

## An Empirical Study on Talent Erosion in the Global Sourcing Landscape with Specific Reference to BPMs Based in Rajasthan

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### ABSTRACT

*Increased globalization and resulting outsourcing of jobs, coupled with 'Demographic Dividend' of India, has helped the Indian BPM industry to reach its gigantic size today. However, a pressing concern of the industry is an alarming rate of employee turnover which has forced the leaders/managers of the industry to become more responsive towards the needs of its employees. The aim of this study is to explore the impact of High Engagement HR Practices on Talent Erosion in BPMs in the present scenario of global sourcing. Using Exploratory Factor Analysis, selected factors of talent erosion and high engagement HR practices have been reduced into five dimensions of talent erosion named as Substandard Nature of Job, Hostile Organisational Culture, Perceptual Factors, Unfavourable Work Conditions & Personal Factors and four dimensions of high engagement HR practices named as Monetary Incentives, Involvement in Managerial Policies, Career Advancement Policies and Work Environment respectively. The present study has been conducted by using Pearson's Correlation and Regression Analysis for testing research hypotheses. The findings of the study show that some high engagement practices are significantly associated with the factors of talent erosion in BPMs. The results offer management an elementary framework for the development of effective HR practices to control talent erosion in the era of globalisation.*

### INTRODUCTION

Globalization — a move towards a global economy where national boundaries become redundant — has changed the face of the world in which we live. Not only has it promoted the culture and concept of 'free trade and markets' but has also opened the doors to new employment opportunities by transferring the jobs to lower cost labour/production centres. The Indian Information Technology enabled Service- Business Process Management (ITeS-BPM) industry has been a major beneficiary of this 'flattening of world'. Increased globalization and resulting outsourcing of jobs, coupled with 'Demographic Dividend' of India, has helped the Indian BPM industry to reach its gigantic size today. This industry has played a pivotal role in projecting India's image as that of a global player in providing world class technology solutions and business services. The Indian BPM industry is the largest private sector employer in India and has reached a total employee base of 3.7 million in 2015-16. By 2020, the IT-BPM industry will hire more than 0.4 million candidates every year as reported by a study conducted by National Skill Development Corporation and NASSCOM. However, the industry is going through challenging times as far as demand for talent is concerned. Also, since BPM work is highly structured involving monotone workflows with high performance monitoring and erratic duty hours, it creates a stressful work environment for its young employees. They suffer from Burn-Out Stress Syndrome (BOSS) which has led to alarming rate of employee turnover in the industry in turn hampering the growth of the industry. The industry performance report released by NASSCOM in Dec 2013 indicated that the rate of attrition in the quarter closing December 2013 was as high as 32.3%. In order to create a positive work environment based on high commitment, flawless teamwork, collaborative excellence, 'out of box' business solutions and exceptional

### Key words

Talent Erosion, High Engagement HR Practices, BPMs, Globalisation

customer service, the leaders/managers of the BPM industry have started to respond towards the needs of its employees. This has led to the birth of high-engagement HR practices in the Indian BPM industry.

## LITERATURE REVIEW

With the advent of globalization, the knowledge and information based industry has attained a place of prominence in the Indian economy (Thite & Russell, 2007). As per the SWOT analysis of Indian BPM sector given by Raghunath & Panda (2013), the Indian service industry stood out vis-à-vis its western counterpart due to availability of abundant, English-speaking, pocket friendly workforce, and huge time difference, thereby ensuring lower response time which resulted in efficient and effective service. They also emphasize the fact that while the industry is growing very rapidly, a corresponding growth in infrastructural facilities still remains a question mark. Tamizharasi & Rani (2014) list out variables which induce stress amongst the employees of BPM industry, viz., enormous workload, repetitive nature of work, call volumes, insufficient holidays, etc. Budhwar, Luthar & Bhatnagar (2006) highlight the fact that jobs in Indian BPM industry are yet to be accepted as 'skilled' jobs by the society. All these factors add to the strain, trauma, anxiety and tension of the BPM employees, in turn hampering their productivity. In order to steer the employees in a positive direction, BPM companies have started working on various HR models to enhance the commitment and satisfaction levels of its employees. Several studies have been completed to this effect. Dwivedi, Kaushik & Luxmi (2014) conducted a research on relationship between organizational culture and commitment level of its employees in fifteen Indian BPM units. Similarly, Shah & Sharma (2007) studied the impact of job satisfaction on individual performance of employees in the BPM industry. Thirulogasundaram & Senthilkumar (2013) explores the factors of employee engagement in order to achieve organizational success in the industry. With the help of measured components available in the previous researches on employee engagement and its various aspects, the present paper focuses on role of high-engagement work environment specifically in the Indian BPM sector.

