Attrition in Call Centers: An Analysis on Gender and Academic Qualification

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ABSTRACT
In the last few decades, services sector industry has evolved as the most important with a considerable amount contribution to the nation's income, and employment. From its post independence period the average shares of 29.5% in 1950s to 57% of GDP and accounts for 28.5% of the total employment in India at present. The researcher in this paper tries to understand and establish the relationship between gender and attrition in BPO industry as the Main objective. And also the attrition related to three different levels of qualifications like Post-Graduate, Graduate & underGraduate as the Sub-Objectives. This is in specific to the domestic call centers in Bhubaneswar in the state of Odisha. The sample size for this study was from secondary data of 281 employees who left the job from domestic call centers, including inbound and out bound Call Centers. The research methodology was exploratory research, the enquiry mode was structured approach, and non probabilistic judgment sample of secondary type is taken for analysis. The measurement scaling is of nominal type with different qualifications among the Male & Female. The statistical methods engaged to analyze the data by formulation and testing of hypothesis by using chi square test and extensive use of statistical tool IBM SPSS 17.0. The Graphical interpretation of data is done by using line graph. The research is concluded with that, the attrition rate is influenced by both the gender and qualification.

Keywords-- Attrition, BPO, Call Centers, GDP, Exploratory Research, judgment sample, IBM-SPSS 17.0

I. INTRODUCTION
The last decade saw an upheaval in the growth and development of the Indian economy, which was accompanied by the revolution in the technological front and a radical change in the way businesses were done. Instead of being the jack-of-all-trades, the smart organizations have now redefined the way of working and now aim at being the master of their core business. Outsourcing then on-core processes in order to concentrate on the core ones is how the companies prefer to work now. BPO has become the obvious strategic choice of the phenomenal lifestyles seem to flash the mind in a jiffy. That’s just the start. One reads it again, contemplates over it, dives into the unveiled afflictions, and gives it a second thought and companies looking at the visible profits of cost reduction while improving the quality of service, increasing shareholder value etc. With the whirlpool of opportunities the Indian Business Process outsourcing sector seems to be on a happy ride. Wages that are 80% cheaper than anywhere in the world and a vast pool of English speaking graduates has made this possible. Hence such an eternal inventory of opportunities simply showcases a phenomenon, which is no less than the renaissance for our Indian markets.

Attrition in BPOs has terrible effects on the organization. The high attrition costs increases the costs to the organization considerably. They have to combat the amount of disruption due to unplanned exits. The more the people leave an organization, the more it is a drain on the company’s resources like recruitment expenses, training and orientation resources and the time. The high attrition rate also affects the productivity of the organization. Therefore, it is extremely important to curb attrition not only for an individual firm but also for the industry as a whole. Many researchers have worked enormously on the IT & BPO sector, citing its challenges, issues, and opportunities in and around employee performance, employee satisfaction, employee turnover etc. 

1.1. HISTORY OF CALL CENTERS
The call center concept was first used by some organizations as an internal department to handle customer queries like airline reservation centers and banks. Over a period of time the call centers were also used to lodge complaints, provide helpline services and today it is used mostly for sales and marketing activities. Since 1990’s the call volumes have grown exponentially and only with the use of sophisticated call center equipments and technology can such voluminous calls be handled by call centers. During the1970’s and 1980’s these equipments, mostly telecom hardware and computers were prohibitively expensive for smaller call centers, hence only large MNC’s could afford to put up their own call centers. During the early 1990’s, these equipments have become very
affordable to even smaller organizations due to the boom in telecom and IT infrastructure sector globally. This opened up avenues in the areas of outsourcing of these call centers by MNC’s to third party. The next wave of outsourcing of call center jobs came during late 1990’s and early 2000, when these MNC organizations began looking at cheaper destinations in developing economies like India, South Africa and Far East for setting up their call centers. This gave rise to the Global Call Center Outsourcing Industry. A sunrise industry, which promised jobs to millions of educated unemployed youth in developing countries and millions of dollars as savings to MNC organizations in the developed nations.

