

The Need for Intervention for Psychological Wellbeing (PsWB) of Gen-Y Employees in Selected Business Process Outsourcing in The Philippines: A Correlation Study on The Impact of Demographics to The Psychological Well-Being

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ABSTRACT

The study is descriptive correlation. Using Ryff's scale for Psychological Well-Being, the relationship of demographics – age, tenure in the company and the years of experience in the BPO industry were statistically analysed using correlation. Relationship amongst the dimensions of PsWB were also tested. Only age has a positive significant relationship with the dimensions of PsWB to be specific – Autonomy, Environmental Mastery and Positive Relations to Others but to a weak extent only. Statistical analysis showed that there was a significant relationship between the six dimensions of PsWB with a positive high correlation. The study affirms that the psychological wellbeing of employees is a critical driver for workplace retention, work force productivity and sustained business prosperity.

Key word: *Business Process Outsourcing; Gen Y; Psychological Well Being; Well-Being.*



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INTRODUCTION

Global outsourcing is rising exponentially and is also one of the strategies acknowledged in the context of business. The increase of the service segment during the past period is mostly guided by fast growth in the ICT or Information and Communication Technology (ICT) field, especially in the business of contact center and other commercials related to Business Process Outsourcing (Remulla and Medina, 2012). With the proliferation of information technology, more

firms outsource not only their production but also their service processes. Its financial impact and strategic implications made outsourcing as one of the great accomplishments in the field of corporate arena. According to the Call Center Association of the Philippines (2018), the Philippines' call center sector is predicted to remain as among the strongest segments that contribute to the national economy with current revenue of \$23 billion (P1.15 trillion). The flexibility and the outstanding surviving

mechanism of the local contact centers attributed to the sector's lasting strength and growth potential. According to Inquirer.net (2016), BPO sector was seen breaching the \$21 billion revenue last 2015 and is expected to have a 15% - 18% growth rate over the next several years.

BPO industry is very diverse. Diversity and inclusion are not only about gender, but also about the programs that can attract talents across generations, different places and underserved (Singal, 2017). Singal (2017) stated that a diverse society provides better perceptions and exceptional approaches that will be helpful in giving better solution to the problem, resulting to an enhanced productivity and ground-breaking thinking. The industry had been an avenue for fresh graduates to harness their skills and obtain work experience. It is also open to those who are high school graduates and college undergraduates that are eager to find work in an office set up, provided they met the necessary requirements and passed all the assessments needed for the job. Thus, it can be considered as the melting pot of different talents across all sectors of the business. Based on the actual experience of the proponent of this study, life in the BPO sector is very dynamic, which is contrary to the perceptions of others that the environment is very laid back. Pressure from the customer and the demands of the companies are just few of the many factors that made the fast-changing environment. It requires great determination and focus to perform the job, in addition to the skills that a person have. It is a bucket of trials and adjustment once you venture yourself into this challenging world.

When it comes to age and generations, millennials or Gen Y is making up the majority of the workforce in the workplace. According to Pew Research Center, last 2016 they are the largest labor force in the United States and to date they are the largest living generation by population size (Fry, 2017). In 2025, Generation Y will make up 75% of the world's labor force (Dhawan, 2012). According to the Philippine Statistics Authority

(2016), approximately 62% of the Filipino employees in the outsourcing industry are Gen Y. Last 2017, the percentage of Gen Y in the Philippines' BPO sector increased to 65% (Willis Towers Watson, 2017). According to Colliers International Philippines, this cohort will continue to be a driving force in the marketplace as most of them take the route of having a jumpstart of their career in BPO companies (Galang, 2017). They are considered as the future because they have the ability to shape the BPO market and industry for the better with their value of satisfaction, fulfillment and personal growth (Galang, 2017).

