easy money, diving into unresolved problems, and thinking about it all bombards the brain with different images. Its repulsive side is on display in issues like excessive working hours, impossible turnover rate, stress, and burnout. The fact remains prominent, outrageous, and unchanged no matter how the teeter-totter balances the pros and cons. Work, excitement, and future security are all summed up by the acronym BPO: business process outsourcing.

Everyone seemed to be having a good time in the vortex of chance. From $565 million in 2000 to around $7.3 billion in 2005, it has grown rapidly, and its fares have evolved accordingly. India is perhaps the most desired destination as the pontoon surges ahead in global marketplaces.

The entire BPO seaward conveyance value was expected to increase by 55% annually over the next five years, with 75% of that value coming from India in 2003 (Neale 2004). According to Scholl et al. (2003), the business process outsourcing (BPO) industry in India was expected to generate $13.8 billion by 2007 from an estimated $1 billion in 2002, with a substantial portion of that revenue coming from projects in the country accounting for 57% of the global BPO market. The Indian IT-BPO industry (including household advertising) saw a general growth of 28 percent (money balanced) in FY07-08, with timing incomes of $52 billion, up from $39.6 billion the previous year. However, 2008 was a turbulent year for the industry as a whole as it began to re-engineer itself in response to the full-scale economic crisis. Total spending was predicted to reach nearly USD 1.6 trillion, an increase of 5.6% from the previous year, according to Nasscom.

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When discussing the business process outsourcing (BPO) industry, many analysts have focused on the challenges, issues, and opportunities related to employee execution, employee fulfilment, employee tProblems, opportunities, development, attrition, HRM frameworks, occupational stress, job contentment, individual performance, and so on are some of the specific themes that have been the focus of most research in the BPO division's ecological investigation. Very little systematic research has been conducted in the BPO segment, although there has been research on employee inspiration and fulfilment in other domains such as instruction, private open business, money related organisations, the ITES industry, the oil industry-government ministry, and the work showcase.

Putting yourself in the shoes of the team is an expectation of any employee retention plan worth its salt. None of the workers are exactly same; after all, they all have unique aspirations and goals. Any way you slice it, your employees deserve to feel appreciated and treated fairly by their boss.

LITERATURE REVIEW

Hassan (2022) In his research, Hassan looked at how HRM strategies affected staff retention in the Maldives' retail industry. Reward and compensation schemes greatly enhanced staff retention, according to the study. Organisations with good performance management systems and fair remuneration policies have lower turnover and more dedicated employees, according to the study..

Shahzad et al. (2024) Finding out how strategic HR practices influence the retention of elite personnel was the driving force for this research. Compensation, corporate culture, reputation, and employee satisfaction were determined to have a significant influence on workers' intentions to remain with their current employers. Talent development activities have a beneficial effect on employee retention, as stated in the research.

Examining the Effects of HRM Strategies on Staff Retention in 2024 The study set out to answer the question, "What factors, if any, influence employee retention?" by looking at elements like salary, promotion prospects, and the quality of the work environment. Work satisfaction acted as a mediator between these variables and retention, which had a direct and positive influence on retention. Companies that cared about their workers' well-being and gave them opportunities to advance in their careers were more likely to hold on to them.

In his study of R&D companies, Srivastava (2025) found that high employee turnover negatively affected both performance and morale. Excessive workloads, bad working relationships inside the organization, and restricted opportunities for professional progress are the primary reasons people leave their jobs, according to the report.

El Mountasser (2025) investigated the factors that encourage staff members to remain employed by private schools. Factors like as compensation, perks, supervisor support, corporate culture, opportunities for growth, performance evaluations, and training programs were found to have a significant impact on employee retention rates. An employee's happiness on the job is a major consideration whether choosing to retain them or not.

Analysing the Factors Influencing Employee Retention in the Year 2025 In order to increase employee retention, the literature review highlighted the significance of talent management strategies. Organisations that prioritise employee engagement, career planning, leadership development, and succession management see lower turnover and more stable workforces.

Talent Management and Employee Retention in the Year 2025 Finding out how talent management affects retention rates for IT employees was the driving force behind this study. Findings indicate a robust beneficial relationship

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between performance management, career management, training and development, recruitment processes, and retention rates. Employees' desire to remain put increased when firms used effective talent management strategies, according to the study's authors.

In 2025, the IT Sector and Its Employee Retention Rates Pay, recognition, autonomy, and appreciation were determined to be major factors in retaining personnel in the study that examined the retention challenges of the IT business. The authors of the study concluded that organisations with employee recognition programs and pleasant work environments have lower retention rates.

The following factors are critical for employee retention, according to Hartadi's (2025) study on retention strategies: leadership support, organisational culture, work-life balance, career advancement opportunities, and employee engagement. In order to address the needs of modern employees, the research proposed integrated HR solutions.