## RESEARCH OBJECTIVES

The main objective of the study is to analyse the factors affecting talent erosion and the impact of high engagement

HR practices on talent erosion in the context of BPMs based in Rajasthan.

- To determine the dimensions of talent erosion and high engagement HR practices.
- To examine the impact of high engagement HR practices on talent erosion in BPMS.

## HYPOTHESIS

The following hypothesis was framed based on the objectives of the study:

- H<sub>0</sub>: There is no significant impact of identified high engagement HR practices on identified dimensions of talent erosion in BPMs based in Rajasthan.
- H<sub>a</sub>: There is a significant impact of identified high engagement HR practices on identified dimensions of talent erosion in BPMs based in Rajasthan.

## RESEARCH METHODOLOGY

**Research Design:** The present study is empirical in nature based on descriptive research design to study and examine the impact of high engagement HR practices on talent erosion in the global perspective inside BPM sector. It is a cross-sectional research, consisting of a sample of the population of interest. The survey has been conducted under natural (un-manipulated) field conditions.

**Data Sources:** The data has been collected by administering questionnaire to low and middle level employees in the BPMs. The questionnaire was framed with a view to gather information on 24 items responsible for talent erosion and on 20 items of high-engagement HR practices contributing towards sustenance of employees, from the BPM industry. Respondents were asked to rate these items on a five point Likert scale [strongly disagree (SD) to strongly agree (SA)]. The secondary data was collected through research publications, standard journals, periodicals and web.

**Size of Sample:** The study has been based on low and middle level millennial employees working in the BPMs operating in the city of Rajasthan. A list of all the registered BPM companies was obtained from Sr. Dy. General Manager (SEZ &IT), Rajasthan State Industrial Development & Investment Corporation Ltd. who suggested that while most companies are focusing on better HR management and policies to draw rightly skilled talent



and retain it, BPMs with 500 or more employees have an effective HR landscape. With the help of Employee's State Insurance Corporation, seven BPMs in Rajasthan with more than 500 employees were identified and a total sample of 500 employees was drawn for the study proportionately on the basis of total employees in each BPM.

**Sampling Technique:** Proportionate Random sampling technique has been used to obtain the responses from the respondents.

**Data Analysis Approach:** In the present study, responses from respondents have been coded and tabulated in SPSS 22. For analyzing data, both Descriptive statistical techniques (average, standard deviation and Standard Error, etc.) and Inferential statistical tools (Cronbach's Alpha test, KMO and Bartlett's test of Sphericity, Exploratory Factor Analysis (EFA), Bi-variate Pearson's Correlation and Multiple Regression have been used. The tests have been conducted at 95 percent confidence level (or 5 percent level of significance).

## ANALYSIS AND DISCUSSION

The entire analysis of the study is divided into two parts – Dependent Factor, viz., Talent Erosion and Independent Factor, viz., High Engagement HR Practices. In the present study, five dimensions of Talent Erosion and four dimensions of High Engagement Practices were extracted using Exploratory Factor Analysis (EFA). To verify and analyze the impact of identified high engagement HR practices on talent erosion, Pearson's multiple correlation technique and Multiple Regression analysis have been applied. A significance value of less than 0.05 indicates the existence of significant relationship between the variables under study.

## APPLICATION OF EXPLORATORY FACTOR ANALYSIS

In the present section, exploratory factor analysis (EFA) has been applied to identify the underlying dimensions within the Talent Erosion (TE) and High Engagement HR Practices (HE). The factor loadings have been used to measure correlation between criteria and the dimensions. A factor loading close to 1 indicates a strong correlation between a criteria and dimension, while a loading closer to zero indicated weak correlation. The factors have then been rotated with the use of Varimax with Kaiser Normalization Rotation Method. Principal Component

Analysis (PCA) method has been used for factor extraction and only those factors whose values were greater than 0.4, have been interpreted.

