CHALLENGES FACED BY EMPLOYEES IN RETAINING TALENT: AN EMPIRICAL STUDY FROM GENDER PERSPECTIVE

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ABSTRACT

Employee retention is one of the challenging issues faced by corporate leaders in any industry as the performance of any business unit depends on its employees. The ability to retain talented and committed employees contributes significantly to the success of the business. The Indian BPO industry faced an attrition rate of 30-40%, costing the average Rs. 500 crore in recruitment and training. The total loss due to attrition was estimated to be 25% of the annual revenue. A synergy between incentives, higher education programmes, career growth programmes, selection of right person for the right job and changes in the organizational commitment helped organizations in bringing the attrition rate under their control to some extent. But all these efforts had cost implications.To avoid the damage and costly effects of increased turnover, organizations need to act now to improve their retention efforts. Test was applied to find out the challenges faced by employees in retaining talent to find the outcome of the study.

Keywords: *Attrition, retention, BPO, talent, strategies, incentives, performance, crunch, and human capital*

INTRODUCTION

Demography is a factor based on which the companies need to alter their policies to manage the increase in the diverse staff in the markets. Diversity can change the availability of the workers and well impacting larger profile targets like providing a service. Due to a regular change in the demographics of the larger populace, companies have to create tactics that will carry forward the requirements of the citizens of the nation. Taking care of diversities is referring to a set of organizational and management methods, which target to assess and appraise the diverse population in the office and utilize the same to make the company a success. Business Process Outsourcing is a blanket term that pertains to outsourcing in any field. A BPO can metamorphose

itself by either adopting novel technological advancements or applying prevailing technology in a novel method so as to improve a certain process. In this study, it was discovered that the BPO sector neither is able to secure an anchored career nor does it promise spectacular career growth. As a result, the employees in the BPO industry live under fear of insecurity and even in cases where they wish to switch over their jobs; their experience of the BPO sector is not considered. During the study, it was found that higher age group employees do not frequently change their jobs and hence their retention rate is better.

Employee churn is a big issue, and that is why a huge strategy for retaining the workers is necessary. Retention was considered a multi-dimensional conception, which did not have any specific recipe for the retainment of the employees. Retention is perceived as "an obligation to continue to do business or exchange with a particular company on an on-going basis" (Zineldin, 2000). Recently there has been a more delved way of defining for the notion of retention was "customer liking, identification, commitment and trust, readiness to recommend, and repurchase intentions, with the first four being emotional".

The target of managing the difference in the demographics is to yield productivity and mutually benefitting communications among the workers in any company and to appreciate the workers with diverse upbringings, requisites and talents to attain the maximum possible advantages for the workers and the company they work in along with the clients and societies they cater to. Impact of Social and demographic factors on the world of work like:

1. **Stress:** Workplace stress is normal and at some point, inevitable. It is the response of an individual towards the existing working situation, which seems difficult and demanding at the same time. To a certain extent, stress is not harmful; in fact, it keeps an individual propelled towards his work. There exist uncountable factors responsible for it, such as:

    - Extended working hours
    - Work pressure
    - Monotonous Nature of Work
    - Inadequate Leaves
    - Stress to Perform on Metrics
    - Health Concerns
    - Sleeping Disorders

2. Diversity: Diverse workforce (diversity) alludes to the conjunction of individuals within the organization coming from different socio-cultural strata of the society. Several organizations have established the fact that expanding the diversity of their workforce pays off in regards to the improved level of performance, contented clients and mollified employees.

LITERATURE REVIEW

Kumar & Arora, (2012) Retaining talented employees, which top's the list of the CEO's of every organization, is a key practice to guarantee the work performance at its best. The lower rate of retention is the most widespread in nearly every sector but it is unquestionably distressing in BPO sector. On the attempts to unveil the determinants of talent retention in BPO (ITeS) industry. The studs disclose that the environment of the organization, support level received by the employees from the top management along with the comparative pay and benefits have been given greater importance by the employees. BPO companies should maintain encouraging work surroundings and embrace competitive rewards and recognition policies along with best of the facilities to help employees maintain a quality balance between work and life.