1.2 CONCEPT OF CALL A CENTER

The term “call center” refers to the environment within an organization where the call center agent, through the medium of the telephone, provides client support and/or a sales channel through which new business is generated and present business is retained. Many businesses use call centers to interact with their customers like mail order catalogue firms, customer support for computer hardware and software etc. Companies even use service internal functions through call centers like help desks and sales support. The call center industry is a huge segment of the economy by any standard. Many Corporations use Call Center to provide cost effective and reliable service to customer. Agents are then able to review customer's accounts and recommended customers solutions to meet their needs. Wherever may be the call center, the major problem of every call center is the job satisfaction by fulfilling the needs of their agents and their consequence in absenteeism, turnover and performance of these agents. The impact of Call Center workplace upon employee satisfaction or well-being is beginning to attract the attention of researchers.

Call centers have become an integral part of most organizations today, playing a critical role in the service delivery chain. Job satisfaction is a complex erect that has been widely researched over the years with a number of theories and views relating to it. However, job satisfaction in call centers has not been researched as extensively within the Indian context.

More studies on job satisfaction of Call Center representatives are necessary because motivated employees provide better customer service than unmotivated employees according to Levin (2004).

Call centers to compete successfully, the main corporate goal should be employee satisfaction. Although there is an inconsistent relationship between job satisfaction and absenteeism, evidence shows that a relationship between these two variables exists. Research, according McCulloch (2003) turnover is correlated with job satisfaction. Various studies have shown inconsistent relationships between performance and job satisfaction. Some studies have shown a positive relationship between these two variables. There is still a debate whether performance causes satisfaction or satisfaction causes performance will never be completely resolved. The call center industries in countries like Philippines, India, and South Africa are already matured.

1.3. AN OVERVIEW OF CALL CENTERS

In today’s dynamic business environment where competition has already reached its height, surviving with same traditional technology is not possible. This business climate demands that companies adapt to keep up with the changes. Further the days of individualism has already been the story of past. Today people are more interdependent rather than independent. This is the reason more and more people are attracted towards outsourcing. In a world where IT has become the backbone of businesses worldwide, ‘outsourcing’ is the process through which one company hands over part of its work to another company, making it responsible for the design and implementation of the business process under strict guidelines regarding requirements and specifications from the outsourcing company. Outsourcing is fast moving from just software codes and call centers to a vast category stretching from copy editing to financial analysis to tax preparation. The call center being a part of outsourcing has become assets that are more important to business. Call centers can largely help in satisfying the customer as well as improving the revenue. This is the reason call centers are chiefly responsible for an organization’s success by acquiring and retaining customers. Call centers for selling goods and services, as well as call centers for providing customer care, are a familiar part of the business life of virtually every person in the United States, and increasingly in the rest of the world. As the call centers usually operate 24-hours a day, 7 days a week, and 365 days of the year, there is day as well as night shift in the work. This makes call center different from any other service industry or traditional administrative business units. Call centers being subject to demands for high levels of productivity, customer service there is high levels of stress and turnover. These features result in call centers being extremely challenging environments to manage.

Management in call centers has more of young people as its nature of work demands so and the work needs energetic people who can invest lots of time doing work with fun.

1.4. FUNCTIONS OF CALL CENTERS

The primary functions of call center are providing customer service, telesales, technical support on using the product, dispatch, collections of funds and performing research. The center aims at facilitate an organization to cultivate better customer relations by providing answers to customers’ complaints and solutions to their problems quickly and with the required information. For this reason the employees in call center should be adequately trained. The strong focus in Call Center environments on efficiency and control not only results in high levels of employee stress and turnover, but also on a lack of focus on customer orientation and service priorities.

The call centers perform many functions but its primary functions focuses on following six categories.

1.4.1 Customer Service
The function of a customer service center is to provide assistance regarding companies or organization’s products or services.

1.4.2 Telesales
The function of a sales center is primarily to generate revenue through the sale of the company’s goods and services through inbound calls, outbound calls or both.

1.4.3 Technical Support
The function of these centers is to provide assistance in using a customer’s products.

1.4.4 Dispatch
The function of a dispatch center is to take an inbound call and in turn engage a resource to address the problem or customer need.