The results of the findings of the exploratory factor analysis (EFA) on Talent Erosion (TE) and High Engagement HR Practices (HE) are presented as follows.

## Result of KMO and Bartlett's Test and Communalities Score

To measure the suitability of the data for factor analysis the adequacy of the data was evaluated on the basis of the results of Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy and Bartlett's Test of Sphericity (Homogeneity of Variance). The results showed that the KMO measure of sampling adequacy was 0.710 (Talent Erosion) and 0.651 (High Engagement HR Practices) so the data was fit for conducting the factor analysis in both the cases. Similarly, Bartlett's Test of Sphericity (0.00) was significant ( $p < .05$ ) which too revealed that sufficient correlation existed between the criteria to proceed with the application of exploratory factor analysis.

**Table 1 & 2: KMO and Bartlett's Test**

Talent Erosion (TE): KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of Sphericity	Approx. Chi-Square	276.298
	df	78
	Sig.	.000

High Engagement HR Practices (HE): KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.651
Bartlett's Test of Sphericity	Approx. Chi-Square	129.935
	Df	78
	Sig.	.000



Considering the results of factor analysis it was observed that all the extracted communalities were acceptable for both Talent Erosion and High Engagement HR Practices and both dimensions are fit for the factor solution as their extraction values are large enough. Factor loadings were used to measure correlation between dimension and the selected criteria.

**Table 3 & 4: Communalities**

Talent Erosion (TE): Communalities		High Engagement HR Practices (HE): Communalities	
Criteria	Extraction	Criteria	Extraction
Ineffective Supervision	.648	Interaction with Management	.696
Irregular Work Hours	.439	Salary	.695
Poor Mentoring	.473	Designing of Appraisal	.614
Personal Reasons	.740	Positive Work Culture	.713
No Career Growth	.658	Career Management	.567
Low value of BPM job	.667	Future Planning with Management	.756
Power & Politics	.428	Provision of Amenities	.698
Monotonous Desk Work	.645	Provision of Adequate Resources	.569
Lack of Self-Motivation	.813	Training & Coaching	.582
Lack of Specialised Skill	.739	Recognition	.557
Social Isolation	.662	Flexible Work Hours	.549
Repetitive Nature of Work	.783	Stay Interviews	.755
Unsatisfactory Work Conditions	.621	Interdepartmental Work Exposure	.608
Extraction Method: Principal Component Analysis.		Extraction Method: Principal Component Analysis.	

### Results of Total Variance Explained for the Talent Erosion (TE) and High Engagement HR Practices (HE)

In the total variance of Talent Erosion (TE), the first five components (factor) in the initial solution have an Eigen values over 1, and it accounted for about 63.96 per cent of the observed variations considering the opinion of the employees on Talent Erosion (TE) of the selected BPM companies.

Similarly in the total variance of High Engagement HR Practices, the first four components (factor) in the initial solution have an Eigen values over 1, and it accounted for about 56.41 per cent of the observed variations considering the opinion of the employees on High Engagement HR Practices (HE) adopted by selected BPM companies.

**Table 5 & 6: Total Variance Explained**

Talent Erosion (TE): Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.157	24.287	24.287	3.157	24.287	24.287	2.987	22.978	22.978
2	1.651	11.933	36.22	1.551	11.933	36.22	1.551	11.931	34.908
3	1.314	10.109	46.33	1.314	10.109	46.33	1.329	10.226	45.134
4	1.189	9.146	55.476	1.189	9.146	55.476	1.282	9.861	54.995
5	1.103	8.483	63.959	1.103	8.483	63.959	1.165	8.964	63.959
Extraction Method: Principal Component Analysis.									

High Engagement HR Practices (HE): Total Variance Explained								
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance
1	2.002	20.401	20.401	2.040	20.401	20.401	1.676	16.892
2	1.51	13.618	34.019	1.3618	13.618	34.019	1.487	13.441
3	1.363	11.485	45.504	1.1485	11.485	45.504	1.466	13.28
4	1.303	10.911	56.415	1.0911	10.911	56.415	1.406	12.802
Extraction Method: Principal Component Analysis.								

