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## The Role of HR In Shaping Workplace Environment in BPO Companies

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### ABSTRACT :

This paper highlights the context within which business process outsourcing (BPO) has rapidly grown in India and the critical need to investigate the dynamics of human resource management (HRM) practices and systems in this sector. Using a mixed method approach involving both in-depth interviews and self-completing questionnaires, we analyze the nature of HRM systems in BPO organizations operating in India. The analysis is based on a sample of 51 BPO companies, a majority of which are located near the capital of New Delhi. The results focus on the nature and structure of work and organization of Indian BPOs, as well as the strategic role played by HRM in such organizations. Moreover, the findings highlight the way specific HRM practices such as recruitment, performance appraisal, training and development, and compensations are implemented. Our study suggests the existence of formal, structured, and rationalized HRM systems in Indian BPOs. A number of insights related to HRM policies and practices are shared by the HR managers interviewed shedding more-light on the inner workings of the Indian BPO companies and their challenges. The analysis provides original and useful information to both academics and practitioners and opens avenues for future research on the nature of HRM systems and practices in the Indian BPO industry.

### Keywords

Business Process Outsourcing (BPO), India, Human Resource Management (HRM), HRM Practices, HRM Systems, Mixed Method Approach, In-depth Interviews, Self-completing Questionnaires, BPO Organizations, Sample of 51 Companies, New Delhi, Nature of Work, Organization Structure, Strategic Role, Recruitment, Performance, HR Policies, HR Practices, HR Managers, Challenges, Inner Workings, Academic Insights.

### Introduction

Using a mixed-method approach that combines in-depth interviews and self-completing questionnaires, the research analyzes HRM systems in 51 BPO companies, predominantly located near New Delhi. The study examines key areas such as the nature of work, organizational structure, and the strategic role of HRM. It highlights the implementation of specific HRM practices, including recruitment, performance appraisal, training and development, and compensation. Findings suggest that Indian BPOs employ formal, structured, and rationalized HRM systems. Insights from HR managers reveal the internal workings and challenges faced by these companies.

- **Rapid Growth of BPO in India:** The BPO sector in India has grown quickly due to globalization and cost advantages, increasing the need for efficient HRM to manage diverse, large teams, improve productivity, and address challenges like high turnover and employee engagement.
- **Mixed-Method Approach:** This approach combines in-depth interviews with HR managers and self-completing questionnaires to collect both qualitative and quantitative data, offering a comprehensive view of HRM systems, practices, and organizational dynamics within BPO companies.
- **Key HRM Areas:** The study examines the nature of work, organizational structure, and HRM's strategic role, focusing on how these elements influence employee performance, organizational efficiency, and alignment with business goals in the competitive BPO sector.
- **HRM Practices:** Key HRM practices analyzed include recruitment, performance appraisal, training and development, and compensation. These practices are crucial for attracting talent, enhancing skills, motivating employees, and ensuring high performance within the fast-paced BPO environment.

### Research Objective

The primary objective of this research is to investigate and analyses the multifaceted role of HR in shaping the workplace environment within BPO companies. This research aims to understand how HR strategies, policies, and practices influence employee engagement, organizational culture, and overall workplace dynamics in the BPO sector.

- To Identify HR Practices: Analyze how these practices are tailored to meet the unique challenges and demands of the BPO environment.
- To Evaluate Diversity and Inclusion Efforts: Investigate HR's role in promoting diversity and inclusion within BPO workplaces.

- To Analyze the Impact of HR on Employee Well-being: Investigate HR's initiatives aimed at promoting employee well-being and work-life balance in high-pressure BPO settings.

## Literature Review

International Journal of Human Resource Management in BPOs - Amit Malhotra (2019)

The BPO Industry in India has achieved impressive growth in its two decades of existence. This growth would not have been possible without the abundant availability of suitable manpower. Ironically, sustaining the manpower has proved to be the foremost challenge facing this industry. The high rate of employee attrition has resulted in monetary and performance related setbacks to the organizations. The HR managers have devoted considerable attention to fix the problem and in doing so, have devised many new HRM practices to reduce the attrition but it still remains an area of concern. The workforce in the Indian BPOs consists of males and females in nearly equal proportions. Studies have shown that the orientation and preferences of male & female differ in respect of professional matters. Furthermore, the reasons for attrition amongst gender have also been observed to be different. The paper aims at ascertaining whether or not the perception of male & female employees about the impact of HRM practices on attrition, is similar. . Firstly, success factors were derived with the help of Primary data that was collected with the help of a structured questionnaire from the call floor employees working with Information Technology Enabled Services (ITES) -BPO Companies located in Delhi and National Capital Region and then a comparison of the success factors across gender and marital status was made.

