# Employee Satisfaction Survey at XYZ Healthcare India Pvt. Ltd.

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# Comment by the Faculty

## Introduction

This employee satisfaction survey conducted by the intern, Ms Prayati Baxi, as her SIP 2013 in a sense gives us a true picture of the mushrooming BPO and KPO organisations across India. What is revealed in this survey involves a painstaking effort by the intern in patiently asking the employees probing questions and obtaining the answers to show the mirror to the employer as to what is wrong with their organisation and why they are unable to retain their employees.

It will be of relevance to mention here that in the case of a core manufacturing organization, physical safety, health are given due importance. Whereas, in an ITES environment, due to absence of moving machinery or possibility of health hazards by radiation, physical injury etc, makes it easier for the employer to provide a conducive environment to work. However, in the present case, the employer choses to cut costs on these hygiene factors which are partly responsible for driving away the employees from the organization to seek employment elsewhere.

The survey addresses the problem of the insensitive behavior of the team leaders at different levels. This factor becomes all the more important in an industry where the intellect and need for the application of mind to perform are expected to be higher than that of a bulk manufacturing environment. As the employees realizse that some of their bosses are biased, and are not treating them with respect, they seek a better environment to work. It is pertinent to mention here that 'an employee does not leave a company but leaves a boss'.

An MBA/PGDM student, like the intern here, is given an ideal picture in the class of a workplace through various mediums of instruction. Once she goes on the real work floor to witness that as part of the process, the differences between what has been taught and what happens on ground becomes evident. The enormity of this learning adds value to the intern in developing empathy in reacting to the environmental stimuli in her profession.

As the intern submitted this report to the SIP organization's management, it is for that organization to take corrective measures to prevent the exodus of the employees by addressing the issues mentioned. However, this organization being a privately owned firm, the will and inclination of the owners to in  giving importance to addressing the factors which may be ruining their firm in the long run decides the fate of the firm. The intern's effort in bringing to surface the primary problems being faced by the employees hence the problem of attrition without complicating the issue is commendable.

**S. N. Prasad**

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## Attrition in the Indian BPO Sector

Attrition rate in Indian BPOs has increased drastically in the past years mainly due to erratic working hours and perceived lack of long term career growth in the sector. Although the BPO sector has been popular since the beginning as it has opened up plenty of job opportunities, the high attrition rate has plagued the sector now. Services offered by the IT/ITes and BPO in the domain of pharmaceutical and health care sector has registered an attrition rate of 60 percent, according to the study by ASSOCHAM. The growing trend of job switching might prove fatal for the survival and growth of India's BPO sector.

The BPO industry is facing serious challenges with shortage of skilled and educated workers as the attrition rate in India's BPO sector has risen phenomenally with the significant visible movement in mid and senior level management levels. Rapid job hops prove to be a disadvantage both for the companies who pay higher wages and those individuals who benefit from higher wages in the short-run, as the rise in package is not keeping up with the rise in knowledge/skill levels of the individuals

To establish a substantial lead over competing countries like Mexico, Philippines, Malaysia, china, Canada, and Ireland and Indonesia there is a need to acquire a larger market share in the global BPO sector and to remain competitive, for that it is important the companies increase wages in the sector and reflect in rising skill levels of the employees. It is imperative that the companies provide adequate training and work experience to employees.

The reason for the high rate of attrition in the BPO sector particularly call centre segment range from lack of comfort of enrichment potential in terms of career growth. The growth of BPO industry is mainly depending on the cost effectiveness and quality of the manpower. Attrition is not a new problem and it has existed earlier and will continue to exist in any industry. In spite of the salaries and facilities being high (especially for a graduate who starts his / her career with a BPO company) the average attrition rate is very high in this industry.

## A Brief on the Company Profile

XYZ healthcare India Pvt. Ltd., is a Service Delivery Centre providing healthcare back office services that are part of Revenue Cycle Management (RCM). XYZHI provides this for several US based healthcare companies. XYZHI provides various aspects of RCM such as Physician and Institutional Coding, Charge Entry & Validation, Payment Posting, Denial Management, Receivables Follow Up, Credentialing and Patient Collection among others. Besides these, XYZHI also provides Accounting and Software support services to clients

The company currently is facing 30% attrition rate and is concerned about the agents leaving their jobs. Basic problems that the company defines for employees leaving the organization is salary. Employees are not getting enough salary and they have to depend upon incentives to sustain themselves.

