

HR CHALLENGES IN BPO INDUSTRY

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Abstract

1. Prior to the recession, BPO industry was the fastest growing industry in the world.
2. This industry had revolutionized the world in the form of providing quality services with low input costs and high returns.
3. The majorities of the employees in the BPO sector are young, energetic and are able to work continuously at a very long stretch.
4. Thus, managing the human resource in the Indian BPO industry becomes a challenge.
5. They are primarily in their mid-twenties and qualified with graduate or post graduate degrees.
6. Employment opportunity and career prospects in BPOs come as an enviable choice for them. Most of the women earn a good package.
7. After a brief tenure in contractual service, the employees are inducted into the permanent service of the company with diverse benefits ranging from gratuity, bonus, provident fund, allowances, insurance and others.
8. BPO lets companies take full advantage of the globalization by exporting certain outside providers who can do it cheaper, faster, or better.
9. The benefits in terms of cost and competition are obvious, but it is also an effective way for companies to focus more on their core competencies.
10. As BPO industry has always been looked upon from a young professional's point of view, being a researcher I want to look at this matter from both the prospects.
11. The research aims to establish the best practices used in retaining talent and their effectiveness.
12. HR policies should focus on brand building of the company with emphasis on human relations and emotional bonding.

Introduction

Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organization. The organizations always remained concerned about the human resource and tried to design different approaches for their well being. The early part of the century saw a concern for improved efficiency through careful design of work. During the middle part of the century, emphasis shifted to the employee's productivity. Recent decades have focused on increased concern for the quality of working life, total quality management and worker's participation in management.

Significance of the Study

In the light of above stated facts, the relevance and significance of current research paper is enhanced as its findings will help HR managers of BPO sector who continuously strive to maintain balance between the demand and supply of competent and suitable employees for their organizations. In order to understand the cause behind this rat race, it is necessary to understand the major challenges HR managers face due to competitive environment and their direct or indirect impact on the rate of attrition in the industry.

Research Objective

- To highlight the challenges in respect to HRM practices in BPO sector.
- To identify the relationship among different identified challenges.
- To analyze the nature of relationship between HRM challenges and the size of the organizations.
- To analyze the nature of relationship between HRM challenges and the duration of being in the business. To analyze customer account services and customer loyalty.

Customer Account Services

We capture extensive customer data from account services and support interactions, such as bill enquiries and requests for value-added services. We then use our analytics products to detect trends and insights, and apply these customer insights towards improving our services.

We increasingly focus our services in Telecommunications & Media, Banking & Financial Services and Insurance, because business needs in these industries are complex. Improved customer account services lead directly to improved customer

service and sustained business growth, secure management of customer data and enhanced customer experience at optimal costs.

Customer Loyalty

<ul style="list-style-type: none"> • Reduce the cost of providing quality care through effective customer experience solutions.
<ul style="list-style-type: none"> • Increase customer satisfaction, leading to increased customer loyalty and sustained business growth.
<ul style="list-style-type: none"> • Increase revenues by efficient understanding and fulfillment of customer needs.
<ul style="list-style-type: none"> • Help clients understand customers better, via a dedicated quality analysis function.

We are adept at listening to end-customers and guiding them to the most appropriate solution.

In case of service closure requests, we ensure that we understand the causes for customer dissatisfaction, and negotiate potential reversal of the closure decision. As a last resort, we apply the learning to improve our service.

Our three-pronged customer management service suite – for business growth, customer account services, and customer loyalty – is backed by our proprietary technologies, superior analytics, and deep domain knowledge in the industries where we operate.

BPO Services Span the following Industries

- Banking and Capital Markets
- Insurance
- Healthcare and Pharmacy
- Telecom
- Media, Publishing and Entertainment
- Utilities
- Hi-Tech and Manufacturing
- Retail and Consumer Packaged Goods
- Travel, Transportation and Logistics etc

And our Solutions Across these Industries Include

- Finance and Accounting
- Supply Chain Management
- Human Resources Outsourcing
- KPO/Analytics
- Customer Relationship Management etc.,

The market segments and Services sections provide more details about our BPO offerings. To set up a conversation.

Service Portfolio	Market Segments
<ul style="list-style-type: none"> • Finance and Accounting Outsourcing (FAO) • Supply Chain Management (SCM) Outsourcing • Product Support Services • Knowledge Process Outsourcing (KPO) • Human Resource Outsourcing (HRO) 	<ul style="list-style-type: none"> • Telecom • Banking & Financial Services Industry (BFSI) • Utilities • Retail & Consumer Packaged Goods (CPG) BPO • Media, Publishing & Entertainment (MPE) • Insurance BPO Services • Healthcare BPO Services • Hi-Tech & Manufacturing • Life Sciences • Logistics

HR Services

Convergys Employee Care services enable improved care of employees in such areas as:

- Benefits administration
- Pension
- Payroll
- Mergers and acquisitions
- Learning
- Other HR services.

Working at Convergys

1. **Culture:** Convergys fosters an environment that attracts, develops and rewards highly effective people. Convergys is continually recognized as one of the best companies to work for. Convergys commits through its focus on:
2. **Technology:** Convergys work with, or are supported by, the latest computer and telecommunications technologies.
3. **Atmosphere:** Convergys work in an exciting and enjoyable team-based environment. Most of us wear business-casual dress.
4. **Personal Growth:** We have dedicated resources to help you develop a wide variety of skills and knowledge. From an organizational level to an individual level, significant learning and development opportunities abound. Employees have unusual flexibility and options for advancement, with numerous and varied career paths.