Sweeny, (2008), To retain talented employees is of paramount importance for the continuing well-being and success of a company. Retaining the performing employees secures customer satisfaction, heightened product sales, contented co-workers and reporting staff, efficacious succession drafting and bred-in-the-bone organizational knowledge and learning. To retain talent has not been given much importance in the past, as far as the Indian context is concerned but in recent years, this situation has altered. In the Metropolitan cities, at least, there are a sea of opportunities for proficient candidates. Retention of key personnel and taking care of the attrition issues have recently become cardinal for the organizations. General methods for holding on to employees have been providing orientation, mentoring and guidance. This is particularly encouraging for the novice if not for all new employees. This approach helps in decreasing the attrition level to a certain extent, which can be quantified to almost 15 to 20 percent.

Natalie Govaerts et al, (2011) probed and scrutinized the elements, which impact the retainment of a worker. The basic information of the survey was derived through a question and answer format online and offline. There were 972 selected officials from many profit and non-profit organizations. The survey pointed out that training of the workers in the Company had an impact on the retainment of the workers. Letting the workers get trained in aspects that they have and show an interest in, will motivate them to continue working with the Company. As per the findings regarding the demographic features of the workers reveal that only the age bracket has a substantial impact on the process of retaining the workers.

Eric et al, (2012) Many authors relooked at the trend of retaining workers in the IT sector to enable the Company retain the key workers. The HRD needs to play a key role is creating and planning the guidelines, procedures and tactics, which helps the Company in retaining the HRD to make a considerable contribution to the Company. It was researched and looked into as to how the workers consider the value of their authorization, share of their reimbursement, strategy of work through counselling, and their aspirations toward the reaction of their efficient functioning.

It is discovered that educating, growth, review methods, and reimbursements are very crucial to retaining the worker.

Lalitha (2012) Retaining the worker is the crucial obstacle faced by the HR of any Organization. Some efficient retaining tactics have proposed some tactics for effectively retaining the workers: a) to alter the recruiting methods, (b) Categorize and classify the Company, (c) managing talent, (d) commitment of the worker, (e) and conversation and feedback with the worker on his way out.

Jeypal Dinesh Raja & Sanjiv Kumar Bhasin (2014) Call centre industry in India has recently seen daylight and is presently amongst the most rapidly growing sectors. It is one of the driving forces behind employment and growth in modern India. Employment in the BPO sector has helped the young individuals attain their career landmarks and monetary goals at a much faster pace than ever before. However, there exists a dark side to this financial independence, which is manifested in the form of high levels of stress and related disorders. Several surveys and studies have attested that this is consequent to the absorbing work conditions. Preserving the health of the young adults in this new and evolving industry has come up as an occupational health challenge to the public health authorities.

Jeffrey (2016) asserts that employee development will lift the level of satisfaction among employees along with increasing their efficiency and thus, productivity, which will further shrink the turnover rate. The author suggests that the organization that wants to retain its employees should bring forth initiatives for employee development. In the event that an organization fails to focus on the above things will endure with a high turnover rate and decreased profitability. The advent of BPO organizations bought along with it not just the prospects of career growth for the fresh graduates but also carry the gigantic challenge of motivating and retaining them. Thus, it becomes critical as well as obligatory for the Organizations to take the competitive edge by supporting and encouraging the employee's performances with innovation and adopting strategies such as: effective leadership and differentiation in innovation, which will result in the organization having a business advantage over its competitors.

D.G. Allen et al (2010) The employee leaving a company is influenced by a set of reasons like a good job offer abroad, not able to maintain a good professional relationship with the superiors or colleagues, higher education, change of city or suspended from work. This brings us to the distinction between voluntary employee turn and involuntary employee churn. Voluntary as the name suggests is the step taken by the individual for any of the above reasons or more, whereas involuntary employee churn is a step taken by the organization. States that reshuffling in the organizational structure or the employee not meeting the standards as promised leads to involuntary employee churn.