1.4.5 Collections
The function of these centers is to contact customers with the primary purpose of collecting money or funds.

1.4.6 Research
The function of a research center is not to sell or support a product but to conduct research for the company or outside organization.

1.5 TYPES OF CALL CENTERS
Following are the basic types of Call Centers:

1.5.1 Inbound Call Centers
An Inbound Call Centers is one where agents spend most of their time answering incoming calls from both internal and external customers. The types of calls received depend upon the function of the center. Customer may phone to inquire about the products or services, complaint about the product or services, make reservations, get any required information, order a products or services, complete a transaction like banking or Insurance services. Although the primary responsibility of an inbound call center is to answer incoming calls, agents may also place outgoing calls for follow-up or scheduled callbacks. It may be of domestic call center or international call center, depending on form where these call are coming whether from domestic customers or international customers.

1.5.2 Outbound Call Centers
An outbound call centers is one where agents spend most of their time in making outbound calls. The types of calls from an outbound call center depend on the function of the center. The success of the Outbound Call Center depends on the extensive experience, technological solutions, quality assurance programs and commitment to customer service excellence that further ensures maximum results from the direct marketing efforts. Calls can be made for selling a product/service, collecting debts, collecting information for banking or insurance documents, soliciting donations, conducting surveys etc. It may be same as above may be domestic or international.

1.5.3 Blended Call Centers
The blended call center takes both incoming calls and places outbound calls. The term, “blended call center” also refers to the types of contacts being handled. A blended inbound center might handle contacts that include incoming telephone calls along with emails or Web chats. Likewise a blended outbound center might communicate through outbound calling as well as email or fax communications.

1.5.4 Web-enabled Call Center
The market for Web-enabled call centers is growing. To ensure that the needs of all users are met, websites must be integrated with the call center, giving customers a full range of options without completely eliminating the valuable personal touch. A Web enabled call center improves the e-commerce initiatives by offering high quality customer service. Features offered by Web enabled call center are Web Pop, Web Callback, Web Chat, Web Push, Email Management etc.

1.5.5 Outsourcing Call Center
An outsourcing call center is in business to provide call center services to other companies. At outsourcing call centers; processing calls is all they do. Therefore, they must do it well and cost-effectively if they are to remain viable. They also enjoy an economy-of-scale that is not feasible for the in-house operation. As such, their margins allow the client to save money and the outsource call center to make money.

The outsourced call center is always a profit-center and often provides the company's only source of revenue. Outsource call centers are increasing in number and importance as more and more companies look to outsourcing as a way to increase service levels or options, return to their core competencies, save money, or all three.

1.5.6 Offshore Call Centers
A recent trend has been moving call center activity to other countries, which possess stable technological infrastructures and offer qualified workers with lower wage expectations. This is typically referred to as offshore outsourcing and is too often incorrectly shortened to outsourcing.

Companies wishing to pursue offshore outsourcing should proceed with caution. It is recommended they find a local partner in the country they wish to enter. This partner should be able to effectively work with local and national governing bodies and obtain the needed permits, licenses, and approvals. They should also be able to explain the local culture and help in hiring.

1.5.7 In-house Call Center
An in-house call center is a department or division of a company, which provides call center services for that company do not do work for other companies. The chief advantage of having an in-house call center is that direct control can be given to the call center, the agents, and what say and do. An in-house call center can be either a cost-center or a profit-center. Cost-centers do not generate enough revenue to cover their expenses and need to be subsidized by the company. Even though a call center may not generate direct revenue, most have a significant impact on the business that far outweighs their cost. These benefits include contribution to customer retention, market research and feedback and numerous other benefits. A call center that is a profit-center generates sales or business
activity that more than covers its own operating expenses. Call centers that handle catalog sales, reservations or telesales are usually viewed as profit centers.