While it is acknowledged that Generation Y are movers in the BPO industry, there are also several challenges associated to them. In a study conducted by Gallup (2016), it was cited that 60% of the millennials are open in switching jobs, which means that six out of ten millennials are at risk of leaving the company. This was strengthened by an article published online by Carter (2017) about Employee Engagement and Loyalty Statistics; it revealed that 42% of the millennials or Gen Y is expected to change jobs at least every 1-3 years. According to Trade Union Congress of the Philippines (2015), the attrition rate in the Philippine BPO sector went up as high as 33% last 2011. Willis Towers Watson (2017) highlighted in their key insights about BPO industry that the attrition went down to approximately 25%. A global study published that around 61% of the managers have challenges in retaining Gen Y (Baba and Sliang, 2012; Queiri and Dwaikat, 2016), but what is alarming with the current problem is that only 9% of the Senior Managers believed that it is an urgent issue (Cullimore, 2017).

Queiri and Dwaikat (2016) enumerated different reasons on the intention to quit of Gen Y employees in the organization. That includes lack of training, lack of empowerment, lack of organizational commitment, lack of career planning and satisfaction with pay. Personalization and transparency are among top five trends in human resource that may prevent employees to

leave the business according to the published article from Willis Towers Watson (2017). Personalization is the ability of the companies to provide unique compensation and benefits, seeing their employees as consumers, while transparency involves career development and the earning potential of an individual in an organization (Willis Towers Watsons, 2017). Staff turnover has always been the biggest concern in the Business Process Outsourcing companies in the Philippines. Companies in the BPO sector had been very creative in attracting talents. Higher compensation and signing bonuses are being offered to entice more talents. On top of it, there are several employee engagements and initiatives happening to retain people. With all these in place, attrition remained to be the biggest challenge.

In the Philippines, another challenge that most companies are looking into is the overall well-being and health of the Filipino BPO agents. According to Paulyn Jean Rosell-Ubial, the Secretary of the Department of Health in the country, BPO workers characterize an important percentage of our country's workforce today (Hernandez, 2017). According to the report provided by the DOH, several health risks are associated due to lack of sleep, job-related stress, and unhealthy lifestyle. These are all hazard factors that can lead to serious health problems (DOH, 2017). Most of the operation is at night due to the time zone difference of the American and European clients; employees need to work at night that can cause disruption of the work-life balance and can impact the psychological well-being (DOH, 2017). According to the study conducted among 1, 209 employees of the BPO companies in India showed that 38% of the respondents experienced significant psychological distress and the report elaborated further that the vulnerable groups were women, permanent employees, data processors and those employed for more than 6 months or longer (Machado, et.al, 2013). Similar study was conducted by Raja and Bhasin, 2014 pointing out the same issue such as physical, physical, mental, and social challenges based from the unique job

profile of the BPO workers.

Throughout time, retention programs are in place and vary from one company to another. From monetary to retirement plans and healthcare plans, are just few of the perks being given to the employees. Retention for most of the companies focuses on five things: compensation, environment, growth and career, relationship and support (Sharma and Sharma, 2012). Better salary package is one of the most influential reasons why people leave BPO industry (Thaly and Sinha, 2013); thus, this is also the reason why most companies focus on monetary incentive to its employee to prevent intention to quit from the organization. The focus to retain talents and attract new ones using these monetary incentives is very high, but seldom would you observe companies focusing on the overall well-being of the employee. In this community based development study, well-being is defined as the overall happiness of the employees. It is a varied and interrelated dimension of physical, psychological, social, occupational, and spiritual dimensions away from the customary sense of health. Well-being is one of the most important aspects in the cycle of an employee and is the key to keep employees motivated (Wollenberg, 2014). This is one of the areas that researchers are now focusing as companies are bringing their business to the next level.