## Objectives of the Study

To study the satisfaction level of employees with the policies of the management and to gather their reaction about the employee engagement activities being conducted by the HR Department. The study also aims to find out their satisfaction with the salary offered by the company and to find out the reasons behind experienced employees leaving the company.

## Methodology Adopted

238 employees were interviewed including Voice (accounts receivables), Non-voice (non-accounts receivables and support staff employees. the sampling method used is convenience sampling, employees who were available during the shifts were selected randomly to interview. All the employees of support staff were interviewed. In this research exploratory research is used and research plan is unstructured and flexible. Both Quantitative and qualitative approaches have been used to get a better understanding of the employees

## Statistical Data showing Answers to Key Questions Asked to Employees:
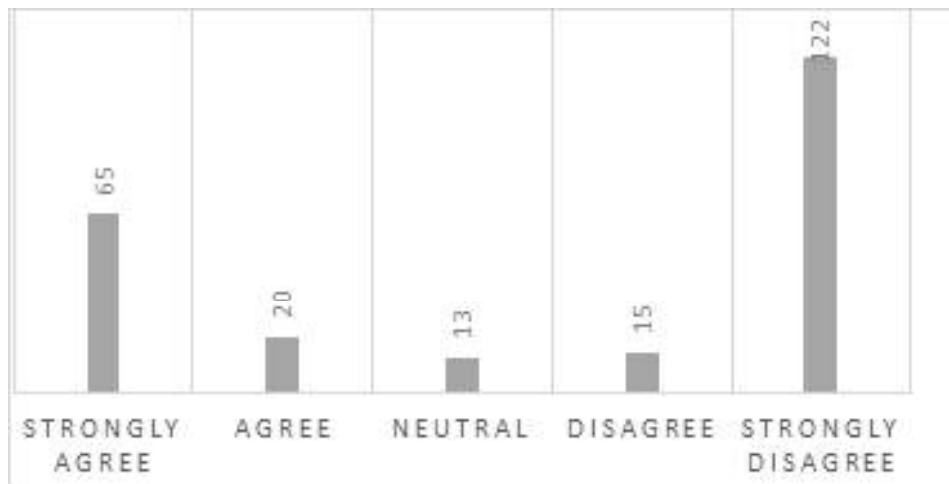
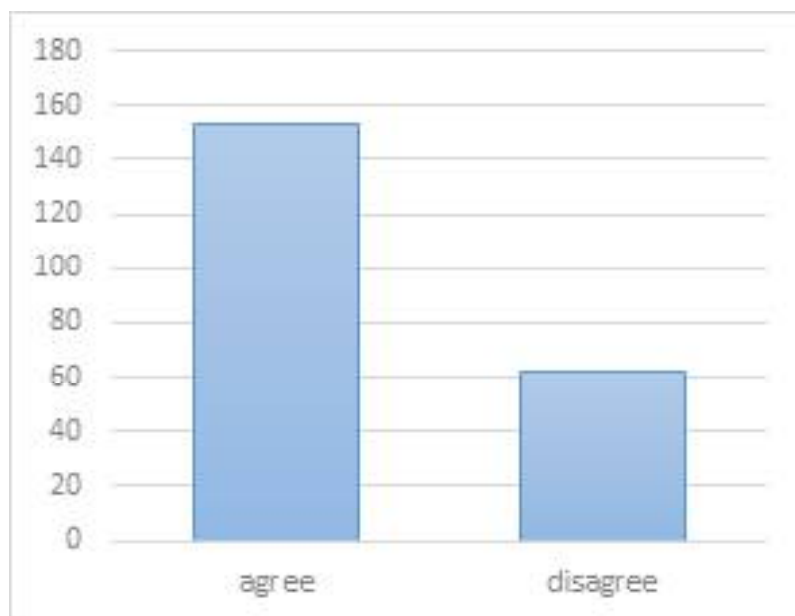1. Are you satisfied with the company's leave policy?
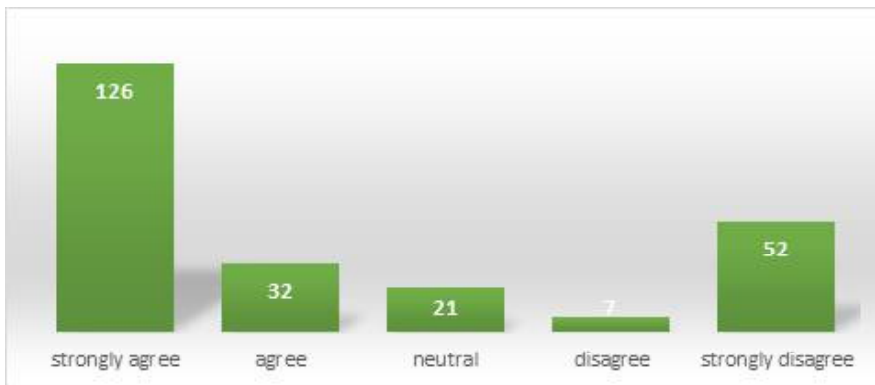


