



ROLE OF STRESS AND INTENTION TO STAY AMONG BPO EMPLOYEES

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ABSTRACT

Business Process outsourcing (BPO) provided possibilities for employment to a large variety of persons with numerous talent units in India. The enterprise is plagued with the aid of high employee attrition it gives sleepless nights to Human Resources managers. However, maximum BPO groups are laid low with high attrition. Although studies on attrition have examined topics such as factors affecting stress, types of stress and turn over intention, little is known about stress and employees intention to stay in an organization. In particular, researchers have not thoroughly considered employees staying decisions and the stress they under go in the organization. This is one of the important issue in a BPO organization. The methodology of the study is based on qualitative study. This paper contributes to find the relationship and impact of stress on intention to stay of BPO employees in Bengaluru. The study helps the industry to control the attrition which leads to high attrition rate.

Keywords: Attrition, Stress, Intention to stay, BPO industry

Introduction

In India, Business Process Outsourcing (BPO) is the quickest growing phase of the ITES (Information Technology Enabled Services) industry. Factors inclusive of the economic system of scale, enterprise risk mitigation, fee advantage, utilization development and

superior competency have all result in the growth of the Indian BPO enterprise. Business system outsourcing in India, which started around the mid-90s, has now grown through leaps and limits. India is now the world's desired marketplace for BPO companies, among the different competition, inclusive of Australia, China, Philippines, and Ireland. The BPO increase in India is credited to cheap exertions prices and India's huge skills pool of skilled, English-speaking specialists. Research with the aid of the National Association of Software Services and Companies (2016) has discovered that fine orientation amongst main BPO groups, 24/7 services, India's specific geographic region and the investor friendly tax structure in India have all made the BPO industry in India very popular.

India has witnessed an ancient economic increase through the emergence of the business process outsourcing quarter. They offer outstanding employment possibilities and it's miles normally the youths and seniors citizen who work in this zone. This quarter is classified as provider sectors and consumer pride is the focal factor for them. In India, the BPO is growing hastily. Almost each month. In this sectors, the demand for skilled personnel is very high. Everyday youths have become new process gives. While this working gives them with vast cash, in addition, they look for profession options. Indian teenagers who are operating in BPO view their employment as a brief time period profession and by no means don't forget it as a long time profession. The smooth availability of BPO jobs is handiest a supply of smooth money until the time there is a no different supply of monetary aid or gainful employment. The real property of the organization are committed employees. However, employers are not able to recognize the motives for worker goal to live. Many BPO managers have little understanding of the impact of stress on intention to stay. The overabundance task possibilities in this sector and other sectors have on one aspect spread out the gateway for teens employment; but on the other side, encouraged job changing option.

Likewise human resource management has bunches of difficulties in present day focused world and particularly on account of BPO segment. Attrition is a noteworthy issue for an association which influences the association. Today with various open doors accessible and workers being willing to go for broke. Numerous people will change their occupation a great deal more as often as possible than some time recently. It is discovered that numerous workers leave their employments at the passage level (Live Mint, 2015). In the event that the representatives quit the occupation the cost acquired for those workers amid enlistment and determination, preparing and improvement will end up noticeably sit still cost for the organization from which there will be no arrival to the organization. For which again the

organization need to spend extra cash to look for enrollment of representatives to satisfy those opening happened.

This shows an effect on attrition rate of the organization. Attrition rate indicates how frequently the representatives at a position of business change through the span of a month. Typically organizations lean toward a low attrition rate, yet the rates vary in light of the business.

Organizations frequently wrongly guess or trusting that the administrations or offices gave will acquire very much gifted representative who will keep on working in the association. Without important representatives, an association can't create income and thrive. With a specific end goal to discover the answer for attrition it is important to comprehend the representatives' intention to remain. There is a need to investigate and know the genuine reasons, not just individuals' discernment, on the grounds that occasionally the high compensation or charming working condition can't guarantee representatives to remain in the association. So there are more variables that impact individuals' expectation to remain in the organization. In the event that the business endures less employee attrition, the aim of representatives to remain in the specific business is higher than other industry, which demonstrates that this industry is more beneficial than others. Subsequently, worker aim to stay or stay with an organization is extremely critical for the advance and achievement of the organization (Kumar, 2012).

Scope of the Study

This study is limited to employees working with respect to BPO industry. The study is conducted in Bengaluru only.