The weight of turnover rate in the business is very damaging. The estimated cost of millennials' attrition in the US economy is \$30.5 billion annually (Adkins, 2016). According to report published by AXA PPP healthcare (2016) in UK, the cost of replacing an employee is nearly £30,000 (Webb, 2016). You also must consider the existing client relationship and familiarization with the process or suppliers; thus, losing a valuable member of the company will have a significant impact (Webb, 2016). According to Cullimore (2017) of Manila Recruitment, a recruitment consultancy, in the Philippines' set up, an employee who is resigning with a salary of \$5,000 will cost the company \$30,000-\$45,000

to source and train a new hire. This is more expensive for executives with salary of \$10,000 that would cost the business up to \$213,000. If an employee decides to move out of the company, it will result to several impacts, such as: costs of decreased productivity, impact training and development when it comes to investment, revenue loss, costs for recruitment, unwanted time and effort for the recruiter and company in hiring a replacement, and the legal fees and payout commitment (Northern Worx, 2012). In addition, Surji (2013) mentioned that turnover rate can influence customer service and quality, and it can cause lack of motivation and moral to other employees.

According to Rudloff (2013), a study conducted by HEALTHWAYS, a company examining comprehensively the well-being of the employees of Fortune's top one hundred companies, revealed that overall well-being is more than just predictor of healthcare cost, but more importantly with other business outcomes related to efficiency and retention. Higher employee retention is positively associated with well-being (Gooch, 2018). According to Business Wire (2010), nearly half of American workers consider wellness program as one of the powerful tools in employee retention (Business Wire, 2010). A study published in HR Magazine focusing on the UK staff retention about well-being revealed that 30% of the employees would consider leaving a company because of poor well-being and 21% of the employees will make them less motivated and productive (Roberst, 2014). Businesses need to evolve their strategies and should not be limited to financial aspect as workforce is becoming more diverse in age, gender, and race and the expectations change through time (Frazer Jones, 2018). For Gen Y cohorts, wellness matters and maintaining it in an optimal level is crucial to the quality of life that they have; this means that it helps them perform social roles effectively and comfortably (Silcox, 2018). In a survey conducted by Gallup (2016), 57% of the members of this generation say that work-life balance and well-being are important factors in their job.

Leaders are adjusting the approach that they need to deploy in managing the workforce of the 21st century. Not just in managing the diverse groups, but also the different threats and challenges in sourcing industry. Studies about the Philippines' BPO industry are very limited. Psychological Well-being of the employees as a driver for retention should be one of the major areas that need to be explored. Employers are now increasing the awareness of the impact of well-being on business performance as it is not only affecting cost and turnover, but healthy and engaged employees will be more productive and committed, and will provide an exceptional customer service (Abraham, 2016). With millennials dominating the place of work, it is essential to look into the attitude that will make them stay in a certain company. Understanding the overall psychological wellness will help companies improve their strategies to retain employees, specifically Generation Y. This will eventually allow the company to address the biggest challenge in attrition. Improving turnover rate will pave the company to increase profit and gain a better competitive advantage. Talent retention is one of the key areas that every manager is addressing aside from its main objective of winning more business. In helping employees adapt to the rapid change, it is imperative to investigate the overall welfare. Talking to your subordinates allows one to understand the gaps and issues and will allow a specific leader to address it.

METHODOLOGY

The study is quantitative and at the same time qualitative in nature. The relationship of demographics to the dimensions of Psychological Well-Being (PsWB) is tested statistically. Descriptive correlation between variables were obtained. For deeper insights triangulation method was used with multiple data sources that helped us yield substantial data for this investigation (Cohen & Crabtree, 2006). Triangulation was used in gathering the data, namely – a survey as the main tool in gathering the information needed, with focus group discussions (FGD) and interviews as the source

of supporting data to the survey. Target respondents for the interviews were human resource personnel, supervisors, and managers. FGDs were done among Gen Y as target respondents. Locale of the study was Northgate Cyberzone Alabang, Muntinlupa City, Philippines, an IT park listed in the Philippine Economic Zone Authority (PEZA) in the country. According to the Philippines Statistic Authority (PSA), the locale houses more than 30 companies solely focused on outsourcing. Respondents were Gen Y also known as millennials, those who were born from 1981 - 1999, a definition provided by Branscum and Sciaraffa, 2013. They were rank and file or the front liners directly dealing with the customer, specifically in operations. Simple random sampling was done. Demographics included the following—age bracket, length of service, and tenure. Length of service is defined as the number of years the respondent working in the BPO industry. Tenure is defined as the length of time the respondent working in the current BPO Company. The age bracket is simply the age group in which the respondent will be considered. The research was carried over to the respondents who are handling voice transactions. The study was limited to the top 3 companies in the locale based on the following criteria: 2017 revenue, at least 1000 employed personnel, did not undergo any merger or acquisition during the study.