2. Are you satisfied with the salary given to you as compared to the work that you perform?
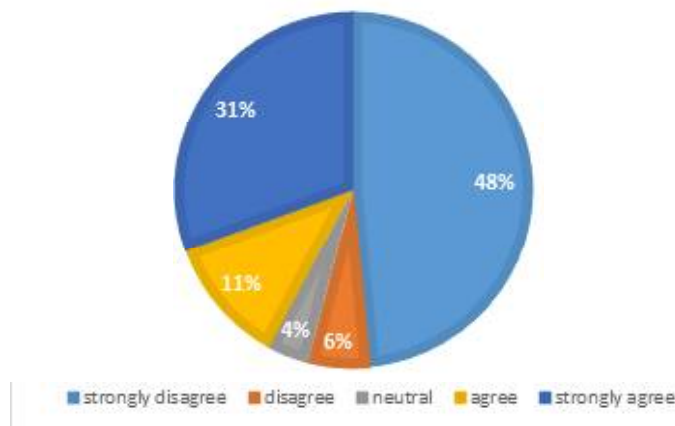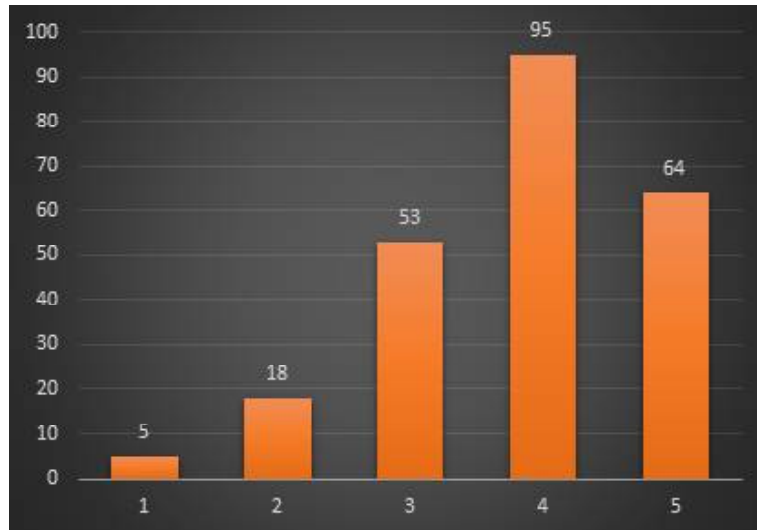
3. Are you aware of the long term goal of this company?



4. Do you feel that the leadership team cares about the employees?

5. On a scale of 1 to 5 what is your overall satisfaction level with your manager? (1 being the lowest)



## Findings of the Survey

## Infrastructure Problems

33% of the total complaints received by employees

**Furniture:** Employees complain that the chair handles are broken and they have to come early to the office just to hunt for chairs in the production area. Roof leakage, filthy table tops are a norm in the company and basic administration functions like cleaning of the production areas and maintenance of individual bays have been neglected by the management.

**Computer Systems**: Systems are slow and keyboards do not work properly. IT department employees suggest that permission should be given to replace the old systems immediately.

**Basic Amenities:** Management does not pay attention to the hygiene and sanitary facilities provide to the employees, there is an absence of attention to detail and provision even basic amenity like tissues is very rare and infrequent. There is lack of accommodation in the cafeteria and employees are not being provided with any kind of a relaxation room where they can sit for some time during their shift.

## Human Resource Department Problems

51% of the total complaints received by employees

**Leave Policy:** employees feel that the casual leaves should not have decreased from 2.5 to 1**.** The major problems that all the employees had was that the earned leaves were getting lapsed every year and not being carry forwarded to next year or encashed, they felt that their leaves are

getting wasted and they should be rewarded in some way or the other for not taking the leaves. Employees want leaves during national holidays and festivals, they feel that getting American holidays was unfair to the employees.