### Results of Rotated Component Matrix of Talent Erosion (TE) and High Engagement HR Practices (HE)

**Talent Erosion (TE):** It became clear that in the factor of Talent Erosion (TE) where the four measured variables viz., Lack of Specialised Skill, Repetitive Nature of Work, Social Isolation and Monotonous Desk Work were found as more correlated with component 1. Similarly, three measured variables viz., Ineffective Supervision, Poor Mentoring and Power & Politics were found as more correlated with component 2. In component 3, two measured variables viz., No Career Growth and Low value of BPM job were found as more correlated. Moreover, component 4 comprises of two construct variables namely, Irregular Work Hours and Unsatisfactory Work Conditions. The component 5 includes two construct variables namely Lack of Self-Motivation and Personal Reasons.

**High Engagement HR Practices (HE):** It became clear that in the factor of High Engagement HR Practices (HE) where the three measured variables viz., Provision of Amenities, Provision of Adequate Resources and Salary were found as more correlated with component 1. Similarly, four measured variables viz., Future Planning with Management, Interaction with Management, Designing of Appraisal and Training & Coaching were found as more correlated with component 2. In component 3, three measured variables viz., Career Management, Stay Interviews and Interdepartmental Work Exposure were found as more correlated. Moreover, component 4 comprises of three construct variables namely, Flexible Work Hours, Recognition and Positive Work Culture.

**Findings of EFA:** In the present study, two dimensions namely Talent Erosion and High Engagement HR Practices are evaluated and two different models have been derived by applying Exploratory Factor Analysis (EFA). For the dimension Talent Erosion, five latent variables have been extracted named as Substandard Nature of Job, Hostile Organisational Culture, Perceptual Factors, Unfavourable Work Conditions and Personal Factors. Similarly, for the dimension High Engagement HR Practices, four latent



Table 7 & 8: Rotated Component Matrix

Talent Erosion (TE): Rotated Component Matrix					
Measured or construct variable	Component				
	1	2	3	4	5
Lack of Specialised Skill	0.892				
Repetitive Nature of Work	0.877				
Social Isolation	0.808				
Monotonous Desk Work	0.749				
Ineffective Supervision		0.664			
Poor Mentoring		0.653			
Power & Politics		0.608			
No Career Growth			0.751		
Low value of BPM job			0.711		
Irregular Work Hours				0.774	
Unsatisfactory Work Conditions				0.732	
Lack of Self-Motivation					0.755
Personal Reasons					0.72
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization. <sup>a</sup>					

High Engagement HR Practices (HE): Rotated Component Matrix				
Measured or construct variable	Component			
	1	2	3	4
Provision of Amenities	0.83			
Provision of Adequate Resources	0.674			
Salary	0.528			
Future Planning with Management		0.853		
Interaction with Management		0.842		
Designing of Appraisal		0.814		
Training & Coaching		0.71		
Career Management			0.692	
Stay Interviews			0.654	
Interdepartmental Work Exposure			0.624	
Flexible Work Hours				0.713
Recognition				0.7
Positive Work Culture				0.534
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization. <sup>a</sup>				
a. Rotation converged in 6 iterations.				

variables have been extracted and named as Monetary Incentives, Involvement in Managerial Policies, Career Advancement Policies and Work Environment



Figure 1: Extracted dimensions of Talent Erosion (TE)

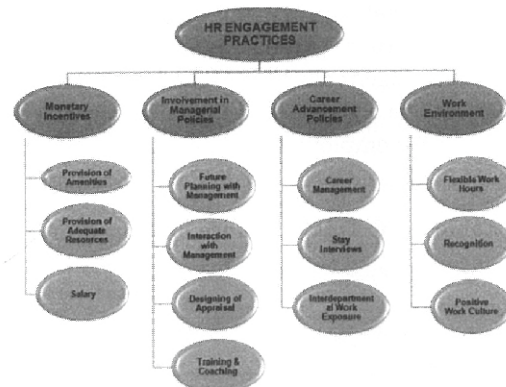


Figure2: Extracted dimensions of High Engagement HR Practices (HE)

Relationship between dimensions of talent erosion and dimensions of high-engagement HR practices

### Multiple Correlation Analysis

Bivariate correlations have been compared between the latent factors causing talent erosion and latent factors of high engagement HR practices in the following table:

**Table 9: Correlations between dimensions of talent erosion and dimensions of high engagement HR practices**

High Engagement HR Practices Talent Erosion	Monetary Incentives	Involvement In Management Policies	Career Advancement Policies	Work Environment
Substandard Nature of Job	-.453	-.368	-.567*	-.670*
Hostile Organisational Culture	-.757*	-.764*	-.805*	-.656*
Perceptual Factors	-.679*	-.610*	-.687*	-.561*
Unfavourable Work Conditions	-.662*	-.635*	-.736*	-.673*
Personal Factors	-.065	-.056	-.081	.002

\* Correlation is significant at the 0.05 level (2-tailed)

With the help of above table we can infer that significant negative correlations exist between:

- Substandard Nature of Job
  - Career Advancement Policies
  - Work Environment
- Hostile Organisational Culture
  - Monetary Incentives
  - Involvement in Management Policies
  - Career Advancement Policies
  - Work Environment
- Perceptual Factors
  - Monetary Incentives
  - Involvement in Management Policies
  - Career Advancement Policies
  - Work Environment
- Unfavourable Work Conditions
  - Monetary Incentives
  - Involvement in Management Policies
  - Career Advancement Policies
  - Work Environment

### Multiple Regression Analysis

Regression Analysis has been carried out involving each of the five latent variables of Talent Erosion as dependent variables and the four identified dimensions of high-engagement HR practices as the independent variables. On the basis of the above analysis, four regression models have been constructed (as shown in Table 10). Since only statistically significant contributors in the constructed equation to be included, 'stepwise' method of regression has been used. Under this method, the software sequentially looks into the correlation matrix and chooses

the independent variables which have the highest Pearson Correlation with the dependent variable from highest to lowest levels of prediction. Once the software locates a non-significant predictor, the analysis terminates. This leaves with the model of significant contributors only. The results presented in table10 highlights the specific high engagement HR practices which explain the variation in specific component of 'talent erosion' in the BPM industry of Rajasthan. The results of regression analysis reveal rejection of null hypothesis and acceptance of alternative hypothesis in four out of five components of talent erosion. In other words, fit has been observed between four out of five components of talent erosion and dimensions of high engagement HR practices.

The multiple correlations coefficient, R can be considered as a measure of the quality of prediction of the dependent variable 'Talent Erosion'. The R<sup>2</sup> value is the proportion of variance in the components of talent erosion that can be explained by the dimensions of high-engagement HR practices. For example, in the case of substandard nature of job, R<sup>2</sup> value of 0.471 indicates that according to the responses given by the BPM employees, dimensions of high engagement HR practices can only curb 47.10% of attrition happening due to the perception of substandard nature of job (Table 10).

The F-ratio reflects whether the overall regression model is a good fit for the data. Table 10 depicts that the dimensions of high engagement HR practices (independent variables) significantly predict how the talent erosion from the BPM on account of substandard nature of job, hostile organizational culture, perceptual factors and unfavourable work conditions can be controlled. The respective regression models are, therefore, a good fit of the data. The models have been constructed by using standardized coefficients since the data is cross sectional in nature. In order to test the statistical significance of each of the dimensions of HR practices, significance of the t-value is also given in Table 10. Since all the values are less than 0.05, it indicates existence of significant negative relationships.

Table 10 indicates the existence of significant relationships between dimensions of dependent (Talent Erosion) and independent (high-engagement HR practices) variables. This has been inferred from significance of t-value, which is less than 0.05 in all the cases.



Table 10: Regression Analysis

Dimensions of Talent Erosion	Dimensions of high-engagement HR practices	R	R <sup>2</sup>	F (sig.)	Constant	Standardized Beta Co -efficients	t (sig.)
Substandard Nature of Job	Work Environment	.686	.471	.000	6.283	-.532	.000
	Career Advancement Policies					-.202	.000
Hostile Organizational Culture	Career Advancement Policies	.869	.755	.000	7.775	-.315	.000
	Monetary Incentives					-.227	.000
	Involvement in Management Policies					-.288	.000
	Work Environment					-.168	.000
Perceptual Factors	Career Advancement Policies	.744	.554	.000	7.514	-.300	.000
	Monetary Incentives					-.323	.000
	Work Environment					-.118	.006
	Involvement in Management Policies					-.101	.041
Unfavourable Work Conditions	Career Advancement Policies	.792	.628	.000	6.731	-.307	.000
	Work Environment					-.294	.000
	Monetary Incentives					-.166	.000
	Involvement in Management Policies					-.148	.001