Management approaches were studied by Moncure (2025) to enhance employee retention. The study found that leaders that demonstrate encouraging behaviours, provide opportunities for professional growth, communicate effectively, and show appreciation to their staff all work together to reduce intentions to leave. Managers were encouraged to create positive work environments to retain valuable employees.

The elements impacting the retention of staff in the aged care business were thoroughly examined by O'Keefe et al. (2025). The study discovered that the most important factors influencing employee retention were organisational support, managerial practices, opportunities for career growth, and activities promoting employee well-being. A range of retention strategies should be used, according to the authors.

Gelencsér et al. (2025) investigated the issue of employee retention in small and medium-sized enterprises (SMEs). Two of the most important elements in deciding whether an employee would remain or go were employee happiness and organisational commitment. Employees with vested interests in their employers were less inclined to contemplate quitting.

The effect of innovative human resource management strategies on employee retention was the focus of this comprehensive study (Kojo et al., 2025). The study found that the retention rates improved as a result of digital HR practices, employee wellness programs, flexible work arrangements, and personalised career development activities.. Employee embeddedness and organisational commitment were investigated by Balthrop and Jung (2024) in relation to retention. Employees were more invested and less likely to plan to leave when they had good organisational relationships, common experiences, and incentives that were in sync, according to the study.

Using data on employee turnover from IBM, Yang and Islam (2020) determined what causes people to leave their jobs. Levels of income, age, travel frequency, and work history were important determinants. Findings from the study stressed the significance of pay, work-life balance, and job-role fit in retaining employees.

Research Gap

Despite extensive research on employee attrition and retention strategies, several gaps remain in understanding the factors that influence employee turnover in contemporary organizations. Most previous studies have focused on traditional determinants such as salary, job satisfaction, and career growth opportunities, while giving limited attention to emerging factors such as work-life balance, employee well-being, remote working arrangements, organizational culture, and technological advancements in the workplace. Furthermore, many studies have been conducted in large multinational corporations, leaving a gap in understanding attrition patterns in small and medium-sized enterprises

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(SMEs) and specific industry sectors. Existing research often examines the causes of attrition or retention strategies separately, with limited efforts to analyze the relationship between the two. Additionally, the impact of post-pandemic workplace changes on employee retention remains underexplored. Therefore, this study seeks to bridge these gaps by examining the key factors influencing employee attrition and evaluating the effectiveness of various retention strategies in improving employee commitment, job satisfaction, and organizational performance.

OBJECTIVES OF THE STUDY

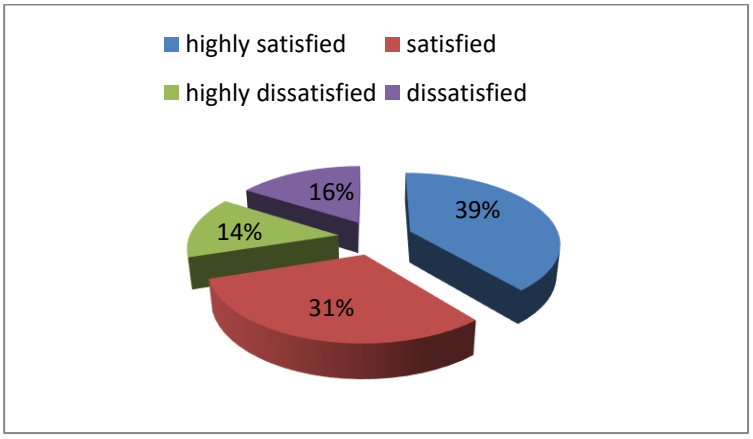
1. One goal is to learn about employee retention and attrition.
2. To gain insight into the methods used by "Data Angle Technologies Pvt. Ltd." to address employee turnover and retention.
3. We need to figure out what causes employees to leave "Data Angle Technologies Pvt. Ltd." and then rank them.
4. We want to learn how "Data Angle Technologies Pvt. Ltd." keeps its employees..".

ANALYSIS AND DISCUSSION

Table No: 1 Satisfaction Level with the Monthly Incentive Provided by the Company

Statement	Respondents	Percentage
Highly satisfied	39	39
Satisfied	31	31
Highly dissatisfied	14	14
Dissatisfied	16	16
Total	100	100

Graph No: 1 Satisfaction Level with the Monthly Incentive Provided by the Company



INTERPRETATION:

Based on the data shown above, it appears that 39% of employees are extremely satisfied with the incentives offered by their employer, 31% are content, and 14% are extremely dissatisfied..