Literature Review

According to Mankikar (2013) the infant attrition is high at the lower level of management in the age group of below 40 years. Goswami and Jha (2012) observed that women employees are much less possible to switch job, simply for a modest (10-15%) hike in salaries. If given the proper environment, which means work-life flexibility, women tend to live longer than men in action. Thus, organization ought to create surroundings that foster enough increase possibilities, appreciation for the work carried out and friendly cooperative surroundings that make an employee sense linked in each admire to the business enterprise. By examining the costs related to attrition, Kaur (2013) states that the attrition rate is excessive inside the non-

public area compared to the general public zone as human beings in public area feel greater comfy of their jobs. Private sector personnel shifts their jobs on getting a better option in some other organization. Dhal and Nayak (2015) emphasized that employees of BPO sectors are unsatisfied with the interpersonal relationship and has undergone with stressful life. Factors such as stress are positively associated in attrition level. It is clear that IT industries have to improve the employee enthusiasm (Shanmugam & Babu, 2016). Verma and Dube (2015) signifies that the people are more prone to changes due to pressure and odd working culture. Working culture, timing, brand value and community also make lots of the contribution for change of job. Negi (2013) found the importance of including role of leadership styles in controlling attrition from different dimensions. External factors like work life balance, threat of professionals obsolesces and perceived job alternatives are the significant factors of attrition (Haridas & Khan, 2015). Attrition due to work environment factors and attrition due to compensation- related factors were the only factors with significant impact on the attrition rate (Dash, Chopra, Krishnan, Singh, & Muthyala, 2014). According to Bisht and Singh (2012) mentioned that companies need to gauge the behavior of employees to understand their interests, concerns, anxiety and stress levels which play a significant role in influencing their decision to quit a company. Its thus required to understand different factors which motivate these employees to leave their job and address the issues accordingly by adopting tailored strategic moves for different categories. One of the very basic reason for attrition of employees is that routine desk jobs leads to boredom and more importantly stagnant development of the skills the employees possess, hence that leads to no self-exploration and growth, thus employee prefer to leave the job in seek of others where they can flourish as per interest and develop their skills (David, Kaushik, & Sharma, 2015). Faisal and James M (2013) clarify the need to pay immediate attention on introducing highly competitive salary packages in BPO sector. Earlier studies have concentrated on stress and intention to stay in general. Since it is a serious issue. Therefore there is a requirement to understand the impact of stress on intention to stay among BPO employees in Bengaluru.

Stress is growing across the worldwide in all of the countries, groups, professions, and additionally among employees, employers, families, and society in general. Stress are costly for manager as well as for organizations. A study by Rafiq (2015) shows that blue collar workers are handling stress as a steady a part of their lives in the cement industry. Research such as that conducted by Taylor (1991) founded that poor experience is the reason to cause intense emotional reactions, stress at workplace. Job stress is the primary situation in the

place of business and consciousness of many organizational researchers (Jamal & Baba, 2000). Organizational leaders need to understand the nature of stress that personnel may also reveal in at the workplace and ought to devise unique techniques to safeguard employees from the deleterious effects of work stress. Individuals experience stress due to the role overload once they find themselves in a scenario where they are anticipated to play some of the roles concurrently (Cartwright & Cooper, 1997). Caplan and French (1973) have concluded of their studies that people' poor relationship with colleagues can result in stress and stress which finally threaten individuals' fitness and well-being. They have also discovered a negative impact of poor relationship on job satisfaction. The interaction among life inside a organisation and private life (past company) also plays an enormous role in work stress. Other factors which are getting increasingly essential on this regard consist of the participation of extra females in offices, speedy technological modifications, and advancements, and converting social structure etc (Frone, M, & ML, 1992). Stress at work is also associated with sure different factors related to individuals' socio-economic and own family factors (Manshor, Fontaine, & Choy, 2003) (Swanson, Power, & Simpson, 1998). Longer individuals are within the field or extra experience they've, less stress they will experience (Patterson, 1992). It has been investigated that individuals from managerial positions experience extra work stress than the individuals from non managerial positions (Rees, 1997) and due to growing duties are uncovered to greater deleterious outcomes of work stress (Salleh, Bakar, & Wong, 2008) . As mentioned earlier, the undertaking of meeting up with cutting-edge-day work-existence and ever-changing technology (Quick, 1999) which require workers to perform higher in their activity remains one of the principal factors influencing job stress.