Terera & Ngirande (2014) discusses three types of disputes or obstacles that the organizations encounter while retaining the workers:

- Tough opposition from the competing organizations
- Movement of skilled workforce from one nation to another where there is availability of improved growth options.
- Organizations are not able to foresee the forthcoming requisites of the workers and not able to do the needful. It is also realized that there is a decrease in the availability of skills and talent due to an escalation of international skill sets. Also, there is a feeler that organizations get is that the relative increase in the quantity of maturing people will lead to an increase in the requirement of talents and efficient people.

N. Govaerts et al (2011) Diversity comprises of various factors such as, age. ethnicity, culture, gender, race, religion and sexual orientation. With respect to the goal to remain in the organization by the skilled employees, the analyst has discovered that there exists a favourable association amid age and the retention. Young age employees tend to change jobs frequently at the start of their professional career whereas higher age employees tend to stick to the organization for a longer duration.

OBJECTIVES

Following are the objectives of Study:

1. To find out the Challenges faced by employees in retaining talent.
2. To find out difference based on Gender with respect to talent retention

METHODOLOGY

The challenge of attracting, training, developing, engaging and retaining the right kind of employees is taking a considerable amount of time to gain a competitive advantage in the World of War for Talent. Theoretically, it is defined for the people who have potential and ability and can positively take the lead and to showcase the transformation in the organization. Primary data is collected via well-framed close-ended questionnaire comprising optional type questions for demographics. Strategic questions have been asked through Likert's five-point scales. The items in the questionnaire are mainly focused on managing talent, challenges faced and strategies adopted by the organizations in retaining Talent in IT-BPOs. Post designing the questionnaire, Google forms were used for data collection. Percentage method was applied to analyze and present the data.

PROBLEM FACED BY EMPLOYEES/ COMPANIES IN RETAINING TALENT

Even after offering flexible timings and a lucrative salary IT-BPO sector is finding difficulty in retaining talent. This sector comes with a lot of stress (54.4%) at work due to which employees

face health-related problems (76.8%). Further, it has been believed by many employees that this sector is a training school for them instead of a full-fledged job. Youngsters join BPO to earn money and do the job till the time they don't get their dream job. For many of the youngsters, the BPO sector is not their destination. Table 1.1 presents a few critical reasons for employees to leave employment from the IT-BPO industry.

As per the gathered data, the far most important reason for the youngster to leave the IT-BPO industry is the health problem (76.8%) followed by monotony in work (71.7%) and huge working hours (66.9%). Few more reasons for the youngster to leave the IT-BPO industry are as follows higher education (65.3%), BPO job is not suitable for Long Term Career (56.1%), the experience of BPO is not counted (53.6%) etc. Here data also infers that problem like no quality time is being faced by male employees (29.4%) more than the female employees (19.9%) and the issue like lack of growth is complained by both male (22.7%) and female (23.6%). This infers that there are challenges or problems faced by many youngsters in the company, however, to check this statistically, the respective hypothesis has been formed and analyzed via one-way ANOVA method. In table 1.1 f-value and significance values are presented at problem level to evaluated which all listed problems mentioned by employees are statistically significant.

Table 1: Frequency distribution of the challenges faced by employees in retaining talent