1.5.8 CRM call center

Customer Relationship Management (CRM) is a worthwhile effort to ensure good returns on investment. In a CRM call center, customers are in touch in multiple ways that include phone, e-mail, Web chat, personal sales representative, Voice over Internet Protocol (VoIP) and a host of others. CRM call centers help companies realign their entire organization around customers. CRM helps the company identify most valuable customers and understand their lifetime values. Using CRM, the call centers design the organization systems and service to best meet the needs of customers and maximize their value. CRM is intended for long-term relationship building.

1.5.9 Telemarketing Call Center

Telemarketing refers to the business or practice of marketing goods or services by telephone. It is the act of selling, promoting or soliciting a product over the telephone. Telemarketing call center is specialized in developing and implementing professional inbound and outbound B2B and B2C telemarketing. Combining the best of personnel, processes and progressive technologies, the telemarketing call centers serve as highly reliable specialist resource for organizations seeking outstanding performance and results. The telemarketing call centers provide customized telephone services that reveal the valued techniques used by successful telephone sales and support professionals.

The call centers are staffed 24 x 7 and 365 days and they totally concentrate on using the tactical skills and effective processes during inbound and outbound call process.

1.5 PHONE CALL CENTER

The phone call centers provide 24 x 7 answering and business services that help keep the customers satisfied. This is essential as the call centers could be losing customers because of not answering the phone when they called and also as they expect answers to questions immediately. The customers expect the call centers to work around their busy schedules. The call centers are equipped with top-of-the-line communications technology. The phone call centers focus on building trust and understanding with every interaction between the company and its customers. They go beyond mere data gathering to give the customers, timely information that supports rapid decision-making. The employed are trained to convey the rightful impression of the company.

1.6 ATTRITION IN BPO INDUSTRY

Attrition can be defined as "A reduction in the number of employees through retirement, resignation or death" and also we can say it as "The rate of shrinkage in size or number". To calculate attrition rate of a company there is no standard formula because of certain factors as:
· The employee base changes each month.
· In some cases, attrition of poor performers may also not be treated as attrition.

1.6.1 Calculating attrition rate

Attrition rates can be calculated using a simple formula:

\[ \text{Attrition} = \left( \frac{\text{No. of employees left in the year}}{\text{average employees in the year}} \right) \times 100 \]

The BPO industry in the country which is expected to employ around one million people by 2008 is facing the challenge of finding quality human resources given the current attrition rate of around 50 percent. Analysts say attrition rates vary by 20%-40% in some firms, while the top ones averages at least 15%. Mercer India said the industry should look beyond the traditional areas of recruitment and some thought should be given to deploy physically challenged people and housewives. The reasons for the high rate of attrition was due to various factors like salary, work timings, other career options, adding that there is always the danger of costs increasing while billing rates decline. With 245,100 people employed at the end of March 31, 2004, the industry witnessed a hiring growth rate of about 40-42 percent. On the hiring front, the industry absorbed about 74,000 people in 2003 despite the attrition rate of 45-50 percent being a matter of concern.

The National HRD Network mentions that the attrition rates in IT-enabled business process outsourcing sector have come down from the 30-33 percent to about 25 per cent.

1.6.2. Attrition of different countries

Source: collected from different sources by the researcher

1.6.3. Attrition Rates in Indian Call Centers

The figure is alarming as both the quit rates i.e.: the total average percentage of employed manpower that resigns during the year 2013 for all BPO sector organizations (20 %) and the Total Turnover is manpower turn over percentage for the entire BPO industry (39 %) is very high. This is definitely a cause for concern.

II. OBJECTIVE OF THE STUDY

For any kind of research work or study the objectives must be determined. It shows the way to achieve desired goals. Attrition in BPOs is a common phenomenon in India, and it is more in voice process than non-voice due to numbers of interrelated factors. It not easy to evaluate a single independent reason which is the only reason of attrition in a call center in India. Hence the researcher in this paper has one major objective and three sub-major objectives.
a) Major objective
To find out if there is any specific relation between the Male and Female genders of the employees’ and attrition in a call centre?

b) Sub-major objectives
I. To find out the role of Post-Graduate employees in attrition
II. To find out the role of Graduate employees in attrition
III. To find out the role of Under-Graduate employees in attrition

2.1 HYPOTHESIS OF THE STUDY
Hypothesis 1 Correlation between gender and attrition.
H0 The attrition and gender are negatively correlated.
H1 the attrition and gender are positively correlated.