Studies on employee intention to stay have been carried out by several scholars at different sectors, countries and cultures using different variables. Employee intention to stay or stay with an organisation could be very sizable for the development and success of the organization. From modern human resource perspective, human capital is the most precious belongings for the organisations (Mello, 2011) (Honore, 2009). According to Steel and Ovalle (1984) and Carsten and Spector (1987) intention to stay had a strong poor relationship with turnover respectively. Dalessio, Silverman and Shuck (1986) have emphasized that extra situation ought to receive on aim to live in place of turnover, as each time an employee exit, an employer has to incur the cost of recruiting and keeping another employee. Intention to leave, intention to stay has been found as indicator for near-term and distand turnover action

(Ghiselli, Lopa, & Bai, 2001). Vandenberg and Nelson (1999) defined employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future. Undesirable, unwanted, and voluntary attrition that organizations enjoy when especially valued employees stop taking every other job elsewhere is a far bigger problem than the frequency of corporate layoffs reported (Mobley, 1977). According to Branham (2005), there are seven fundamental motives why employees go away, which can be a loss of reputation, low pay, unfulfilling jobs, restricted profession development, negative management practices, untrustworthy leadership, and dysfunctional work cultures. Rowden and Conine (2005) stated that employee who understands their training being used may be extra satisfied and inclined to stay with the organization than people who get no training or get an unvalued training. If the training includes the development of skills specific to the organization, it is in all likelihood to result in extra productiveness for the company, which in turn may additionally increase the wages above what the employee will gain some other place, therefore, offering an incentive to stay (Frazis, Gittleman, Horrigan, & Joyce, 1998). Miller and Wheeler (1992) located that employees intention to stay is notably suffering from the total compensation package deal. Several research on productiveness emphasize that excessive skills individuals frequently search for high pay. Thus, if organization capable of provide an appealing reimbursement package for them, they might preserve with the present day organization (Shepherd & Mathews, 2000). Brown and Heywood (2005) also said that opportunity of performance appraisal is more advantageous with the aid of complementary human resource management practices like formal training and incentive pay and overall performance appraisal results in the greater influence of employees' intention to stay. Dailey and Kirk (1992) determined that effective performance appraisal and planning systems contributed to employees' perceptions of fairness and that they have been much more likely to bear in mind staying in the organization. Earlier studies have concentrated on stress and intention to stay in general. Since it is an serious issue. Therefore there is a requirement to understand the role of stress and intention to stay among BPO employees in Bengaluru .

Although studies verified the link between turnover and stress, Job stresses can lead the employees decision to cease. The job stress has a direct relationship with the aim to give up (Udo, Guimaraes, & Igbaria, 1997) . In the examine of Firth (2004) , feeling of stress was the second highest variable contribution in growing turnover purpose of employees. Although there are also different factors causing the turnover aim among employees, some employees

don't forget process stress the handiest reason for turnover. Therefore, the companies shouldnt forget the significance of job stress at the same time as making the strategies of groups (Gill, Ahmed, Rizwan, Farid, Mustafa, & Saher, 2013) . Lofquist and Dawis (1969) argues that with the growth of job stress the worker tends to make the choice to end the organisation.

Hypotheses

Based on the above literature on job stress and intention to stay below is the hypothesis for the study

H1: There is a significant relationship between stress and intention to leave.

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H2: There is a significant impact of stress on intention to stay.

H3: There is a significant difference in intention to stay across gender group.

H4: There is a significant difference in intention to stay across age group.

Variables of the study

Independent variables: The independent variable of this study is stress that can influence employees intention to stay. **Dependent variables:** In this study the dependent variable is employees' intention to stay.

Conceptual framework

Based on the literature reviewed the graphical relationship of the independent and dependent variables are represented as the conceptual framework of this study as follows



The model shows the effect of independent variables on dependent variable. The independent variable like stress as the factors of attrition. It measures the employees stay decision in an organization.

Operational definitions

Stress: Stress is defined as ones physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the employee.

Intention to stay: Intention to stay is defined as employees' willingness to stay in the present employment relationship with their current organization on a long term basis.

Research methodology

It is basically a quantitative research. the data for the study is collected through a structured questionnaire from the target population of BPO organization that are in Bengaluru. The respondents are those set of people who fall in the age group which includes students who are in the early stage of their professional life, middle aged people and old people who work in BPO organization. Convenience sampling was used since the subjects were selected because of convenient accessibility. A sample size of 109 is used for the study to measure the variables of the study, a scale consisting of total 7 items is adapted and designed to measure the impact of stress on intention to stay. The dependent variable stress by Lambert, Hogan, Camp & Ventural (2006) and intention to stay by Lyons (1981). These items will be used to measure on a 5 point likert scale. Likert scale anchored between " strongly disagreed to strongly agree.

Data Analysis

It comprises of output of various analysis. Cronbach Alpha is applied in order to check the reliability of the scale. Pearson correlation and regression is used to find the relationship and the direction of impact factor of stress and intention to stay. Anova is used to check whether there is a significant difference between stress across different demographic variable followed by descriptive statistics and frequency. Descriptive statistical analysis is used to analyze percentage, frequency, percentage, mean and standard deviation. The purpose of descriptive study is to approve the developed hypothesis which demonstration present condition.