## Research Methodology

This research will adopt a mixed-methods approach, integrating both quantitative surveys and qualitative interviews to explore the role of Human Resources (HR) in shaping the workplace environment at Etech Global Services, located in Chhani, Vadodara. By employing this dual methodology, the study aims to gather comprehensive data that captures the intricacies of HR practices and their impact on workplace outcomes. The quantitative aspect of the research will involve distributing structured surveys to both HR professionals and employees at Etech Global Services. These surveys will include a range of questions designed to assess perceptions of HR practices, employee engagement levels, job satisfaction, and overall workplace culture.

### Population & Sampling Method

Here the population is the employees working in Etech Global Services Pvt. Ltd. located at Chhani Vadodara, the population size is 100 employees from belonging branch at Vadodara. Here the convenient Sampling Method is used for conducting the research on the study on the role of HR in shaping workplace environment at BPO companies, the sample size is 100 employees from Etech Global Services Pvt. Ltd. belonging at Vadodara.

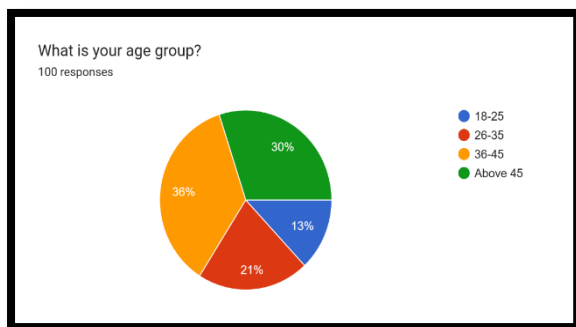
### Data Collection Method

Data was collected through an online questionnaire with multiple-choice and rating questions. It asked about things like:

- What is your current position in the organization?
- How many years of experience do you have in BPO industry?
- Does your HR department play an active role in improving employee engagement?
- Are you satisfied with the benefits and incentives provided by your company's HR policies?
- How frequently does HR organize training and development programs in your organization?
- Does the HR team actively promote healthy workplace culture?

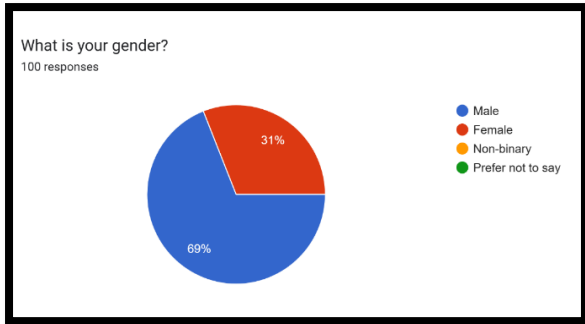
## Data Collection Procedure:

The survey will be distributed electronically to selected participants, ensuring confidentiality and anonymity.



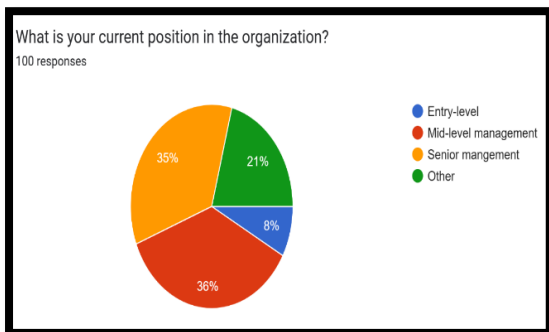
Age Group	Percentage	Surveyed
18-25	13%	13
26-35	21%	21
36-45	36%	36
Above 45	30%	30
<b>Total</b>	100%	100

Survey respondents' age groups are depicted in the chart, with the majority (36%) aged 36-45, followed by 30% over 45. Younger employees aged 26-35 make up 21%, and only 13% are aged 18-25, highlighting a blend of experience levels across the workforce.



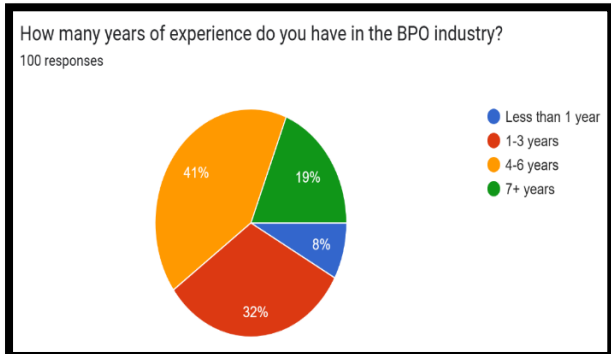
Gender	Percentage	Surveyed
Male	69%	69
Female	31%	31
Non-Binary	0%	0
Prefer no to say	0%	0
<b>Total</b>	<b>100%</b>	<b>100</b>

In regard to the chart, the gender distribution of participants was given, with 69% of respondents are male and 31% are female. No responses were recorded for non-binary or prefer not to say, suggesting a male-dominated environment that may require diversity and inclusion efforts.