Hypothesis 2 Correlation between education and attrition.
H0: The attrition and academic qualification are negatively correlated.
H1: the attrition and academic qualification are positively correlated

2.2. NEED OF THE RESEARCH
Most research in the BPO sector has addressed only specific problems related to its environmental analysis like challenges, growth and opportunities, the problem of attrition, the HRM systems, and issues of job stress, job satisfaction, individual performance etc. but not much inclusive and structured work has been done in the domain of BPO sector and no systematic and comprehensive work has been found that collaborates all the facets viz. attrition, retention, employee motivation, involvement etc to combat the most smoldering problem of the present times i.e. attrition. Another interesting thing that emerged from prior researches and focused group interviews taken for pilot survey is that reducing attrition may not always mean increasing retention. Attrition may reduce if the negative characteristics of the job are taken care of. However, that does not mean employees increase their willingness to stay in the same organization. Thus different set of factors emerged for attrition and retention respectively. Looking at the big picture of the much realized potential of the BPO industry in India and the impending curse of attrition in this sector, it can be confidently said that the problem cannot be overlooked. There is a dire need of tackling the problem of attrition in the BPO industry of India and for this employee motivation has been chosen as an effective tool. There is need to develop a concurrent strategic method, an innovative development paradigm that can be utilized to curb the ever-increasing attrition rate in the BPO industry. Thus the need for this study can be clearly defined in two points:
1. Attrition is a burning problem for the promising industry of BPO, especially because it fails to tap the full utilization of the human resources and wastes much of its time, money and resources due to this.
2. Dearth of motivation among the BPO employees is one of the bitter truths that is responsible for the attrition in this sector, and it is time we enhanced it in the BPO sector.

2.4. SIGNIFICANCE OF THE RESEARCH
There is no disputing that call center technology has a tremendous impact on the conduct of business in the world today. The steady advance of technology, the complexity of business operations and the need for constant growth are conditions that require core competence in too many functional areas. For this reason, a call center is gaining more importance in today’s complex business. But the major problem of with call center is the job satisfaction among their agents and their consequence in absenteeism, turnover and attrition.

Attrition is the biggest problem faced by BPOs these days. Attrition rate in BPO is more than the attrition rate in any other sector. It is very important to control this attrition rate. Many retention schemes are applied in BPOs for retention. The impacts environment in which the employees are working affect the satisfaction level of these employees leads to retention. However, different needs of employees in call centers have not been researched as extensively within the Indian context.

1. By the help of this research, we can know the gender pattern and its attrition in Indian domestic call center
2. We can also know the relationship between the qualifications and related attrition level in Indian domestic call center.
3. The study of different needs of employees in call center even helps in knowing the relationship between different needs and absenteeism of employees.
4. Through this study we can also explore the actual relationship between different needs of employees and turnover of employees.

By doing so, more knowledge can be achieved about the true pictures of Indian call center industry. This study is also considered to be useful to various parties such as further researchers, students, teachers, call centers, general individuals etc.

2.5. RESEARCH METHODOLOGY
The general intent of this research is to present a descriptive and analytic study attrition in a domestic call center. Therefore a systematic and organized methodology will be obtained for the research study. An analysis of the secondary data collected from the call centers in Bhubaneswar, Odisha for the year. The population for this study comprised of employees who left the call centers working in various BPOs in Odisha. A sample size of 281 was collected for this study.

The qualifications are post-graduate, graduate and under-graduate employees of both male and female are tabulated systematically.

The salary level ranges between Rs. 4500 to 6300 per month. The tabulated data is tested by formulation and testing of Hypothesis, which is tested by Chi square test to find the relation between the different attributes and related attrition level. For further analysis a line graph procedure is used to visualize the comparative figures of attritions by different sample groups.