With the help of above table, following four linear equations of regression can be constructed:

Substandard Nature of Job = 6.283 - 0.532 WE - 0.202 CAP

Hostile Organisational Culture = 7.775 - 0.315 CAP - 0.227 MI - 0.288 IMP - 0.168 WE

Perceptual Factors = 7.514 - 0.300 CAP - 0.323 MI - 0.101 IMP - 0.118 WE

Unfavourable Work Conditions = 6.731 - 0.307 CAP - 0.166 MI - 0.148 IMP - 0.294 WE

where,

CAP stands for Career Advancement Policies

MI stands for Monetary Incentives

IMP stands for Involvement in Management Policies

WE stands for Work Environment

#### Interpretation of and Findings from Regression Equations

##### Equation I

Substandard Nature of Job = 6.283 - 0.532 WE - 0.202 CAP

In the above linear regression model, pessimistic dimension of substandard nature of job is inversely related to work environment and prevalent career advancement policies in a BPM company. The above equation reflects that by provision of flexible work hours, recognition, positive work culture, clearly chalked out career management guidelines, stay interviews and interdepartmental work exposure, the management of a BPM company can resolve the issues of repetitive nature of work, lack of specialized skills,

monotonous desk work and social isolation of its employees.

#### Equation II

Hostile Organisational Culture =  $7.775 - 0.315 \text{ CAP} - 0.227 \text{ MI} - 0.288 \text{ IMP} - 0.168 \text{ WE}$

The hostile organizational culture of a BPM firm which includes dissatisfaction amongst its employees due to power and politics, poor mentoring and ineffective supervision can be reversed by offering adequate career advancement policies, handsome salaries along with amenities and resources, opportunities to interact, plan and design appraisals with the senior managers. Organising various training and coaching programs also go a long way in correcting the hostile culture within the workplace.

#### Equation III

Perceptual Factors =  $7.514 - 0.300 \text{ CAP} - 0.323 \text{ MI} - 0.101 \text{ IMP} - 0.118 \text{ WE}$

A BPM job is perceived as a temporary arrangement for fresh graduates since society attaches very low value to it in terms of career growth of an individual. It is a common perception that a BPM employee is not highly qualified and does not possess any specialized skill. While attractive monetary perks and incentives provided by the BPM companies keep the young employees adequately motivated, lucrative career growth options also encourage them to continue working in the rapidly growing BPM industry.

#### Equation IV

Unfavourable Work Conditions =  $6.731 - 0.307 \text{ CAP} - 0.166 \text{ MI} - 0.148 \text{ IMP} - 0.294 \text{ WE}$

Irregular working hours and unsatisfactory work conditions increase the employee's possibility of quitting his job and relocating to either a different company in the same industry or a different industry altogether. Almost any HR engagement practice, be it in the form of provision of monetary incentives, promotion of involvement of employees in the managerial policies of the company, formulation of new and modification of career advancement policies, creation of healthy work environment, etc., all go a long way in arresting the alarming rate of talent erosion from the BPM industry.

## CONCLUSION

In the light of the above research, it can be concluded that the manpower-intensive Indian BPM companies need to rewire their HR strategies in order to focus on talent excellence. In fact, some of the companies in the industry have already adopted a novel organizational hierarchy where HR ceases to exist as a separate department, instead it is amalgamated with the operational set up. Since operations managers are better aware of the plight of the employees in their team, they are able to deal with tricky situations involving their subordinates with greater empathy. The management of new crop of BPMs is already channelizing its time, efforts and resources towards creating a positive synergy in an environment where most clients call to complain or seek redressal, thereby elevating the stress levels of the employees. The study also highlights that in the overtly competitive global sourcing arena, where retaining talent is a challenge, a well-designed onboarding strategy also lends competitive edge to most companies. The employees respond positively to counter-offers by their existing employers. The strategy of counter-offers makes employees feel valued and they are motivated to stay back. More often than not, these counter-offers are coupled with additional responsibilities to support business continuity. This creates a win-win for the BPM industry and its millennial employees.

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