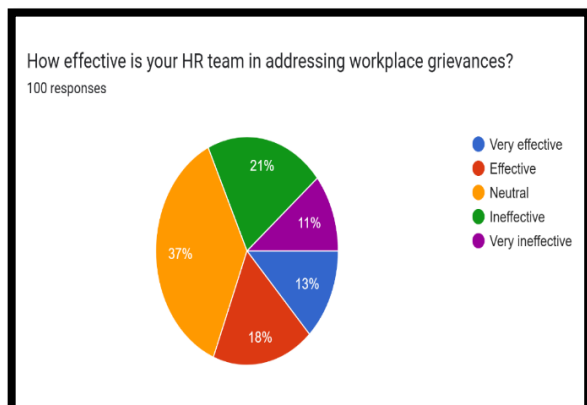
Position	Percentage	Surveyed
Entry-level	8%	8
Mid-level	36%	36
Seniors	35%	35
Other	21%	21
<b>Total</b>	<b>100%</b>	<b>100</b>

The data shows a workforce with strong leadership, as 71% are in management roles (36% mid-level, 35% senior). Only 8% are entry-level, suggesting a focus on experienced professionals. Increasing entry-level recruitment could support long-term growth and leadership development.



Experience	Percentage	Surveyed
Less than 1 year	8%	8
1-3 Years	32%	32
4-6 Years	41%	41
7+ Years	19%	19
<b>Total</b>	<b>100%</b>	<b>100</b>

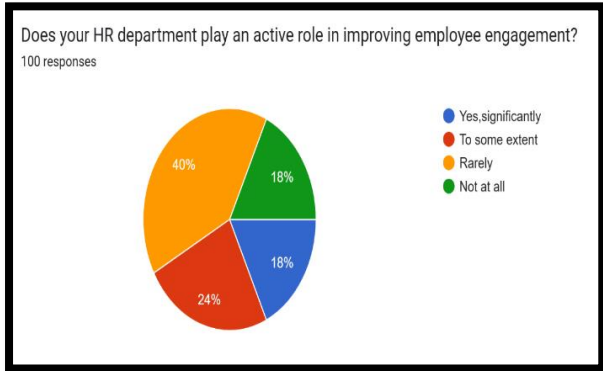
The results indicates that 41% of respondents in the BPO industry have 4-6 years of experience, with 32% having 1-3 years, suggesting a solid influx of new professionals. However, only 19% have over 7 years, indicating low long-term retention. The 8% with less than one year of experience points to either limited fresh talent hiring or high turnover, raising concerns about career growth.



HR effectiveness	Percentage	Surveyed
Very effective	13%	13
Effective	18%	18
Neutral	37%	37
Ineffective	21%	21
Very ineffective	11%	11

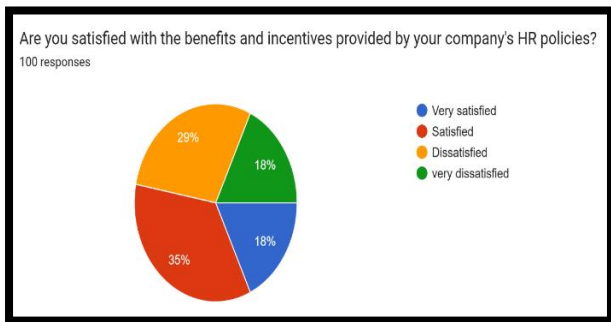
<b>Total</b>	100%	100
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The survey results reveal mixed views on HR’s effectiveness in handling workplace grievances. While 31% of respondents believe HR is effective (13% very effective, 18% effective), 32% feel HR is ineffective (21% ineffective, 11% very ineffective). A significant 37% remain neutral, suggesting a lack of strong opinions on HR’s performance. This balance of positive and negative responses highlights a lack of confidence in HR’s grievance resolution process, suggesting the need for improvements in transparency, communication, and efficiency.



Category	Percentage	Surveyed
Yes Significantly	18%	18
To some extent	24%	24
Rarely	40%	40
Not at all	18%	18
<b>Total</b>	100%	100

The survey highlights that 58% of employees feel HR rarely or never contributes to improving engagement, while only 42% recognize HR’s efforts. This indicates a need for HR to adopt a more proactive role in enhancing employee engagement and workplace morale.