2.5.1. Descriptive and Analytical type of research methodology
a. Descriptive method
It is a fact – finding investigation with adequate interpretation. It is the simplest type of research. It is more specific than an exploratory research. It aims at identifying the various factors associated with attrition in a domestic call center. It can highlight important methodological aspects of data collection and interpretation. The information obtained may be useful for prediction about areas of demographic traits associated with attrition. They are valuable in providing facts needed for planning of recruitment and selection program.

b. Analytical study

It is a procedures and techniques of analysis quantitative data. It may consist of a system of mathematical models or statistical techniques applicable to numerical data. Hence it is also known as Statistical Method. It aims at testing hypothesis and specifying and interpreting the relationships. It helps in optimization of the study and also helps in finding out the relationship between gender, qualification and attrition in domestic a call center.

Being the researcher I have to followed the secondary data for conducting the study.

III. REVIEW OF LITERATURE

The area of research is quite important as not much research papers are Published based on how gender and qualification are associated with the attrition in a domestic call center. But there have been many articles related attrition in IT/ITES, in Indian context. Some of the recent research papers highlight the problems faced by call centers are as follows.

1. Rajeev Menon (MeritTrac Innovation & Product Management Head)
The Indian BPO industry, which provides millions of jobs, is embracing employee-friendly policies. The Indian BPO industry, which provides millions of jobs, is embracing employee-friendly policies such as job enrichment and innovative pay structures to arrest high attrition levels, say HR experts. Going by estimates, attrition levels in this industry is in the 30%-55% range. "Attrition levels in the BPO industry is much higher compared to many other industries and today we see this rate to be tottering around 50-55%," Menon added. Merit Trac is a talent assessment firm. Faced with high attrition rates, BPO players are making significant investments in resources and employee welfare services apart from adapting well-designed processes for performance review”.

"Job enrichment/enhancements, training programmes and innovative pay structures are being offered. Employee benefits have enhanced and some of the BPOs are offering offshore assignments which are acting as a motivation for many”.

2. Vidur Gupta (Spectrum Talent Management Director)
Indian BPO industry has started to consider employing various strategies including increasing the absolute numbers of skill pool availability, bringing training and access to niche skills to a larger group of trainable population, setting up businesses in rural areas. "Over the past few years Indian BPO industry is facing stiff competition from BPO service providers in Philippines, Ireland, Brazil, Canada and Poland and one of the reason is that these countries are able to provide cost-effective alternatives.”

As per the consulting firm, India's BPO/KPO sector employs a workforce of 1.98 million directly and 7.5 million indirectly. One of the reasons cited for BPO jobs moving away to foreign shores such as Philippines is rise in Indian salary levels

3. According to executive search firm Mancer Consulting, attrition rates in the BPO/KPO sector has been above 30%. "In the last five years, India has lost one million jobs in the customer contact business to countries like the Philippines. Over 40,000 jobs were lost to Egypt itself from 2008-2013.”

4. BPO VOICE: It’s no secret, that almost all the call centers, throughout the world, are plagued with one common problem – How to manage high attrition rate ?
High attrition means hiring new agents and training them all over again and that eats into a company’s profits like anything. Successful call centers boast about having low rates of attrition and insist that, it is something which should be avoided at any cost. However, it’s easier said than done.

Before we try to address its solution, we need to understand why does that happens. This usually happens because of three 3 reasons. These are not easy issues to resolve, and needs a creative approach to address them. Let’s try and address them below.

Dissatisfaction with the job / profile – Most of the times, the entry level job is quite monotonous, least creative and doesn’t challenge the intellectual skill set of an agent. An agent could be dissatisfied as his present profile may not be offering him enough scope of growth either vertically or horizontally. As a manager, the first thing you need to identify is – if there is really a mismatch between an agent’s capability and his profile. If such is the case, you can assign him more challenging job responsibilities. You can even consider a recommendation for him in internal job postings. It is also important to ensure, that the agent has not been shown a rosy picture while hiring. He should have been made clear about his job and work responsibilities from the very start. A clarity about the job profile helps one, overcome the mismatch of expectations.

