

DILEMMA OF AN HR MANAGER: A CASE STUDY ON BPO

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Perhaps one of the biggest drains on any call center budget is the agent attrition rate. It is a problem that has plagued the industry for decades. Often the executive team will try to address this issue in vain, trying to improve areas that have little or no bearing on agent attrition. With so many failed attempts at solving attrition, the problem persists. Often high attrition rates beget more attrition, resulting in poor customer satisfaction rates and lost sales opportunities. This case study sets out to identify the core problems of agent attrition and what solutions have been used to reduce attrition rates.

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INTRODUCTION

Ms. Deepika Jain was worried and thinking over a problem that has raised certain concerns over the attrition rate of the employees in her call center. Ms. Jain an HR Manager of a BPO named 7 dot 7 solutions private limited has been working for past 12 years in the same organization. The organization based in Indore city has a head office in Mumbai and branch offices in Gurgaon and Bangalore. The Founder Mr. Akash Dubey created the company way back in 2006, with mere 30 employees from Mumbai at that time and now escalated to more than 6000 employees all over India, in future they are planning to be a KPO with international reach. The Indore center has a very good cliental and were working upon the calls from a famous DTH service provider, EON D2H. With a call volume of variable amount depending upon the season and other factors need of executives was always there. But major issue was that they were not been able to answer so many calls due to lack of manpower many a time which lead to loss for the center.

Ms. Deepika is looking after the Indore center as an HR Manager and facing a huge problem regarding the attrition rate of the employees of the center. The magnitude of this problem was so severe that the center had 40 percent of attrition rate.

As the students of class 12th and graduation were the main aspirantsof their recruitment so they were quite prone to quit or switch jobs either due to their family issues, health issues or term examinations. Further employees faces issues regarding their shift timings and behavioral issues with the team leaders, supervisors and managers. Another major factor of high attrition rate was their competitors in the local Indore market as executives are willing to switch the organization at hike of mere ₹ 1000/-. The organization provides a comprehensive classroom and on the job training to the new joining for 45 days that too paid that added expenses to the company. And with an attrition rate of 40 percent' the expenses goes higher and higher as recruitment was continuous in the organization.

To eradicate the problem of attrition rate Ms Deepika had introduced several Motivational and

Monetary benefits for the employees that had worked for a little period of time but not permanent. Moreover the managers and team leaders are asked to be friendly with the employees and resolve their issues. However, plans like Rewards and penalties, weekly incentives, and recognitions for the outstanding performers were there to take care of the employees. Moreover the policies of the organization had been made easier, like change of shift timings was permissible also leaves were given to the employees for their examination purpose.

Another way that Ms. Deepika is working upon is to change the process of recruitment and introducing a sort of test that the candidate has to pass. So by selecting candidates that are more likely to pass training, they get more agents past that hump and onto the phone calls where they begin to provide value to their employer. Fewer candidates waste their own time in a career that they ultimately don't want. The center spends less money acquiring, recruiting and training agents. Performance goes up. Engagement goes up. Attrition goes down.

Now it is a big problem in the center to retain the employees for a longer period of time and make sure they don't lose any business because of less people at work. Ms. Deepika has to make sure that she conveys the requirements from the managerial level to the lower level employees and vice-versa and ensure lower attrition rate in the near future. So Ms. Deepika is in a fix what to do to resolve this ever ending issue.