Table 1. Reliability Statistics of Stress and Intention to stay.

Variable	Cronbach's Alpha	N of Items
Stress	.962	4
Intention to stay	.924	3
Total	.913	7

Table 1. shows that Cronbach's alpha is used to measure the internal reliability of these items. The cronbach's alpha for stress is .962 where as the cronbach's alpha for intention to stay is .924 and overall cronbach's alpha is .913. These are the acceptable reliability scores as they exceed .70.

Table 2. Stress has a significant relation with intention to stay.

Correlation Index (R)	p- value	Test result
0.462	.000	Accepted

The table shows that Pearson Correlation value R is 0.462, which depicts that there is positive relationship between stress and intention to stay. Value is significant (0.000) at 95 per cent confidence level hypothesis of relating stress and intention to stay is accepted.

Table 3. Stress has a significant impact on intention to stay.

R ²	F	Sig	Beta	T value	Test Result
.213	29.014	.000	.462	5.386	Accepted

The table shows that the value of R² is 0.213 and Beta is .462 that is the model explains 21% of variables. Table also reveals that stress has a significant impact on intention to stay as F value comes as 29.014 with p value (significant value) is 0.000 which is less than 0.05 significance level. Therefore, research hypothesis is accepted. From the table it is found the t-statistics value as 5.386 with sig value 0.000 which confirms that the test is significant to accept the test.

Demographic variables

Table 1. Descriptives result and Anova for intention to stay across gender group

	N	Mean	Std.Deviation
Male	68	2.07	.334
Female	41	2.12	.702
Total	109	2.09	.502

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.073	1	.073	.286	.594
Within Groups	27.181	107	.254		
Total	27.254	108			

The table shows that the mean value of intention to stay across male is 2.07 (SD=.334). The mean value of intention to stay across female is 2.12 (SD=.702). Results of the anova test reports that null hypothesis of no significant difference is rejected (F=.286, p=.594). Therefore at 0.05 level of significance, we infer that there is no significant difference in intention to stay across gender.

Table 2. Gender distribution of the respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	68	62.4	62.4	62.4
Female	41	37.6	37.6	100.0
Total	109	100.0	100.0	

The table shows that the respondents are distributed in the category of gender. Out of 109 respondents, 68 were males (62.4%) and 41 were females (37.6%).

Table 3. Descriptives result and Anova for intention to stay for gender group

	N	Mean	Std. Deviation
16-20	7	1.29	.356
21-25	58	2.03	.304
26-30	28	1.93	.367
Above 30	16	2.92	.285
Total	109	2.09	.502

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.370	3	5.457	52.646	.000
Within Groups	10.883	105	.104		
Total	27.254	108			

The table shows that the mean value of intention to stay across 16-20 age group is 1.29 (SD=.356). The mean value of intention to stay across 21-25 age group is 2.03 (SD=.304). The

mean value of intention to stay across 26-30 age group is 1.93 (SD=.367).The mean value of intention to stay across more than 30 age group is 2.92 (SD=.285). Results of the Anova test reports that null hypothesis of no significant difference is rejected (F=52.646, p=.000).Therefore at 0.05 level of significance, we infer that there is a significant difference in intention to stay across age group.

Table 4. Age distribution of the respondents

	Frequency	Percentage	Valid Percent	Cumulative Percent
16-20	7	6.4	6.4	6.4
21-25	58	53.2	53.2	59.6
26-30	28	25.7	25.7	85.3
Above 30	16	14.7	14.7	100.0
Total	109	100.0	100.0	

The table 7 shows that the respondents age was categorised into 4 groups comprising age group between 16years and 20 years, between 21years and 25years , between 26 years and 30 years ,and above 30 years. Out of 109 respondents, 7 respondents (6.4%) fell in the younger age group that is between 16 years and 20 years. They take the majority of the count of 58 respondents (53.2%) who fall between the age group of 21 years and 25 years. There are 28 respondents (25.7%) who are of the age group between 26years and 30 years. Rest 16 respondents (14.7%) fell in the age group of above 30 years which is the minority.