Dissatisfaction with the salary – Salary is one thing with which an agent can never ever be satisfied. The desire to have more and more never gets sated. In addition to it, many a times a competitor tries to poach your talent by offering attractive salaries and that disturbs the market dynamics. Salary will always remain a tricky issue where in you can’t do much apart from showing the agent his long term benefits and career prospects. Another
way out is, offer or increase the incentives. Incentives too should be designed in such a way that they should be able to motivate the agents to outsmart their own previous records. Dissatisfaction with the working atmosphere which includes co workers or higher management – This is another major reason where in an agent decides to quit due to some office level politics or uneasy relation with the management which is usually his reporting bosses. This situation needs a lot of coaching and counseling and moreover you also need to check if the reporting manager too needs an audience .There will always be two sides of the story and you need to satisfy both the parties. Offer constructive feedback, organize team building workshops and so on. In the end, it boils down to, coordination, displaying leadership skills and efficient working within the team. Attrition rate leads to repeat expense and efforts should be made to have specialized people to handle the same. If a call center can lower its rate of attrition , it will lead to huge savings, happy work atmosphere where in the both the center and the agents will be in a win/win situation.

IV. PRESENTATION OF EMPIRICAL DATA OF ATTRITION

4.1. TABLE 1

<table>
<thead>
<tr>
<th>QUALIFICATION GENDER</th>
<th>UNDER-GRAD</th>
<th>GRADUATE</th>
<th>POST-GRAD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>52</td>
<td>46</td>
<td>63</td>
<td>161</td>
</tr>
<tr>
<td>FEMALE</td>
<td>30</td>
<td>20</td>
<td>70</td>
<td>120</td>
</tr>
<tr>
<td>TOTAL</td>
<td>82</td>
<td>66</td>
<td>133</td>
<td>281</td>
</tr>
</tbody>
</table>

Source: secondary data collected by researcher for the year 2015

4.2. LINE GRAPH 1

V. ANALYSIS OF DATA

On the basis of table 1, the chi-square statistic is 10.7602 at .05 level of significance. The p-value is .004607. The result is significant at $p < .05$, which rejects the null hypothesis (H0) i.e. the attrition and genders are negatively correlated. Hence it accepts the alternate hypothesis H1 i.e. the attrition and gender are positively correlated.

On the basis of graph 1, the

- The attrition rate of male Post graduate employees are more than that of females of same qualification.
- The attrition rate of male graduate candidates are more than that of females of same qualification.
- The attrition rate of under graduate female are more than that of males of same qualification.

VI. MAJOR FINDINGS

As per the hypothesis and chi square test the finding says that there is a gender base attrition in a call center. The number of male employees who left the job are more than that of female employees. As per the qualification, maximum of the attrition is associated with undergraduates. Among the undergraduates, the female employees are having a maximum share in the number of attritions. In rest two qualifications the male employees are responsible for more attrition than the female employees.

VII. CONCLUSION

As the attrition is the major factor for the growth and prospect of the BPOs, especially in domestic call centers. The focus shall be to recruit more graduates than that of post graduate and undergraduates to save the expenses on training and grooming them for the operation. More over the undergraduate female employees are more responsible for the attritions in a call centre; hence there shall be a critical analysis on how to keep them motivated and short out their problems.

VIII. LIMITATIONS

The research study may be limited to a few aspects.
- Firstly, the study has considered only limited variables while assessing attrition, retention, and other perceived attitudes of the employees.
- Secondly, measuring attitudes of the employees is quite subjective. Although great care will be taken for precision, yet there may be certain gaps which need to be rectified.
- Thirdly, the model needs to be tested on a larger dataset.

IX. SCOPE FOR FURTHER RESEARCH

It should be noted that the study was conducted in few call center in Bhubaneswar. Further research can be
conducted by adding a couple of more call centers’ in rest part of eastern India or more geographical locations.

The study can be replicated in other sectors where attrition has become a common problem.

IT industry has close similarities with that of a BPO industry with an equally alarming rate of attrition. Similar study can also be done in sectors like hospitality, infrastructure, retail, education etc. as intrinsic motivation becomes a pillar for performance, loyalty and eventual sustenance almost everywhere.

REFERENCES

JOURNALS

BOOKS

WEBSITES