

# Demographic Characteristics and Turnover Intention : A Study of Indian BPOs

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## Abstract

The purpose of the present study was to determine the relationship between the demographic characteristics and turnover intention of employees in the Indian business process outsourcing (BPO) sector. The study considered employees' demographic characteristics such as gender, marital status, age, monthly income, and shifts to determine their relationship with turnover intention. The data collected comprised of 453 BPO employees belonging to the lower and middle levels in organizations. The analysis exhibited mixed results. Demographic characteristics like gender and marital status showed no statistically significant relationship with turnover intention. However, factors like age, monthly income, and shifts confirmed a statistically significant relationship with turnover intention among the BPO professionals. Young BPO employees at the entry-level positions had a higher intention to quit than the older ones. Similarly, lower-income group employees were less likely to stay with their current organizations. The study revealed that employees engaged in the afternoon and night shifts had more propensity to leave their current employers than those working in the morning shifts.

**Keywords :** turnover intention, demographic characteristics, business process outsourcing, BPO

**JEL Classification Codes :** J63, M00, M10, M12

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The business process outsourcing sector has seen tremendous growth in India due to process automation, improved telecommunications and infrastructure, and reduced communication cost. It is anticipated that the size of the sector will grow to US\$ 350 billion by 2025 (India Brand Equity Foundation [IBEF], 2019). Despite enormous potentials, the BPO sector has been facing many constraints and challenges (Bin Yahya, 2012). The analysis of the current situation of the BPO industry reveals that turnover intention poses a significant threat to their existence (Rai & Tripathi, 2017). Among the major challenges faced by the BPO sector, shortage of competent middle and senior managers and high attrition of employees are the predominant ones (Amante, 2010 ; Sengupta, 2011).

In developing countries, employers often struggle to retain employees owing to the low wage structure characterizing these countries in the face of a global shortage of qualified and skilled IT professionals (Presbitero, Roxas, & Chadee, 2015). The attrition rate in the outsourcing sector accounts for 45% against the industrial average of 35% (Sengupta, 2011). Employee turnover rates in Indian BPOs vary between 30% and 100% in many cases (Chadee & Raman, 2012). BPO employees in developing countries abruptly leave their employers and join

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other organizations (Raman, Chadee, Roxas, & Michailova, 2013). This '*no call/no show*' culture raises considerable concerns for the industry and adversely affects business performance (Demirbag, Mellahi, Sahadev, & Elliston, 2012).

Regardless of the sector, several organizations across the country face serious threats of employee turnover (Sowmya, 2013). Voluntary turnover has become a problem for many organizations (Boyar, Valk, Maertz Jr., & Sinha, 2012). Voluntary turnover in the ITES-BPO sector is rising alarmingly, affecting the organizations' business (Srithika & Bhattacharyya, 2011) and also the morale of the stayers (Soundarapandiyan & Ganesh, 2015). In addition to the inconsistencies in job performance and organizational output, high turnover rates entail high hiring, selection, and training costs (Dwivedi & Bardia, 2011). The costs often exceed 100% of the annual salary for the vacated positions (Bryant & Allen, 2013). Turnover often engenders loss of tacit knowledge, fewer seasoned mentors, work-disruptions, weak client relationships on account of discontinuity, and an overall reduction in organizational effectiveness (Eckardt, Skaggs, & Youndt, 2014).

Among the many reasons cited, despairing and non-competitive salary structure happens to be the most compelling cause for BPO employees to quit their jobs (Amante, 2010 ; Panda, 2012). Unfavorable working conditions, monotonous job, lack of autonomy, and mystified career paths contribute to high attrition among BPO professionals (Sengupta & Gupta, 2012). Several softer factors, such as organizational culture, ungodly shift timings, and motivational factors influence employee turnover in the BPO industry (Gupta, 2013). Other noteworthy reasons for turnover at individual and organizational levels in the outsourcing sector include the absence of managerial support, work-related stress, and poor job content (Boyar et al., 2012). A poor fit between the value of the BPOs and their employees is associated with lower retention rates (Presbitero et al., 2016).