Benefits of Working in Convergys

Overview

Convergys cares about the health and well-being of our employees. Our benefits plans reflect this and offer our employees competitive options. As plans and eligibility may vary depending on position, this summary is intended to provide a general overview of many of our plans. A complete summary of applicable specific benefit plans will be provided during the employment process.

- 1) Protecting Your Health
- 2) Insuring Your Life and Income
- 3) Balancing work life
- 4) Saving for Your Future

1. Protecting Your Health

Convergys is committed to providing quality healthcare benefits that are affordable for employees and the company. Medical options may include an Exclusive Provider Organization (EPO) plan or Health Maintenance Organization (HMO) plan and/or a Preferred Provider Organization (PPO) plan. For dental coverage, options include a base and comprehensive plan, depending on the level of coverage you need. A vision care plan is available for expenses associated with routine eye examinations, contact lenses and glasses.

2. Insuring Your Life and Income

Life and Accidental Death and Dismemberment (AD&D) Insurance

Convergys provides basic life insurance and basic accidental death and dismemberment (AD&D) insurance at no cost to eligible employees. Employees may select and pay for additional life coverage of up to five additional times pay. In addition, employees have the opportunity to select and pay for life insurance in various coverage amounts for a spouse and/or dependents. Employees may select and pay for additional AD&D insurance in various coverage amounts for themselves and/or spouse/dependents. Assist America, a benefit included with basic AD&D insurance, covers employees and their dependents. This service offers worldwide emergency assistance for personal and business travel.

Time Off for Illness or Disability

Eligible employees whose illness or disability extends beyond seven calendar days are provided with benefits under our disability plan. Coverage is for up to 25 weeks with 60 percent or 100 percent of income paid, based on length of service. Should the condition continue, an employee may be eligible to receive 60 percent of monthly earnings under our long-term disability plan for the duration of the condition or until age 65. Various types of leaves of absence are also available to employees, including family/medical, military, or personal.

3. Balancing Life and Work

Reimbursement Accounts

These accounts allow employees to contribute money on a before-tax basis to cover eligible expenses, per Internal Revenue Service guidelines. There are two accounts: the Health Care Account for healthcare expenses for employees and dependents, and/or a Dependent Care Account for child care expenses employees incur while at work.

Life Balance (Employee Assistance) Program

Convergys provides, at no cost to employees, Life Balance - a program to help manage the demands of everyday life. This assistance includes consultations, referrals and educational services to help keep work and life balanced.

Paid Time off (PTO) and Holidays

Paid time off includes vacation days as well as personal days. PTO eligibility per year depends on employees' length of service. In addition, Convergys recognizes seven company holidays for eligible employees: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Day after Thanksgiving Day, and Christmas Day.

Tuition Reimbursement Plan

Convergys is committed to employees' personal development. In addition to an extensive in-house curriculum, employees are encouraged to further their education at any accredited institution and are eligible for tuition reimbursement for related expenses.

4. Saving for the Future Retirement and Savings Plan

Employees may participate in this plan by electing to contribute up to 16 percent of their pay to a pre-tax 401(k) plan. After one year of service, Convergys will match 100 percent of each before-tax dollar contributed up to three percent of pay per pay period plus 50 percent of the next two percent of pay contributed per pay period.

Pension Plan

Convergys offers a cash balance pension plan and pays the full cost of providing benefits. Employees are vested in this plan after five vesting years (a vesting year is equal to 1,000 hours worked in a calendar year).

Employee Stock Purchase Plan

Employees may purchase Convergys common shares by electing to contribute up to 20 percent of their pay through after-tax payroll deduction. Convergys will match 15 percent of employees' contributions toward share purchases.

Diversity

Convergys believes individual differences will produce genuine competitive advantages in a global market. Leveraging the diversity of our workforce, we will maximize our productivity and enhance the quality of service we are able to offer all of our clients. Through Convergys' Diversity initiatives, it will establish and maintain an environment that:

- Values individual differences
- Fosters consistent, mutual respect and open communication of ideas
- Attracts, develops, supports, and retains a diverse workforce with the ability to compete in the global market
- Increases our competitive advantage by leveraging the knowledge, skills, and unique talents of our employees
- Enhances career opportunities for all employees by working to develop each employee to his or her full potential
- Provides a richer, more fertile climate for creative thinking and innovation
- Is recognized by employees, clients, and the community as a fair and rewarding place to work.

Legal Support

The picture that emerges is the absence of any notion of work protections and guidelines. In an industry being touted as the magic wand that will ward off unemployment, no one wants to discuss establishing an equitable and gender safe work culture.

In countries like the UK and Australia, where the call center industry is a lot older, there is a great deal of understanding on what this unique workplace entails and what needs to be done about it. In Australia, some call center companies have signed onto a call center charter that includes, among other things, a minimum standards code of the workplace.

Conclusion

Work-Life Balance is more than a buzzword – it's for real. Employers who have responded to the changing social and business environment and built Work-Life Balance policies into their culture have benefited tremendously.