The data gathering contained quantitative and qualitative. Survey questionnaires, interviews, and focus group discussions formed the triangulation. The quantitative part of this study involved a survey instrument. An instrument prepared was used after the approval of the research proposal. Approval from the company and respondents were obtained before the distribution of the questionnaire. Questionnaires were distributed in two ways: electronic survey and survey distribution. Letters were sent to the subject of the study asking them to take part in the survey. Ethical considerations were explained before they answered the survey form. A pre-test was done to check if there will be any issues or challenges that will hinder the

implementation of the study. The survey was limited within the locale. A total of 500 questionnaires were distributed, with 372 returned valid data. Minimum of 5 focus group discussions per company, with minimum participants of 5 respondents per session were steered. The interview was consisted of at least 4 respondents in each identified company, which is a combination human resource specialist and someone from operations in a supervisory level or higher.

The proponent of this paper used the triangulation method, a combination of quantitative and qualitative analysis. The survey instrument was adopted from Ryff's Psychological Well-Being Theory. The dimensions that were measured were: self-acceptance, personal growth, autonomy, environmental mastery, purpose in life, and positive relationship. The instrument was a seven-item scale, with a total of 42 statements. Each dimension of Psychological Well-Being consisted of seven items. The response format was set to a six-point Likert scale: strongly disagree (1), somewhat disagree (2), slightly disagree (3), slightly agree (4), somewhat agree (5), agree strongly (6). Items were assessed based on the survey scaling, items from the separate scales were mixed by putting them in alphabetical order by scale name and then taking one item from each scale successively into a continuous self-report instrument. Responses to negatively scored items (–) were reversed in the final scoring procedures so that high scores indicate high self-ratings on the dimension assessed. The qualitative part of this research included focus group discussion and interviews. Focus group discussion targeted Gen Y employees. The interview comprised of human resource personnel, managers, and supervisors. A guide question was prepared that is for the items that were not covered in the survey instrument. The guide question used in the focus group discussion was slightly different from the interview questions. The result of the triangulation served as supplemental inputs to the quantitative part of this study.

RESULTS AND DISCUSSION

Below are the tables and the summary of the explanation about the result of the statistical analysis of this study.

Table 1. Frequency and Percentage of Demographic Profile

Age Category	Frequency	Percentage
18 to 22 years old	47	13%
23 to 26 years old	102	27%
27 to 30 years old	104	28%
31 to 34 years old	57	15%
35 to 37 years old	62	17%
Total	372	100%
Years of Experience in the BPO Industry	Frequency	Percentage
Less than 3 years	117	31%
3 to 5 years	135	36%
6 to 8 years	82	22%
9 to 11 years	33	9%
12 years and above	5	1%
Total	372	100%
Tenure in the Company	Frequency	Percentage
Less than 2 years	155	42%
2 to 3 years	110	30%
4 to 5 years	51	14%
6 years and above	56	15%
Total	372	100%

Table 1 summarizes the result of the demographics and its distribution based on the result of the survey. Based on the age category 28% were from 27-30 years old, followed by 23-26 years old at 27%, while 18-22 years old had the lowest percentage at 13%. Looking into the years of experience in the BPO industry, majority of the respondents were between 3-5 years at 36% followed by less than 3 years at 31%, 12 years and above comprised 1% of the respondents and had the lowest. When it comes to the tenure in the company, 42% of the respondents were less than 2 years, followed by 2-3 years at 30% and 4-5 years had the lowest at 14%.