The idea of employee turnover intention has attracted considerable interest among academicians and scholars in various fields, but requires serious empirical investigation in less explored areas of developing countries (Gyensare, 2013). The literature suggests a lack of research on employee turnover in developing countries (Boyar et al., 2012). Attrition is the main threat to the BPO sector, but not much research has been conducted on the retention of BPO employees (Sengupta & Dev, 2013). Employee turnover extends beyond work-related factors like satisfaction, performance and commitment, and includes individual factors like gender, age, education, and job tenure (Tian-Foreman, 2009). Very few studies have focused on the relationship between demographic characteristics and turnover intentions. The influence of the demographic variables varies from culture to culture. Yet, the empirical research into the impact of these factors on the employee's quitting tendency is limited at the global level (Khan, Khan, Khan, Nawaz, & Yar, 2013). Yaghi and Yaghi (2014) recommended the need for further empirical investigations to dig deeper into the complexity of such possible relationships between demographic factors and intention to quit. In order to bridge the gap, the present study attempts to explore the relationship between demographic characteristics and turnover intentions of the BPO employees in India.

## **Review of Literature**

### ***Turnover Intention***

Turnover has found prominence in organizational research (Jnaneswar, 2016). It is the continuous movement of employees outside the organizational boundaries (Rahman & Nas, 2013). The determinants of turnover and its correlates (e.g., turnover intentions) have been extensively examined in the management literature (Flint, Haley, & McNally, 2013). Both researchers and experts have drawn attention to the concept of turnover intention to prevent unnecessary quits (Vaamonde, Omar, & Salessi, 2018). Past studies have outlined turnover intention as a powerful predictor and an immediate sign of actual employee turnover (Jnaneswar, 2016 ; Luz, Paula, & Oliveira, 2018).

The terms *turnover intention*, *turnover intent*, *intention to quit*, and *intention to leave* are used synonymously in the literature to describe an individual's possibility of discontinuing his/her job eventually in the future (Ngo-Henha, 2017). Turnover intention is the willingness of an employee to leave his/her current job and seek another job (Jnaneswar, 2016). It is a cognitive process involving a series of rational decisions before the final termination of employment (Dwivedi, 2015). Turnover intention is frequently studied to understand the underlying cause of voluntary turnovers (Rombaut & Guerry, 2018).

Various factors like job satisfaction, involvement, and commitment to one's organization have a significant negative association with employee turnover intention (Shukla, Srinivasan, & Chaurasia, 2013). Researchers have explored factors that provoke attitudinal change, which eventually result in continuance or detachment of membership of the organization. These factors include one's attitude, peer or management relation, organization structure, and well-suited external job demands (Berry, 2010). Different kinds of ethical climates also influence turnover intention among employees (Joe, Hung, Chiu, Lin, & Hsu, 2018). Successful implementation of work-life balance initiatives results in satisfaction with work and reduces turnover intention (Noor, 2011). Various research related to the role of individual characteristics on turnover determinants has typically focused on such attributes as employee age, tenure, ethnicity, and gender (Wadsworth, Llorens, & Facer, 2018).

The turnover rate in the service industry exceeds the rate in any other sector (Holtom & Burch, 2016). Call centers face high turnover due to undue stress at work (Yang, Ju, & Lee, 2016). By identifying factors related to turnover intentions, researchers and practitioners could proactively discover the determinants of actual turnover. They can devise strategies and interventions to reduce quits among employees and help control the associated costs (Du Plooy & Roodt, 2010). Researchers are dedicated to exploring different aspects of this topic due to the impact that turnover has on organizations and their employees (Rothausen, Henderson, Arnold, & Malshe, 2017).

### ***Demographic Characteristics***

Demographic characteristics are factors that describe individuals in terms of age, gender, qualification, work tenure, job levels, working-shifts, etc. (Sengupta, 2011). The fundamental assumption here is that when the employees are demographically heterogeneous, one can expect turnover intention to differ across the subgroups significantly. Organizations can depend on the demographic characteristics of employees and frame interventions to prevent unnecessary quits within the BPOs (Afroz & Haque, 2019). Previous researchers tested the determinants of turnover belonging to three broad categories, that is, (a) external drivers, (b) individual characteristics, and (c) organizational characteristics. The findings related to individual characteristics like age, tenure, background, and gender have shown varied results (Wadsworth et al., 2018).