Discussions and Findings

The present article is an attempt to check the relationship between stress and intention to stay and impact of stress on intention to stay. These analysis clearly depicts employees in a BPO organization experienced more stress on the job and leads them to leave the organisation. The findings of the study revealed that the stress variable is significant in predicting the employees intention to stay. Results disclosed that the independent variable stress is significant and positively correlated with intention to stay Employees need to have much less work at the same time as managers need to take the maximum output from them and in doing so they give them excess work and fewer resources which create stress. It is common belief that leaders have better stress then non readers which can be the cause of stress in employees. It happens in the ones those who don't have pressure resistant features and cannot deal it with

. There may be many assets of stress like, insufficient pay, unfair policies, inequality at paintings, burden of work, loss of personnel, negative performance systems and lack of management support which sources of strain were insufficient to pay, inequality at work, too much work, staff shortage, lack of promotion, task lack of confidence and absence of management assist which in turn can create purpose to go away the corporation .Keeping in view the above stated consequences it may be proposed that groups need to take steps to get rid of the stress of personnel to keep away from any sort of negative outcomes. Based on the present day have a look at interventions should be made to increase verbal exchange among personnel and control to talk about work conflicts and overload. Employees ought to be furnished with essential guide, clean recommendations, right assets and time to perform work sports and improved protection at work. Organizations ought to additionally ensure wonderful relationships between manager and subordinates and equality at work. These factors are very supportive in reducing the stress level of employees and can be very helpful in developing an effective and responsive employer preserving in view the above stated consequences it could be proposed that groups must take steps to do away with the pressure of employees to avoid any type of terrible outcomes. Based on the current study interventions should be made to growth unique among personnel and management to talk about work conflicts and overload. Employees should be provided with essential guide, clear tips, proper sources and time to perform work activities and advanced security at work. Organizations must also make sure high-quality relationships among supervisor and subordinates and equality at paintings. These elements are very supportive in decreasing the stress level of personnel and can be very beneficial in creating an powerful and responsive company. Stress is a key issue of concern because it has grow to be part of the personnel' lives and it's miles tough to keep away from stress.. Stress variable is also significant in predicting the employees intention to stay. The percent of male respondents with the decision to stay in the company could be very excessive and is very less among female respondents. The choice to live within the organization amongst younger age that is among the 16-20age is very much less emphasis that personnel who are at their early level of the profession are more likely to go away to the process. intention to stay is greatly affected by stress. additionally although stress was higher among employees in BPO . Stress is the most important reason that effects the performance of personnel. It has become a critical trouble for the team of workers with the boom in function needs and work pressures. Moreover, stress can arise in personnel regardless of their age, gender and process popularity. Therefore, it's far vital that businesses have a clear understanding of the paintings pressure and the hazard it may create. Stress can

yield problem of turnover purpose. Higher the stress, the greater might be the intention to leave the organization . Impact of activity stress on the turnover aim of employees is considered very excessive and is a major risk to the lifestyles of personnel at their job. Stress is one of the universal troubles in many organizations. Employees want a strain-unfastened surroundings to paintings correctly. In instructional institutes, if personnel paintings without any sort of pressure, they are able to bring better and might actively participate in academic activities. So, it's far crucial to observe the outcomes of stress and its impact on intention to stay. It will upload to the prevailing frame of expertise via giving personnel and bosses a clear know-how of pressure, coping mechanisms to reduce pressure and use it in a wonderful way.

Conclusion

There's no customary attrition control answer for each company. Each company has to construct its own gadget based on compatibility between organizational and personal dreams. The organizations have to have a clean information of their worker's stress and how it's miles affecting their company. Along with the subordinates, the supervisors additionally need to gain knowledge of to manipulate and hold their personnel. Companies must have a transparent functioning device in order that every worker can understand what he's anticipated to do within the organization which in turn facilitates to improve the worker tendency to leave the organization among employees will be less. As the pressure charge will increase the aim to stay within the enterprise additionally decreases in personnel. Stress cannot explain reasons for different personnel to live there. For instance, stress is a primary reason for personnel to quit their technique, however, higher stress cannot promise employees to stay inside the employer, so their reason to stay in the organization continues to be challenged. The study helps the industry to control the attrition which leads to high attrition rate. Each improvement in pressure control would help to improve attrition level theirs by improving the agency to preserve the employees. On this foundation, it could be stated that HR department should periodically evaluation that content material of stress factors that allows you to make it clear loose from ambiguities. Also, enables to enhance on the diverse requirements of Industries and establish the better/ healthful running surroundings. Thus, no longer best substantial for the employer but also for academics who can gain control over attrition rate.

Recommendation for Future Research

Future researchers are advised to gather the responses from employees through qualitative as well as quantitative methods of data collection to know more approximately the role of stress and employees intend to stay. This study is confined to Bengaluru city only. Future research has to cover a sizeable number of huge and small cities to have a broader outlook of intention to stay in India. Future research should be performed using a big sample and in other industries also.

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