In general, demographics yielded diverse result. When years of experience in the BPO industry is considered (Table 1), result showed that most of the respondents are still in their early years of

work in the industry. As observed, the greatest percentage of the respondents belong to those that have worked for less than 3 years (31%), 3 to 5 years (36%), and 6 to 8 years (22%). Only a few of the respondents have worked in the BPO industry for 9 to 11 years (9%) and 12 years and above (1%). In the case of tenure (Table 1), results showed that most or 42% of the respondents have been with their current company for less than 2 years, followed by less than 2-3 years at 30%. This signifies that the length of stay of most of the Gen Y workforce in the current BPO Company is very short. This agrees with the article published online by Ritcshel (2018), that millennials' job habit includes job-hopping within 2-year mark. Similar findings published by Meister (2012) said 91% of the millennials are expected to stay in their job for less than 3 years. Only 30% of Gen Y employees have been in their present company for 2 to 3 years. The remaining 14% are employees with a tenure of 4 to 5 years and 15.2% serving their existing employer for 6 years and above. According to the Bureau of Labor Statistics (2018) in the US, the average tenure of employees is 4.2 years. In terms of age of the respondents (Table 1), results showed that the greater percentage of the respondents belong to the clusters of 27 to 30 (28%) and 23 to 26 (27%) years old. When combined, these groups form 55.4% of the entire respondents. As observed, the respondents are within their early years of working. The oldest age groups (31 to 34 and 35 to 37 years old) respectively cover 15% and 17% of the respondents. The youngest age group (18 to 22 years old) covers the minority (32%) of the respondents. The result is similar to the study conducted by the Philippine Statistics Authority (2018) wherein majority (26.6%) of the employed Filipinos are between the ages of 25 to 34 years old. The youngest is between the ages of 15 to 24 years old, which are the 16.8% of the employed Filipinos based on the 2018 survey (PSA, 2018).

Table 2 summarizes the overall mean rating interpretation of the dimensions of PsWB. The result showed that respondents agree with the

dimensions of PsWB and the overall mean rating. The overall mean rating was 4.25 with an interpretation of slightly agree. When it comes to Positive Relations to Others (4.55) and Personal Growth (4.50), the result showed that respondents somewhat agree to these dimensions of PsWB; Purpose in Life (4.28), Self-Acceptance (4.12), Autonomy (4.09), and Environmental Mastery (3.95), got an interpretation of slightly agree.

Table 2. Overall Mean Rating and Interpretation of the Dimensions of PsWB

Dimensions of PsWB	Mean	Interpretation
Positive Relations to Others	4.55	Somewhat Agree
Personal Growth	4.50	Somewhat Agree
Purpose in Life	4.28	Slightly Agree
Self-Acceptance	4.12	Slightly Agree
Autonomy	4.09	Slightly Agree
Environmental Mastery	3.95	Slightly Agree
Overall Mean	4.25	Slightly Agree

By examining further, the components of PsWB, results showed that Personal Growth (4.5) and Positive Relations with Others (4.55) had the highest mean scores. It indicated that relative to other factors, Personal Growth and Positive Relations with Others are the leading aspects of Psychological Well-Being felt by the respondents. The respondents felt a little extent of presence of Autonomy (4.09), Self-Acceptance (4.12) and Environmental Mastery (3.95). The result conformed to the study conducted among the post-graduate students in Bulgaria by Roslan, Ahmad, Nabilla and Ghiami (2017), that Personal Growth and Positive Relations with Others have the top 2 highest mean ratings when it comes to the dimensions of Psychological Well-Being. In addition to the study conducted by Ahmad, Nabilla, and Ghiami (2017), the lowest dimension of PsWB that got the lowest rating was Autonomy and not Environmental Mastery.

Looking into the dimensions of PsWB of the respondents, the overall rating generated a mean score of 4.25 with an interpretation of slightly satisfied. This relates that the attributes or conditions defining PsWB dimensions are experienced or adhered to by the respondents

to a limited extent. The result of “slightly agree” when it comes to interpretation was supported with the responses of the respondents during focus group discussions.