It is important to acknowledge employee demographics that strongly influence employee turnover intentions (Walsh & Bartikowski, 2013). Several demographic factors like age, qualification, experience, income, and duration of working hours are efficient in articulating turnover intentions (Quan & Cha, 2010 ; Shukla & Srivastava, 2016). Age and gender both have negative and positive effects on employees' turnover intention (Shukla et al., 2013). Income has been found to affect employee mobility across organizations (Carnahan, Agarwal, & Campbell, 2012). Almalki, FitzGerald, and Clarke (2012) found significant associations between demographic variables such as age, gender, marital status, education, children, and tenure with employee retention.

When capturing and capitalizing on individual capabilities, it is essential to understand whether ITES-BPO employees' demographic characteristics influence their perceptions towards the employment characteristics of the industry (Sengupta, 2011). Various demographic characteristics were explored as determinants of turnover intention by researchers. Employees' age showed varied effects on turnover intention (Teclaw, Osafuke, Fishman, Moore, & Dyrenforth, 2014). Older employees have fewer job opportunities than younger employees, and hence

they tend to display lower turnover intentions (Wren, Berkowitz, & Grant, 2014). Income has been a significant supporting factor in determining employees' attachment with their organizations (Kaplan, Wiley, & Maertz, 2011). Similarly, long-tenured employees are more professional and show less willingness to leave the organization than short-tenured employees (Dinger, Thatcher, Stepina, & Craig, 2012 ; Maden, 2014).

After a thorough literature review, it is observed that demographic variables such as gender (Khan et al., 2013 ; Rubenstein, Eberly, Lee, & Mitchell, 2017 ; Sengupta & Dev, 2013; Sengupta & Gupta, 2011), marital status (Khan et al., 2015; Sengupta & Dev, 2013; Sengupta & Gupta, 2012), age (Khan et al., 2013 ; Lambert, Cluse-Tolar, Pasupuleti, Prior, & Allen, 2012 ; Sengupta & Dev, 2013 ; Sengupta & Gupta, 2012 ; Teclaw et al., 2014; Yaghi & Yaghi, 2014), monthly income (Hayes, 2015 ; Lambert et al., 2012), tenure (Khan et al., 2013 ; Lambert et al., 2012 ; Rubenstein et al., 2017; Sengupta & Gupta, 2012 ; Yaghi & Yaghi, 2014), and shifts (Amante, 2010 ; Ingram, 2016) were found to be significant determinants of turnover intention. The present study has also included these demographic characteristics to demonstrate their relationship with turnover intention of the BPO employees in the Indian context.

## **Problem Statement**

The turnover rate in the service industry exceeds the rate in any other sector (Holtom & Burch, 2016). The major challenge intensifying the BPO sector is attrition, absenteeism, and a lack of overwhelming motivation, particularly dominating the lower and middle levels (Sengupta, 2011). As a result, it is essential to determine the factors which cause high turnover within the organizations. Examining these factors can control turnover and lead to organizational excellence.

## **Objective of the Study**

The research focuses on demographic variables that contribute to the turnover intention among employees. The broad objective of the study is to determine the relationship between different demographic characteristics, that is, gender, marital status, age, income, and shifts and turnover intention of the employees working in the BPO sector across India.

## **Hypotheses of the Study**

The study aims to demonstrate the relationship between demographic characteristics and turnover intention. In this regard, the following hypotheses have been proposed :

- ✚ **H<sub>1</sub>** : There is a significant difference in the turnover intention among male and female BPO employees.
- ✚ **H<sub>2</sub>** : There is a significant difference in the turnover intention among single and married BPO employees.
- ✚ **H<sub>3</sub>** : There is a significant difference in the turnover intention among the BPO employees of different age groups.
- ✚ **H<sub>4</sub>** : There is a significant difference in the turnover intention among BPO employees of different income groups.
- ✚ **H<sub>5</sub>** : There is a significant difference in the turnover intention among BPO employees working in different shifts.

## Methods

### *Sampling Procedure*

The population comprised of employees working in various BPOs across India. The list of BPO organizations was obtained from the National Association of Software and Service Companies (NASSCOM) 2016, which is considered the most authentic published source that could serve as the sample frame for the study. The study included employees working in top-ranked BPOs in India. Data were collected in the period from April 2018 – July 2019. Since the participants were a culturally diverse group of people working in different BPOs across India, sufficient time was spent in building relationships and ensuring adequate participation. An exact time frame was determined to ensure that the data gathered was recent. This would help researchers and practitioners analyze the trends, provide answers to problems, and explore new insights to support organizational decision-making.