Category	Percentage	Surveyed
Very satisfied	18%	18
Satisfied	35%	35
Dissatisfied	29%	29
Very dissatisfied	18%	18
<b>Total</b>	100%	100

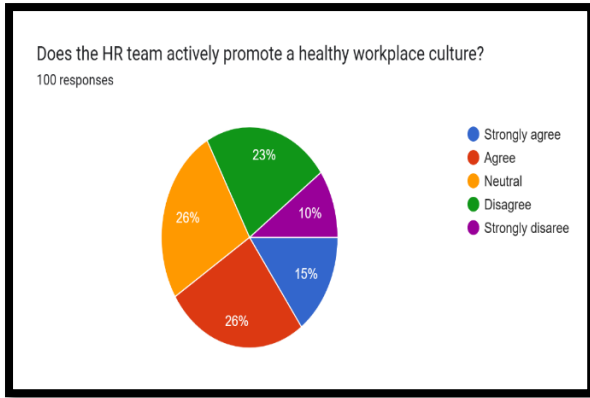
The survey findings indicate a divided perception of satisfaction with HR benefits and incentives, with 53% dissatisfied and only 36% satisfied. This highlights the need for HR to reassess and improve programs to better meet employee expectations.



Category	Percentage	Surveyed
Monthly	19%	19
Quarterly	32%	32
Annually	24%	24
Rarely	14%	14
Never	11%	11
<b>Total</b>	100%	100

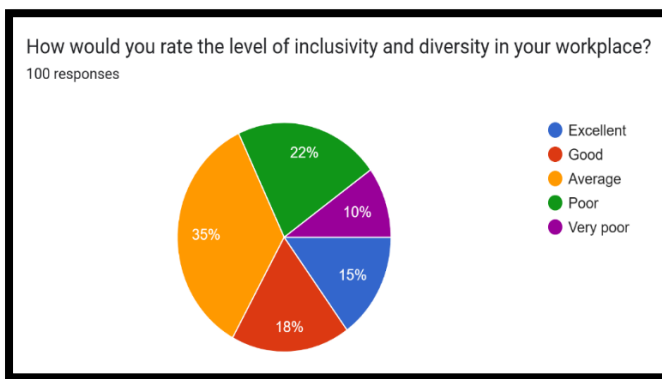
Survey results show mixed opinions on HR’s training frequency: 32% say quarterly, 19% monthly, 24% annually, 14% rarely, and 11% never. This suggests gaps in regular development opportunities, highlighting the need for more consistent and frequent training.

Category	Percentage	Surveyed



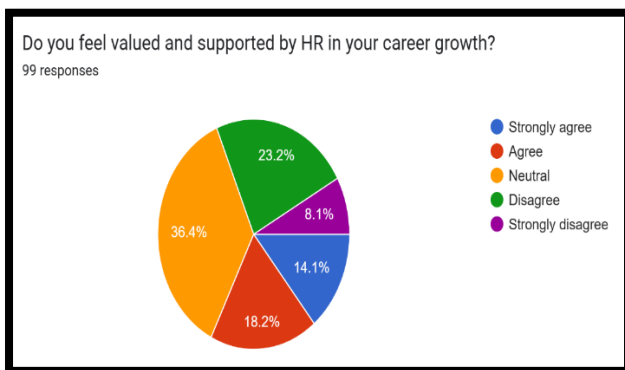
Strongly Agree	15%	15
Agree	26%	26
Neutral	26%	26
Disagree	23%	23
Strongly Disagree	10%	10
<b>Total</b>	<b>100%</b>	<b>100</b>

The survey findings demonstrate mixed views on HR's role in promoting a healthy workplace culture: 26% agree, 26% are neutral, 15% strongly agree, but 33% disagree or strongly disagree. This indicates room for improvement in HR's efforts to foster a positive culture.



Category	Percentage	Surveyed
Excellent	15%	15
Good	18%	18
Average	35%	35
Poor	22%	22
Very Poor	10%	10
<b>Total</b>	<b>100%</b>	<b>100</b>

The survey on workplace inclusivity and diversity reveals mixed perceptions. While 35% rated it as "Average," indicating room for improvement, only 18% considered it "Good" and 15% rated it as "Excellent," reflecting a smaller group's satisfaction. Conversely, 22% rated it "Poor" and 10% "Very Poor," highlighting concerns over insufficient diversity and inclusivity efforts. Overall, while some employees recognize progress, many feel more proactive actions are needed to create a truly inclusive environment.



