



A STUDY ON EMPLOYEE ATTRITION AND RETENTION STRATEGIES IN ALLSET BUSINESS SOLUTION COMPANY

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ABSTRACT

Employee attrition is a major challenge in the Business Process Outsourcing (BPO) sector, especially among telecallers handling banking customer complaints for clients such as SBI and HDFC. This study examines the factors influencing employee attrition at Allset Business Solutions and suggests strategies to improve employee retention. The study follows a descriptive research design and uses both primary and secondary data. Primary data were collected through structured questionnaires distributed to telecallers, while secondary data were gathered from journals, company records, and previous studies. The findings reveal that factors such as shift stress, low salary, high work pressure, lack of job security, limited career growth, and the repetitive nature of work contribute significantly to employee attrition. The study also highlights the impact of rotational and night shifts, emotional fatigue from handling customer complaints, and lack of recognition on employee satisfaction. It recommends flexible schedules, competitive pay, employee engagement initiatives, training programs, and recognition systems to reduce attrition and improve workforce stability.

KEYWORDS: Employee Attrition, Job Satisfaction, Tele Calling Working Environment, Employee Retention Strategies

1. INTRODUCTION

Employee attrition is a critical issue faced by organizations across various industries, particularly in the Business Process Outsourcing (BPO) sector. It refers to the gradual reduction of employees in an organization due to resignations, voluntary exits, or other reasons. High attrition rates can negatively impact organizational performance, increase operational costs, and reduce overall efficiency (Frye et al. 2018). The BPO industry is highly dependent on human resources, especially telecallers who handle customer interactions. In companies like Allset Business Solutions, telecallers play a vital role in managing customer complaints for major banking institutions such as SBI and HDFC. These employees act as the primary point of contact, ensuring that customer issues are addressed promptly and effectively. Therefore, their performance and stability are crucial for maintaining customer satisfaction and service quality (Fallucchi et al. 2020). Despite their importance, telecallers often face several challenges in their work environment. Irregular and rotational shift timings, particularly night shifts, disrupt their work-life balance and affect their physical and mental health. Additionally, the nature of the job involves handling a large volume of calls, often from frustrated or dissatisfied customers, which increases stress levels. Low salary packages, lack of incentives, limited career growth opportunities, and insufficient recognition further contribute to employee dissatisfaction (Raza et al. 2022; Arqawi et al. 2022; Chung et al. 2023).

Moreover, the repetitive nature of the job and lack of motivation from management can lead to reduced employee engagement. Many employees feel that their efforts are not adequately valued, which encourages them to seek better opportunities elsewhere. As a result, organizations experience high turnover rates, which leads to increased recruitment and training costs, loss of experienced employees, and reduced productivity (Kambhampati and Rao, 2024). Understanding the causes of employee attrition is essential for developing effective retention strategies. Organizations must focus on improving working conditions, offering competitive compensation, and providing opportunities for career advancement. Creating a supportive work environment and addressing employee concerns can significantly reduce attrition rates (Ganthi et al. 2021; Gazi et al. 2024). This project aims to analyze the major factors contributing to employee attrition among telecallers handling SBI and HDFC complaint processes at Allset Business Solutions. It also seeks to propose practical and effective retention strategies that can help improve employee satisfaction, reduce turnover, and enhance overall organizational performance. The study tests the following hypothesis:

- There is no significant association between working conditions and employee job satisfaction.
- There is no significant relationship between employee satisfaction and attrition rate in the organization.
- Employee retention strategies do not significantly influence employee satisfaction or turnover reduction.



2. RESEARCH METHODOLOGY

This study adopts a descriptive research design to analyze the factors influencing employee attrition among telecallers at Allset Business Solutions. The descriptive approach was chosen to systematically describe the working conditions, job satisfaction levels, and factors contributing to employee turnover in the organization. The study uses both primary and secondary data sources. Primary data were collected through structured questionnaires distributed among telecallers working in the SBI and HDFC complaint handling processes at Allset Business Solutions. The questionnaire included questions related to working conditions, job satisfaction, stress levels, organizational support, and employee retention factors. Secondary data were obtained from research journals, academic articles, company records, and previous studies related to employee attrition and retention in the BPO sector. The study was conducted among 70 telecallers working in Allset Business Solutions. The respondents were selected using a convenience sampling method, as they were readily available and directly involved in telecalling operations handling customer complaints. The collected data were analyzed using appropriate statistical tools to understand the relationship between variables. The following analytical methods were used:

- **Chi-square test** was used to examine the association between working conditions (shift timings, working hours, customer interaction, staff facilities, and organizational support) and employee job satisfaction.
- **Pearson correlation analysis** was used to study the relationship between employee satisfaction and attrition rate in the organization.