A total of 453 participants were included in the study. The sample size was based on Krejcie and Morgan's (1970) table. For every 1 million of population size, the sample size of 384 is considered to be sufficient. According to NASSCOM, 1.1 million people worked in the Indian BPO industry in 2017 (source NASSCOM, 2017). Considering the sample size determination method, a subset of 500 BPO professionals were taken for the current study. After data screening, we were left with 453 complete responses. Convenience or researcher-controlled sampling technique was used because of which participants of the study belonged to diverse age, gender, income groups, etc. These were restricted to only the lower and middle levels, where attrition is deemed highest (Sengupta, 2011).

### *Instrument Used*

The measurement instrument comprising of three items and a single factor measuring turnover intention proposed by Mobley, Horner, and Hollingsworth (1978) was used to evaluate the turnover intention of the survey participants. Scholars have confirmed the reliability and validity of the three-item scale of turnover intention by Mobley et al. (1978) (Skelton, Nattress, & Dwyer, 2019). Past studies on turnover have extensively used the scale to study turnover intention behavior (Balogun & Olowodunoye, 2012 ; Chang, 1999 ; Lim, Loo, & Lee, 2017 ; Olawale & Olanrewaju, 2016 ; Skelton et al., 2019). As a result, the present study has used the same scale because of its wide applicability in past research studies.

A 5-point Likert scale ranging from *strongly agree* (5) to *strongly disagree* (1) was used. The measure of reliability, Cronbach's alpha of the scale, was 0.766. It was within the acceptable range as suggested by researchers (Hair, Black, Babin, & Anderson, 2010 ; Ho, 2014). To examine the relationship between demographic characteristics and turnover intention, statistical tests such as *t*-test and ANOVA were employed.

## Analysis and Results

### *Profile of the Participants*

The demographic details of the participants are described in Table 1. The demographics under investigation comprised of gender, marital status, age, monthly income, and shifts. The frequency of each category, along with their percentage, is represented in Table 1. The male population constituted 65.6%, while the female population was 34.4 %. Also, 58.9% of the participants were married, while 41.1% of the participants were single. The majority belonged to the age group of 25–35 years, which constituted 66.9%. A significantly large portion of



**Table 1. Demographic Information of the Participants**

Demographic Variables		F	%
Gender	Male	297	65.6
	Female	156	34.4
Marital Status	Single	267	58.9
	Married	186	41.1
Age	Less than 25	108	23.8
	25–35	303	66.9
	Above 35	42	9.3
Monthly Income (in INR)	20,000 and below	128	28.3
	21,000 – 40,000	113	24.9
	41,000 – 60,000	118	26.0
	61,000 – 80,000	55	12.1
	Above 80,000	39	8.6
Shift	Morning	236	52.1
	Afternoon	55	12.1
	Night	162	35.8

participants had income less than INR 60,000. The participants belonging to day (morning & afternoon) shifts included 64.2 %, while 35.8% belonged to the night shift.

### Testing of Hypotheses

To determine the relationship between demographic characteristics, that is, gender, marital status, age, monthly income, and different shifts with turnover intention, *t*-test and ANOVA were employed. The results have been elucidated in the following sections.

#### (i) Gender and Turnover Intention

➤ **H<sub>a1</sub>** : There is a significant difference in the turnover intention among male and female BPO employees.

An independent sample *t*-test was conducted to determine if a difference existed between the means of male and female BPO employees with respect to turnover intention. The results of the independent sample *t*-test are presented in Table 2.

From Table 2, it is evident that there exist insignificant differences in the mean value of male ( $N=297$ ,  $\bar{X}=3.22$ ,  $SD=.94$ ) and female ( $N=156$ ,  $\bar{X}=3.26$ ,  $SD=.85$ ) employees with respect to the dimension : turnover intention. The independent sample *t*-test is associated with a statistically insignificant relationship,  $t_{(451)} = -.524$ ,  $p>0.05$ . Thus, the hypothesis H<sub>a1</sub> is rejected.