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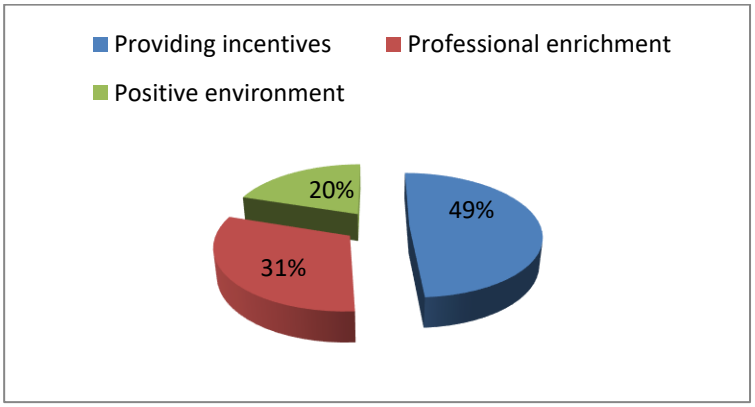
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Table No: 2 Techniques Used by the Company to Motivate Employees

Statement	Respondents	Percentage
Providing incentives	49	49
Professional enrichment	31	31
Positive environment	20	20
TOTAL	100	100

Graph No: 2 Techniques Used by the Company to Motivate Employee



INTERPRETATION:

According to the data shown above, over half of all employees make use of the company's incentive program, while a third take use of the professional enrichment opportunities and 20% focus on creating a happy work environment.

Table No: 3 Satisfaction with Salary Provided by the Company

Statement	Respondents	Percentage
Highly satisfied	24	24
Satisfied	28	28
Highly dissatisfied	26	26
Dissatisfied	22	22
TOTAL	100	100

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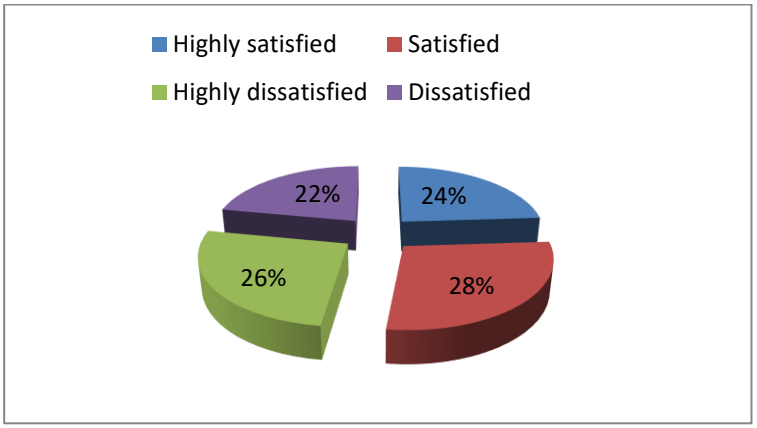
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Group No: 3 Satisfaction with Salary Provided by the Company



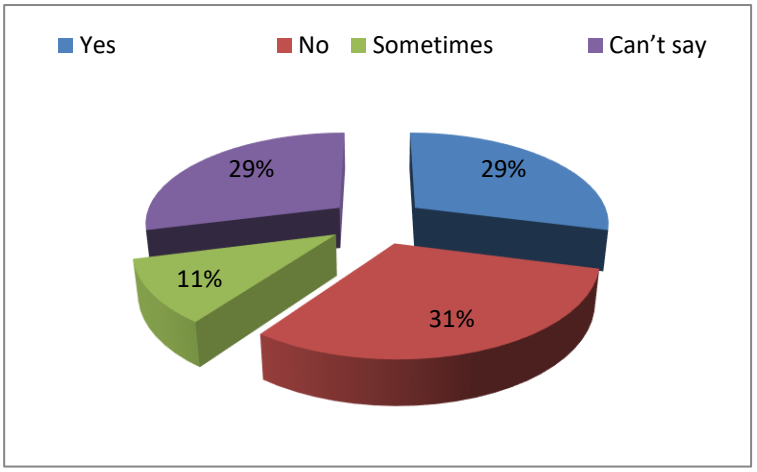
INTERPRETATION:

The following pie chart shows that when asked about their salary, 24% of workers are very satisfied, 28% are satisfied, 26% are very dissatisfied, and 22% are very dissatisfied.

Table No: 4 Support Received from Superior When Required

Statement	Respondents	Percentage
Yes	29	29
No	31	31
Sometimes	11	11
Can't say	29	29
TOTAL	100	100

Group No: 4 Support Received from Superior When Required



INTERPRETATION:

According to the data shown above, 29% of employees receive help from their superiors, 31% do not, 11% receive support from their superiors on occasion, and 29% are unable to provide any feedback at all.