“...so far no problem, I am able to manage and keep my sanity.”

“I am still in my right state of mind. I still feel that I can think well and knows the direction of my life.”

“There are some problems that you need to handle on your own and you need to be at the right state of mind for you to be able to resolve it. I would say that my mind is in the right state as of this moment.”

“I would say I am still ok mentally.”

“I am very much ok when it comes to my psychological well-being.”

There are some Gen Y respondents that stated that sometimes they get depressed, but they are able to overcome it. This only showed that they are still in control of their psychological well-being.

“...at times you get depressed, and I know how to bounce back to my normal self.”

“There are some problems that you need to handle on your own and you need to be at the right state of mind for you to be able to resolve it. I would say that my mind is in the right state as of this moment.”

“... despite of so many things going on and what’s happening in my personal life, I am still able to survive and able to keep my sanity.”

Table 3 summarizes the correlation between the demographics and the dimensions of PsWB using Spearman’s correlation. Only age resulted a weak

Table 3. Correlation of Demographics and Dimensions of PsWB

Dimensions of PsWB	Age		Years of Experience in the BPO Industry		Tenure in the Company	
	Spearman's rho Correlation Coefficient	p-value	Spearman's rho Correlation Coefficient	p-value	Spearman's rho Correlation Coefficient	p-value
Autonomy	0.111*	0.032	0.088	0.090	0.049	0.344
Environmental Mastery	0.110*	0.034	0.070	0.176	0.002	0.973
Personal Growth	0.028	0.590	0.008	0.879	0.019	0.717
Positive Relations to Others	0.134**	0.009	0.072	0.168	0.025	0.634
Purpose in Life	0.079	0.128	0.014	0.787	-0.020	0.702
Self-Acceptance	0.085	0.104	0.067	0.198	0.085	0.100

*Correlation is significant at 0.05

**Correlation is significant at 0.01

positive significant relationship with Autonomy, Environmental Mastery and Positive Relations to Others with a p-value <0.05, while Personal Growth, Purpose in Life and Self-Acceptance did not have any significant relationship as the p-value generated was >0.05. The years of experience in the BPO industry and the tenure in the company yielded a p-value of >0.05, that means, there was no significant relationship with the dimensions of PsWB. Based on the result of the statistical analysis as the age increases the relationship to Autonomy, Environmental Mastery and Positive Relations to Others also increases.

A study conducted by Khumalo, Tename and Wissing (2012) about the Socio-Demographic Variables and its relationship to the General Psychological Well-Being stated that stated that

employment is one of the socio-demographics that is highly associated to the psychological well-being in South Africa, while age is not significantly associated. However, the result of the study did not support the study published by Khumalo, Tename and Wissing (2012). Age has a significant relationship to the Autonomy, Environmental Mastery and Positive Relations to Others to a weak extent only. When it comes to employment demographics specifically the tenure in the company and years of experience in the BPO industry did not exhibit any significant relationship. Another study conducted by Mayordomo, et.al (2016) as cited by De-Juanas Á, Bernal Romero T and Goig R (2020), showed that there is a positive correlation between age and level of psychological well-being, which was also evident on the result of this study.

Table 4. Relationship between the Dimensions of PsWB

PsWB Dimension		Autonomy	Environmental Mastery	Personal Growth	Positive Relations to Others	Purpose in Life	Self-Acceptance
Autonomy	Spearman's rho	1					
	p-value	-					
Environmental Mastery	Spearman's rho	.481**	1				
	p-value	0.000	-				
Personal Growth	Spearman's rho	.486**	.718**	1			
	p-value	0.000	0.000	-			
Positive Relations to Others	Spearman's rho	.454**	.650**	.728**	1		
	p-value	0.000	0.000	0.000	-		
Purpose in Life	Spearman's rho	.427**	.652**	.747**	.695**	1	
	p-value	0.000	0.000	0.000	0.000	-	1
Self-Acceptance	Spearman's rho	.420**	.651**	.597**	.615**	.608**	
	p-value	0.000	0.000	0.000	0.000	0.000	-