**Table 2. Analysis Based on Gender (t - test)**

Gender	N	$\bar{X}$	SD	df	t	p
Male	297	3.22	.94	451	-.524	.600
Female	156	3.26	.85			

The result is consistent with findings of previous research studies by Dubey, Gunasekaran, Altay, Childe, and Papadopoulos (2016) ; Victoria and Olalekan (2016) ; and Hayes (2015), where gender was not significant in explaining turnover intention. Gender is insignificantly related to employee retention (Presbitero et al., 2016). Lee, Chua, Miska, and Stahl (2017) found no differences among males and females in their intentions to leave for a better job in another company.

### (ii) Marital Status and Turnover Intention

➤ **H<sub>a2</sub>** : There is a significant difference in the turnover intention among single and married BPO employees.

An independent sample *t*-test was conducted to determine if a difference existed between the mean scores of single and married BPO employees with respect to turnover intention. The result of the independent sample *t*-test is presented in Table 3.

**Table 3. Analysis Based on Marital Status (t-test)**

Gender	N	$\bar{X}$	SD	df	t	p
Male	267	3.30	.90	451	1.951	.056
Female	186	3.17	.91			

From Table 3, it is evident that there exist insignificant differences in the mean values of single ( $N=267$ ,  $\bar{X}=3.30$ ,  $SD=.90$ ) and married ( $N=186$ ,  $\bar{X}=3.17$ ,  $SD=.91$ ) employees with respect to the dimension : turnover intention. The independent sample *t*-test is associated with a statistically insignificant relationship,  $t_{(451)}=1.915$ ,  $p>0.05$ . Thus, the hypothesis H<sub>a2</sub> is rejected.

The result is consistent with previous studies, where researchers found no significant relationship between turnover intention and marital status (Lane, Mathews, & Prestholdt, 1990 ; Tai, Bame, & Robinson, 1998). Ryan, Ghazali, and Mohsin (2011) concluded that marital status had no impact on intention to leave. However, the result of the present study contradicts the previous research findings of Shukla and Srivastava (2016) and Almalki et al. (2012), where significant associations were confirmed between turnover intention and marital status of the respondents.

### (iii) Age and Turnover Intention

➤ **H<sub>a3</sub>** : There is a significant difference in the turnover intention among the BPO employees of different age groups.

A one-way ANOVA was conducted to determine if a difference existed between employees of different age groups with respect to turnover intention. Three different age groups included in the study are (a) below 25 years, (b) 25–35 years, and (c) above 35 years. The result of the ANOVA is presented in Table 4.

**Table 4. One - Way ANOVA Based on Age**

Variables	Below 25 years (N = 108)		25–35 years (N = 303)		Above 35 years (N = 42)		df	F-value	p
	Mean	SD	Mean	SD	Mean	SD			
Turnover Intention	3.28	.76	3.27	.94	2.84	.93	2	4.379	.013

From Table 4, it is evident that there exist significant differences in the mean values of employees of different age groups, that is, below 25 years ( $N=108$ ,  $\bar{X}=3.28$ ,  $SD=.76$ ), 25–35 years ( $N=303$ ,  $\bar{X}=3.27$ ,  $SD=.94$ ), and above 35 years ( $N=42$ ,  $\bar{X}=2.84$ ,  $SD=.93$ ) with respect to the dimension : turnover intention. The one-way ANOVA is associated with a statistically significant relationship,  $F_{(2, 450)}$  ratio = 4.379,  $p<.05$ . Thus, the hypothesis  $H_{a3}$  is accepted.

The result is consistent with previous studies, which indicated that a statistically significant relationship existed between employees of different age groups with respect to turnover intention (Hayes, 2015 ; Kabungaidze, Mahlatshana, & Ngirande, 2013). Age has been considered a determinant of turnover intention (Couch, 2003 ; Lopina, Rogelberg, & Howell, 2012). Young employees (below 25 years) showed a higher tendency to quit than older employees (above 35 years). The result is backed by previous studies, where older employees were inclined to stay with their current employer against the younger employees (Chen, Wang, & Chu, 2010 ; Emiroğlu, Akova, & Tanriverdi, 2015 ; Kabungaidze et al., 2013). Younger employees at entry-level positions exhibited higher turnover intentions (Hayes, 2015 ; Lambert et al., 2012).

#### (iv) Monthly Income and Turnover Intention

🔗 **H<sub>a4</sub>** : There is a significant difference in the turnover intention among BPO employees of different income groups.