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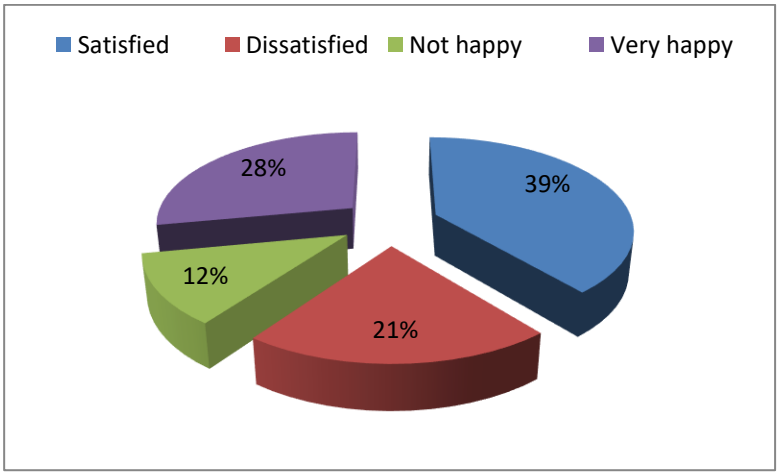
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Table No: 5 Perception of the Working Environment at the Company

Statement	Respondents	Percentage
Satisfied	39	39
Dissatisfied	21	21
Not happy	12	12
Very happy	28	28
TOTAL	100	100

Group No: 5 Perception of the Working Environment at the Company



INTERPRETATION:

According to the data shown above, 39% of employees are happy with their work environment, 21% are unhappy, 12% are not satisfied, and 28% are extremely happy..

Table No: 6 Satisfaction with Company Rules and Regulations

Statement	Respondents	Percentage
Highly satisfied	29	29
Satisfied	31	31
Highly dissatisfied	14	14
Dissatisfied	26	26
TOTAL	100	100

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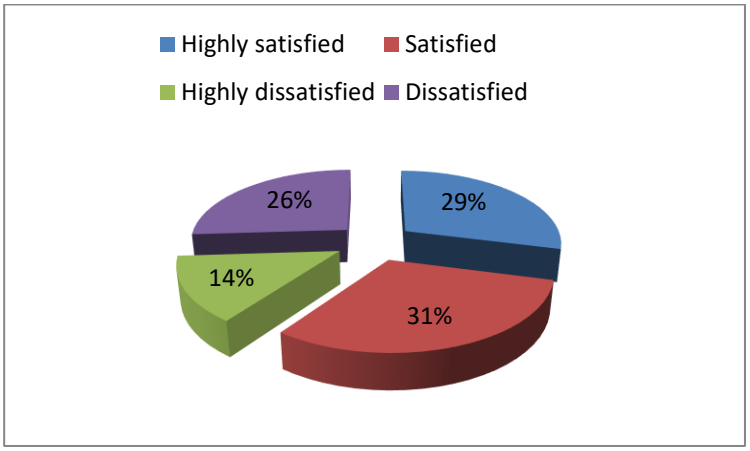
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Group No: 6 Satisfaction with Company Rules and Regulations



INTERPRETATION:

According to the data shown above, the following percentages of employees are either very satisfied or satisfied with the rules and regulations of their company: 29%, 31%, 14%, and 29%, respectively..

FINDINGS

1. The training that is provided is satisfying, according to the company's personnel.
2. The offered incentives are very satisfying, or at least acceptable, to the employee.
3. The company can foster a positive work atmosphere, and the workers will be able to contribute successfully.
4. Company policies are very fulfilling from the employee's perspective.
5. Incentives and professional enrichment are the main ways that companies motivate employees nowadays.
6. The majority of workers still haven't gotten any recognition from their employer for all their hard work.
7. A strong sense of camaraderie among coworkers is crucial in today's workplace, however "Data Angle Technologies" staff members fail to uphold this value.

SUGGESTIONS

1. In order to keep the company's unity and interpersonal relationships strong, it is essential that all employees undergo training on empathy and harmony.
2. To make workers feel more at ease and motivated to complete the task, I recommend introducing some of the reward features.
3. My third piece of advice is to hire people who are worthy of being superior and who possess all the necessary traits, such being supportive, inspiring, etc., to keep the morale high among workers.
4. For the company's human resources department, I propose new regulations regarding things like work-life balance, business travel, health and safety, acknowledgements in the handbook, and more.
5. Benefits, an open culture and traditions, meaningful work, employee involvement, motivational initiatives, etc., are all retention tactics that I propose using..

CONCLUSION

I to get the conclusion that factors such as career advancement chances, pay rate, working conditions, perks, relationships with managers and supervisors, and reduced workload are significant contributors to employee turnover. A high rate of employee turnover has a devastating effect on output. Companies wind up losing knowledge,

spending money on training, and in a never-ending cycle of hiring because of this. The goal is to foster an enjoyable workplace where workers are encouraged to contribute to the creation of incentive programs.

The finest personnel may go, and only the unworthy will remain, if they constantly gripe about low pay, too much work, or lack of support from management.

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