Table 4 summarizes the relationship between the dimensions of PsWB. The Spearman's rho analysis yielded a significant relationship between the dimensions of PsWB using 0.01 significance level. The p-value yielded between the dimensions were less than 0.01. Only Personal Growth yielded a high positive correlation with Environmental Mastery (0.718), Positive Relations to Others (0.728) and Purpose in Life (0.747). The following resulted to a moderate positive correlation: Environmental Mastery to Positive Relations to Others (0.650) and Purpose in Life (0.652); Self-Acceptance to Environmental Mastery (0.651), Personal Growth (0.597), Positive Relations to Others (0.615) and Purpose in Life (0.608); Purpose in Life to Positive Relations to Others (0.695). Only Autonomy resulted to a low positive correlation to all the dimensions of PsWB, namely, Environmental Mastery (0.481), Personal Growth (0.486), Positive Relations to Others (0.454), Purpose in Life (0.427) and Self-Acceptance (0.420).

A study published by Garcia-Alandete (2015) published in *The European Journal of Counselling Psychology* about the relationship of meaning in life to the psychological well-being showed that there is a significant relationship between meaning in life and psychological well-being dimensions - Self-Acceptation, Environmental Mastery, and Positive Relations, that means that the experience of the respondents with it comes to the meaning in life is an important factor in the psychological well-being. This is also in agreement to the result of the correlation wherein all the aspect of psychological wellbeing is significantly associated with one another. The relationship showed a strong correlation based on the Spearman's rho analysis.

CONCLUSION AND MANAGERIAL IMPLICATIONS

If we were to consider the enormous contribution of the BPO industry in the economic growth of its host community, it would be well-founded if management could work hand in hand with national policy makers to look into the wellbeing of the human resources in this sector to ensure their productivity and positive contribution to the

development of the service milieu. The stark reality of heavy turnover in this industry may on the surface come as a result of the dynamism and career instability of the largely young people who are employed by this sector. However, a deeper reason may be overlooked by the leaders in the industry, and the human resource management practitioners who are tasked to look at these young people's career growth and continuous productivity.

Leaders in the industry must continuously find ways to make their approach to talent recruitment for relevant and responsive to the emerging needs and well-being of their potential work force. This new leadership in human resource management should not only consider the challenges in the employing a diverse type of work force but should also take into consideration the various concerns and opportunities in the context of business process outsourcing workplace. With the nascent studies on human resource management of BPOs in the Philippines and perhaps elsewhere, best practices are limited and models for benchmarking are few. This study which ascertained that the Psychological Well-being of the employees is a potential driver for workplace retention should be area that has to be considered. As both employees and employers have become increasingly aware of the critical value and influence of human capital well-being on business prosperity, it is also significant that companies must seriously look at how resulting extrinsic and intrinsic costs turnovers may have on operations and overall workplace productivity. Psychologically healthy and mentally engaged employees will be more productive and would have work and company commitment that drives outstanding service.

As an industry that is dominated by millennials, BPOs need to carefully consider the knowledge, skills, attitudes, and values of the young people of today, that will enable them to stay long in a certain company. It is for the practitioners of human resource management in the business process outsourcing industry to understand

the overall psychological wellness of today's young people in order to mitigate heavy transition and attrition. Having the ability to address the concern of turnover, reducing the compounding costs and problems of training and re-training, and the ability to creatively keep people from transferring, will be a company's competitive advantage and formula for sustained business productivity and prosperity. Talent retention is

an important management task and a critical leadership challenge. For BPOs to ride the waves of change, they must be able to dive deep in addressing the overall welfare of their employees, and continuously find ways to keep them motivated, interested, focused, productive, and support them to find their meaning in life which enables them to have a good psychological well-being.

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