**Compensation:** All the employees feel that the basic salary given to them is very less as compared to what other organizations are paying. The main reason for attrition and dissatisfaction among employees is salary. Experienced employees are getting very less salary than what freshers are getting. They feel that they are not being recognized for their loyalty and dedication towards the company. Employees feel that their survival is dependent on the incentives they are getting, this is increasing politics in the company as everybody is trying to overshadow each other, and they feel that incentive should not be more than the basic salary of a person. Employees feel that since their basic is very less, it is impacting their taxes and provident fund also, employees are not able to apply for loans in banks.

## Manager/Supervisor Problems

16% of the total complaints received by employees

Employees want supervisors to create backup for them in the project so that they can take leaves as per their requirement. Employees feel that the managers should be transparent in their performance appraisal and appropriate action (like increasing the salary)' should be taken after the appraisal. Employees say that managers give some or the other excuse every time and don't increase the salary

- **Manager 1 (M)**- although employees feel that he is a very driven and knowledgeable person, he is rash when talking to the employees and scolds them in front of everyone, which hurts their self-esteem. Also, he cancels planned leaves at the last moment which annoys the employees. Employees also feel that he should be calm during troubled situations and should not be partial towards certain employees

- **Manager 2 (F) -** employees feel that she is not able to resolve their work related issues and doesn't delegate duties properly. She is not at all empathetic and doesn't communicate with her team

- **Manager 3 (M)**- is partial towards certain employees and doesn't give opportunities to other employees

- **HR Director (M) -** HR department employees feel that tasks should be given and completed on time and proper recognition should be given to people.

- **I.T. Department Head (M)** - employees feel that proper scheduling on his part is required so that people can work according to that. Employees also feel that his response is very passive and he doesn't pay attention to his team's needs. He is also not able to solve the work related issues of his team.

## Recommendations

- *Regarding Infrastructure Problems*

  The first and foremost thing that the company should do is replace the old chairs in the production area, if the employees don't have a comfortable position while working then they will not be able to give their 100% productivity and will be unsatisfied. Sanitation should be properly maintained in the washrooms and weekly checks should be done so that the consistency is maintained. Each bay station should be cleaned everyday along with the keyboard and monitors, also, the proposal of replacing the old systems with new ones should be passed immediately. Centralized air conditioning should be there in production area, as many employees complain of the a.c. being too strong in some places and the surroundings being too hot in other places. In my opinion, fun activities should be conducted on the rooftop of the building, so that everyone is able to participate and watch.

- *Regarding Human Resource Department Problems*

  The most important thing that the HR department should do is salary correction for experienced employees, most of the skilled and experienced employees are leaving the company because they are getting less salary then new comers, they feel that they are not being recognized for the loyalty that they have shown towards the company.

  Leave policy- according to me, company can save money and consider the employees' opinion at the same time by carry forwarding the earned leaves to the next year, in this way the company will not have to encash the remaining year end leaves and the employees will also be satisfied. Health insurance/group insurance policy should be introduced and medical benefits given to the employees should be revised. Employee engagement activities should be consistent and should be done at least twice a month, respective managers of the departments can be given an employee engagement calendar and they can conduct the activities according to the schedule. Also counselling facility should be provided in the office. To reduce attrition rate, exit interviews should be conducted for employees, who are leaving the company, so as to understand the reasons why employees are leaving the organization.

### *Application of Managerial Concepts and Learning*

- After working in this company, I came to terms with the fact that, classroom learning is very different from what happens in the real world. An organization may have a very good client base, it may have a swanky office in U.S., but the employees working for it in a developing country like India, will always be treated like they are from the Third World and paid 5-6 times lower than what a U.S. employee of the same cadre gets.

- True to what I was taught in the class, many companies like this one go on a false recruitment drive just to show the market that they are a growing company. Most of the times, it is a desperate move to fill in the positions that are emptying at a rapid pace due to attrition,

instead of just taking in innumerable employees, it is important for the management to introspect and find out where they are going wrong in their inability to retain existing employees.

- With the help of various role-plays and case studies held in the class, I was able to understand the psyche of employees working in the company and empathize with them, which led me to produce meaningful results that would be helpful to the company in rectifying the situation of attrition.

- Employees are the true assets of any company, no matter how many projects it gets or how large is its clientele, it can never succeed if the employees are not happy to work in the company, in this fast paced, technologically advanced world, even a single employee who leaves the company, spreads his grievance and opinion to thousands of people over the internet and through word of mouth. It is imperative for companies to not take the issue of employee satisfaction lightly and work on retaining the employees for a long period of time.