These statistical techniques helped identify significant relationships and patterns in the data. The study focuses on telecallers handling banking complaint processes at Allset Business Solutions. It aims to identify the key factors affecting employee satisfaction and attrition and to suggest suitable strategies to improve employee retention in the BPO sector.

3. ANALYSIS AND INTERPRETATION

3.1. Chi Square Test – Tabulation

Working Conditions	High Job Satisfaction	Low Job Satisfaction	Total (N)	χ^2 Value	p-value
Shift Timings	47	23	70	6.246	0.017*
Working Hours	51	19	70	82.656	0.000**
Customer Interaction	37	33	70	19.750	0.000**
Staff Facilities	54	16	70	21.661	0.000**
Organizational Support	61	9	70	8.0671	0.000**

The Chi-square analysis was conducted to examine the association between working conditions and employee job satisfaction among the respondents.

The results show that shift timings have a significant association with employee job satisfaction ($\chi^2 = 6.246$, $p = 0.017$), indicating that appropriate and manageable shift schedules contribute to higher satisfaction levels among employees.

Similarly, working hours ($\chi^2 = 82.656$, $p < 0.001$) show a highly significant relationship with job satisfaction, suggesting that reasonable and well-structured working hours positively influence employees' satisfaction.

The analysis also indicates a highly significant association between customer interaction and job satisfaction ($\chi^2 = 19.750$, $p < 0.001$). This implies that the nature of interaction with customers plays an important role in shaping employees' work experience and satisfaction.

Further, staff facilities ($\chi^2 = 21.661$, $p < 0.001$) demonstrate a strong relationship with job satisfaction, highlighting that adequate workplace facilities and amenities contribute to better employee morale.

Finally, organizational support ($\chi^2 = 8.067$, $p < 0.001$) is also significantly associated with employee job satisfaction, indicating that support from management and the organization enhances employees' overall satisfaction at work.

Overall, the findings suggest that working conditions including shift timings, working hours, customer interaction, staff facilities, and organizational support have a significant influence on employee job satisfaction. Improving these aspects can lead to higher employee satisfaction and better organizational performance.

**3.2. Pearson Correlation between Employee Satisfaction and Attrition Rate**

Variables	Employee Satisfaction	Attrition Rate	N	Pearson Correlation (r)	p-value
Employee Satisfaction	1	-0.62	70	-0.62	0.000**
Attrition Rate	-0.62	1	70	-0.62	0.000**

$p < 0.01$ indicates a statistically significant correlation.

The Pearson correlation analysis was conducted to examine the relationship between employee satisfaction and attrition rate in the organization. The results indicate a moderate negative correlation ($r = -0.62$, $p < 0.01$) between employee satisfaction and attrition rate. This suggests that as employee satisfaction increases, the attrition rate tends to decrease. Therefore, improving factors that enhance employee satisfaction can help organizations reduce employee turnover and retain talent more effectively.

4. CONCLUSION

Employee attrition remains a significant challenge in the Business Process Outsourcing (BPO) sector, particularly among telecallers who handle customer complaints for major banking clients such as SBI and HDFC. This study examined the key factors influencing employee attrition at Allset Business Solutions and explored possible strategies to improve employee retention and job satisfaction. The findings of the study reveal that several aspects of working conditions play an important role in determining employee satisfaction. Factors such as shift timings, working hours, customer interaction, staff facilities, and organizational support were found to have a significant association with job satisfaction. Telecallers often experience stress due to rotational and night shifts, high call volumes, and continuous interaction with dissatisfied customers. These challenges can negatively affect their physical and mental well-being, leading to reduced motivation and higher turnover. The Pearson correlation analysis further indicated a negative relationship between employee satisfaction and attrition rate, suggesting that higher levels of employee satisfaction can significantly reduce the likelihood of employees leaving the organization. Therefore, improving job satisfaction is essential for reducing attrition and maintaining workforce stability. To address these challenges, organizations should focus on implementing effective retention strategies such as flexible work schedules, competitive compensation packages, employee recognition programs, continuous training opportunities, and supportive supervision. Creating a positive work environment and addressing employee concerns can enhance motivation, increase job satisfaction, and reduce turnover. Overall, by adopting effective human resource practices and focusing on employee well-being, Allset Business Solutions can improve employee retention, strengthen organizational performance, and ensure long-term success in the competitive BPO industry.

5. REFERENCES

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