Category	Percentage	Surveyed
Strongly Agree	14.1%	14
Agree	18.2%	18
Neutral	36.4%	36
Disagree	23.2%	23
Strongly Disagree	8.1%	8
<b>Total</b>	<b>99%</b>	<b>99</b>

The survey on employees' feelings of being valued and supported by HR in career growth reveals varied opinions. While 36.4% remain neutral, indicating mixed or uncertain experiences, only 18.2% agree, and 14.1% strongly agree, showing limited satisfaction. Conversely, 23.2% disagree, and 8.1% strongly disagree, reflecting concerns about inadequate career development support.

## Findings & Suggestions

The survey results reveal a diverse workforce with varying age groups, which could have important implications for workplace dynamics, employee development, and HR policies. A significant portion of the workforce is in mid-career and senior roles, with 36% of employees in the 36-45 age group and 30% above 45. This suggests a workforce that is rich in experience, which could contribute to strong leadership, decision-making capabilities, and a

wealth of industry knowledge. This age group is likely to influence company culture, strategic thinking, and mentorship programs, as they bring a depth of expertise to the table.

On the other hand, a smaller proportion of employees (21%) are in the 26-35 age group, which represents a younger segment of the workforce. This could suggest that there are opportunities for growth and development for employees in this age group, but it also indicates that attracting and retaining younger talent might be a focus for the organization. The relatively low percentage (13%) of employees in the 18-25 age group highlights fewer early-career professionals in the organization, which could be a sign of either low hiring rates for entry-level positions or higher turnover among younger employees. This distribution points to a well-balanced mix of experience levels, but it also highlights potential areas for HR to focus on. The larger proportion of experienced professionals could impact the company's approach to career development, training, and succession planning. HR policies should ensure that younger employees are supported and provided with opportunities for career advancement, while also addressing the needs of mid-career and senior professionals. Strengthening training initiatives and creating more opportunities for growth across all age groups can help the company maintain a balanced, thriving workforce.

The survey results reveal a significant gender imbalance in the workforce, with 69% of respondents identifying as male and 31% as female. The absence of responses from non-binary or "prefer not to say" categories suggests either that these options were not selected by any participants or that the values were too small to be visible in the data. Regardless, the prominent gender disparity indicates that the workplace is predominantly male, which could have various implications for both workplace dynamics and organizational culture.

A male-dominated environment may influence several aspects of the workplace, including decision-making, communication styles, and organizational leadership. This imbalance could also impact the overall employee experience, particularly for women, who may feel underrepresented in key positions or face challenges in terms of career progression. Furthermore, the lack of non-binary and "prefer not to say" responses may suggest a gap in inclusivity and a lack of representation for individuals who do not identify with the traditional gender binary.

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## Conclusion

In conclusion, the survey results highlight that HR's current engagement efforts are seen as insufficient by many employees, and it's essential for HR to adopt a more proactive and visible role in improving employee engagement to enhance overall workplace satisfaction.

For the company to sustain long-term growth and ensure a continuous supply of future leaders, HR should consider increasing entry-level recruitment. By bringing in younger talent, the organization can build a more balanced workforce, ensuring that it has a steady flow of new perspectives and the potential for long-term leadership development.

While the current workforce is stable and experienced, increasing entry-level recruitment will be essential for future growth and leadership succession. Strengthening entry-level hiring could also foster greater diversity of thought, innovation, and career development opportunities across all levels.

The survey results indicate a BPO industry workforce dominated by mid-level professionals, with 41% of respondents having 4-6 years of experience. This suggests a strong foundation of experienced employees who likely possess a solid understanding of the industry and can contribute to operational efficiency, client relations, and problem-solving. Additionally, 32% of employees have 1-3 years of experience, pointing to a consistent influx of new professionals, which can help bring fresh ideas and adapt to evolving industry demands.

However, the data reveals concerning trends regarding long-term retention and career growth. Only 19% of employees have over 7 years of experience, suggesting that retaining highly experienced professionals within the industry is challenging. This could either reflect a low hiring rate for fresh talent or a high turnover rate among newcomers, both of which are issues that may hinder the industry's ability to build a robust, long-term workforce.

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## BIBLIOGRAPHY / REFERENCES

Here's a bibliography that includes a mix of books, articles, and websites related to the role of HR in shaping the workplace environment, particularly in BPO companies. The sources cover a wide range of topics such as human resource management, employee engagement, organizational behavior, and the specific dynamics within BPOs.

### Books

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2. Journal of Organizational Behavior representing the various activities by HR
3. Human Resource Management and Employee Retention in the BPO Sector : A Review of the Literature by R. S. Patil
4. The Role of HRM in Building Organizational Commitment in the BPO Industry by J. B. Sharma and K. R. Soni