A one-way ANOVA was conducted to determine if a difference existed between employees of different income groups with respect to turnover intention. Five different income groups included in the study are (a) INR 20,000 & below (b) INR 21,000–40,000 (c) INR 41,000–60,000, (d) INR 61,000–80,000 and, (e) above INR 80,000. The result of the ANOVA is presented in Table 5.

**Table 5. One-Way ANOVA Based on Income**

Variables	INR 20,000 & Below ( $N=128$ )		INR 21,000-40,000 ( $N=113$ )		INR 41,000-60,000 ( $N=118$ )		INR 61,000-80,000 ( $N=55$ )		Above INR 80,000 ( $N=39$ )		F-value	p
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Turnover Intention	3.35	.78	3.35	.90	3.34	1.04	2.75	.72	2.89	.87	6.962	.000

From Table 5, it is evident that there exist significant differences in the mean values of employees of different salary groups, that is, 20K and below ( $N=128$ ,  $\bar{X}=3.35$ ,  $SD=.78$ ), 21–40K ( $N=113$ ,  $\bar{X}=3.35$ ,  $SD=.90$ ), 41–60K ( $N=118$ ,  $\bar{X}=3.34$ ,  $SD=1.04$ ), 61–80K ( $N=55$ ,  $\bar{X}=2.75$ ,  $SD=.72$ ), above 80K ( $N=39$ ,  $\bar{X}=2.89$ ,  $SD=.87$ ) with respect to the dimension : turnover intention. The one-way ANOVA is associated with a statistically significant relationship,  $F_{(3,449)}$  ratio = 6.962,  $p<.001$ . Thus, the hypothesis  $H_{a4}$  is accepted.

Employees who received lesser salaries (40,000 INR and below) showed the likelihood to quit, while those who received higher salaries (above 60,000 INR) displayed lower turnover intentions. The result of ANOVA is similar to previous studies that indicated a statistically significant relationship between income and turnover intention (Emiroğlu et al., 2015 ; Hayes, 2015). Fairly paid employees display lower turnover intentions (Carnahan et al., 2012 ; Llorens & Stazyk, 2011). Lower wages have been found to strengthen turnover intention (Carbery, Garavan, O'Brien, & McDonnell, 2003 ; Ghiselli, La Lopa, & Bai, 2001; Pizam & Thornburg, 2000). Higher-income levels are essential to retain employees (Agyeman & Ponniah, 2014).



**Table 6. One-Way ANOVA Based on Different Shifts**

Variables	Morning Shift (N=236)		Afternoon Shift (N=55)		Night Shift (N=162)		F-value	p
	Mean	SD	Mean	SD	Mean	SD		
Turnover Intention	2.99	.84	3.24	.96	3.59	.88	22.766	.000

### (v) Shifts and Turnover Intention

↪ **H<sub>5</sub>** : There is a significant difference in the turnover intention among BPO employees working in different shifts.

A one-way ANOVA was conducted to determine if a difference existed between employees working in different shifts with respect to turnover intention. Three different shifts included in the study are (a) morning shift, (b) afternoon shift and, (c) night shift. The result of the ANOVA is presented in Table 6.

From Table 6, it is evident that there exist significant differences in the mean values of employees of different shifts, that is, morning ( $N=236$ ,  $\bar{X}=2.99$ ,  $SD=.84$ ), afternoon ( $N=55$ ,  $\bar{X}=3.24$ ,  $SD=.96$ ), and night ( $N=162$ ,  $\bar{X}=3.59$ ,  $SD=.88$ ) with respect to the dimension : turnover intention. The one-way ANOVA is associated with a statistically significant relationship,  $F_{(2,450)}=22.766$ ,  $p<.001$ . Thus, the hypothesis H<sub>5</sub> is accepted.

The result is consistent with studies where the shift significantly impacted turnover intention (Amante, 2010 ; Ingram, 2016 ; Martin, Sinclair, Lelchook, Wittmer, & Charles, 2012). The diverse shift timings might be an important cause of higher turnover intention among employees (Ingram, 2016). Employees working in the night shift ( $\bar{X}=3.59$ ) exhibited higher turnover intentions than the morning shift ( $\bar{X}=2.99$ ) employees. Similar research found that employees engaged in the afternoon and night shifts had more propensity to quit than those who worked in day shifts (Martin et al., 2012).