| Challenges	Frequency		Total	%		Total	Rank
	Male	Female		Male %	Female %		
Health Problems	154	194	348	34.0%	42.8%	76.8%	1
Monotony in Work	139	186	325	30.7%	41.1%	71.7%	2
Job in BPOs are time-Consuming	104	199	303	23.0%	43.9%	66.9%	3
Higher Education	118	178	296	26.0%	39.3%	65.3%	4
Job is not suitable for Long Term Career	114	140	254	25.2%	30.9%	56.1%	5
Stress at work	98	153	251	21.6%	33.8%	55.4%	6
Creating Ethical Culture	84	160	244	18.5%	35.3%	53.9%	7
Experience of BPO is not counted	99	144	243	21.9%	31.8%	53.6%	8
Balancing Employee Interest	90	152	242	19.9%	33.6%	53.4%	9
No quality Time	133	90	223	29.4%	19.9%	49.2%	10
Take Work home	69	142	211	15.2%	31.3%	46.6%	11
Lack of Growth	103	107	210	22.7%	23.6%	46.4%	12
Salary Limits	98	109	207	21.6%	24.1%	45.7%	13
Falls Commitment	48	89	137	10.6%	19.6%	30.2%	14
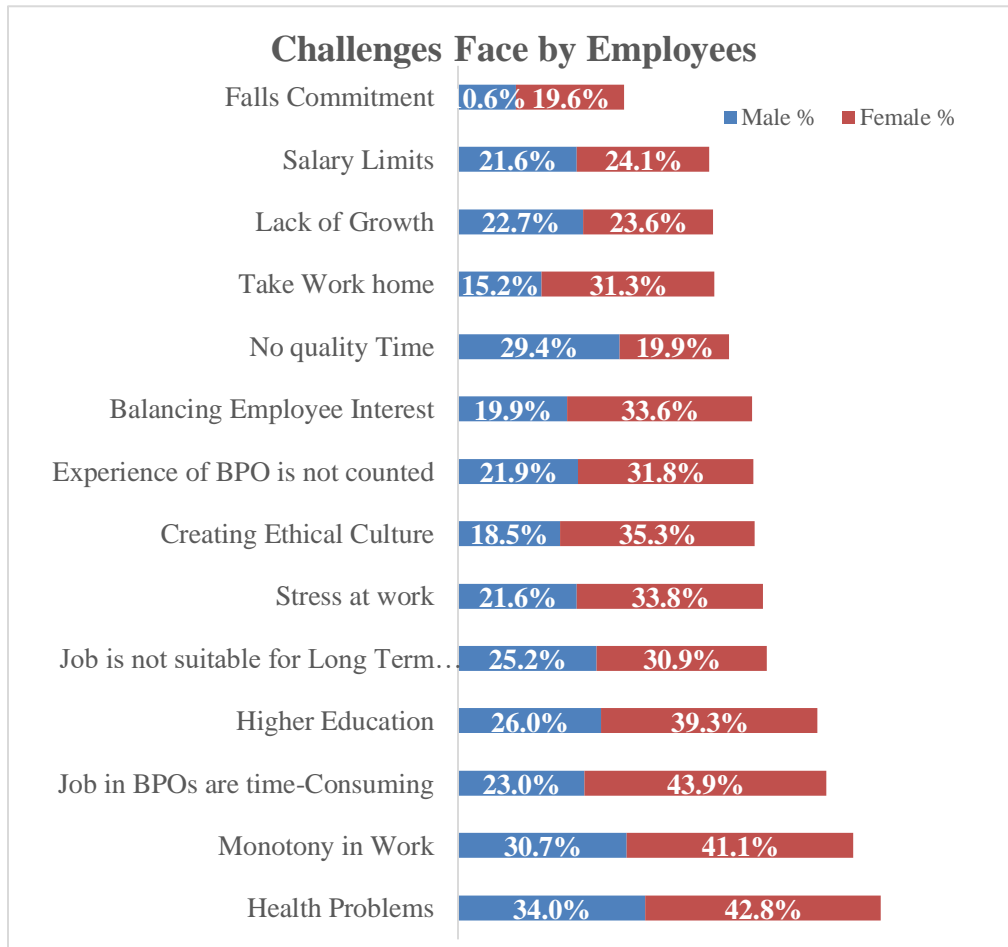
Figure 1: Challenges faced by employees in retaining talent

CONCLUSION

Retaining of workers can be dealt like rehiring workers. The point of attraction for an employee while joining an organization more than often differs in what actually makes them stay and work. Even though compensation is a vital factor that makes them decide to take up a particular profile, that alone is not good enough to retain them back. Positive perks and benefits, along with good compensation, is what entice them. The workforce in the current scenario, look for a complete package along with affluent work ethics, growth in career, range of work profiles and a planned balance between work life and personal life. Organizations are in a predicament as clarified by the EA Consulting Group whether they should capitalize more space, time and finance to improve and enhance their hiring policy or concentrate more on retention of the skilled staff they already have. Hiring a new workforce is high on budget, demanding and takes a lot of time. It is more worthwhile and smarter to ensure that the key workforce stays with the organizations.

Positive perks and benefits, along with good compensation, is what entice them. The workforce in the current scenario, look for a complete package along with affluent work ethics, growth in career, range of work profiles and a planned balance between work life and personal life.

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