## Conclusion

Organizational leaders need to acknowledge employee demographics that affect turnover intentions (Walsh & Bartikowski, 2013). Given the objective, the present study determines the relationship between demographic factors, that is, gender, marital status, age, monthly income, and different shifts with the turnover intention of the employees in the BPO sector in India. The study concludes that turnover intention shows varying results for different demographic characteristics. The survey results establish a statistically significant relationship between demographic factors like age, income, and shifts with turnover intention. In contrast, no statistically significant relationship is confirmed between gender and marital status with respect to turnover intention.

Younger employees were more willing to look for better opportunities and depicted higher turnover intentions than older employees in the sector. Employees who received adequate income were loyal to their firms and were reluctant to leave their jobs. Shift work has a significant impact on turnover intentions among BPO employees. Morning shift employees showed lesser intention to quit than the night shift employees. Hence, it is crucial for management and industrial practitioners to consider these factors to combat high turnover in the sector.

## Implications

The study offers significant findings and contributes extensively to the body of research. The results have

implications for BPO professionals and academicians alike. Several useful theoretical and managerial implications are highlighted to address the issue of turnover intention among BPO professionals in India.

### ***Theoretical Implications***

Previous studies on outsourcing organizations were mainly concerned with work-related factors and their outcomes in determining turnover intentions. There seemed to be a lack of empirical evidence demonstrating the role of demographic characteristics in predicting turnover intentions among the outsourcing industry employees. Our findings draw attention to the importance of demographic factors on employees' decisions to quit. The results have important implications as they explore the turnover intention of the employees in the Indian BPO sector based on demographic characteristics such as gender, marital status, age, income, and shifts. The present study has tried to fill the gap by identifying the significant demographic factors that are the cause of turnover. Research findings contribute to the body of knowledge in the BPO literature by bringing much-needed diversity to the topic in terms of how demographic characteristics influence employees' decisions to stay or leave an organization. The study gives us a clear and coherent picture of the pattern of turnover intentions in BPOs based on the participants' demographic characteristics. Future models on turnover intention should incorporate these factors to generalize the results better. With particular reference to developing countries, the study provides useful information to researchers who conduct similar studies in different cultural backgrounds.

### ***Managerial Implications***

The outsourcing sector is vulnerable to high attrition and this has been a cause of major concern for employers. Based on the findings, several useful implications can be highlighted to address the issue of turnover intention among BPO employees. Our study emphasizes the significance of demographic characteristics and their crucial role in shaping employees' perceptions of staying or leaving. The study highlights that specific demographic characteristics like age, salary, and shift timings significantly influence employees' decision to quit. Employers should consider demographic factors as an integral element while designing and implementing HRM policies to address employee attrition. The findings point to the need to introduce adaptations and adjustments to employee management strategies and practices by considering any discrepancies that exist due to employees' demographic characteristics. Management should take extreme care when determining the salaries of employees and also maintain equity at all stages. Extra care should be taken when allocating employees to different work-shifts. It has a significant bearing on employees' mental and physical health, which subsequently has a spillover effect on the organization's performance and efficiency. For employers looking to reduce turnover, it is essential to recognize the dynamics of age on turnover intentions. Younger employees quit jobs in want of '*green pastures*'. Organizations can prevent the inevitable by offering a competitive salary and exposing them to better career opportunities. Managers need to shift their focus to employees to be successful in the long run.

### **Limitations of the Study and Scope for Future Research**

The study is restricted to a small sample of the employees in selected BPOs of India. Provided that the research was performed on a larger sample and a more significant number of BPOs operating in, it could reach different conclusions. More demographic characteristics of the employees can be included to determine their impact on turnover intention. Studies on outsourcing industries in the future can further look into these areas.

## Authors' Contribution

Saman Afroz conceived the idea and developed a quantitative research design to undertake the empirical study. She extracted research papers of high repute, filtered these based on keywords, and generated concepts and codes relevant to the study design. Prof. Mohammad Israrul Haque verified the analytical methods and supervised the study. Saman Afroz gathered and analyzed the data using SPSS under the supervision of Prof. M. I. Haque. She drafted the manuscript, and Prof. Haque revised it critically for important intellectual content.

## Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter, or materials discussed in this manuscript.

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