

ACADEMIC PAPER

# Mediating role of growth needs and job satisfaction on talent sustainability in BPOs and call centres: An evidence from India

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The productivity and growth of an organization depend on the attrition rate of its workforce. The low workforce attrition rate increases the competency of an organization. Although there are numerous studies on employee retention, human resource managers are still struggling to hold their employees for a longer time. This paper studies the mediating role of growth needs and job satisfaction on independent construct deficiency needs and dependent construct talent retention for talent sustainability. The judgemental sampling technique was adopted to interview 414 employees of different BPOs and Call Centres situated in Delhi NCR through a self-administered questionnaire. Mediation analysis was performed with the help of Smart PLS-SEM 3.0. The deficiency needs have an insignificant impact on talent retention, whereas the path deficiency needs, mediated by growth needs and job satisfaction, have a greater and significant impact on talent retention. Finding suggests that growth needs and job satisfaction help to retain talented employees.

**JEL CLASSIFICATION**

M120; M100

## 1 | INTRODUCTION

Today, the business world is working in a highly competitive environment. The invention, innovation, and efficiency of an organization are guaranteed by its manpower. Manpower of an organization is comprised of unskilled, semi-skilled, and skilled. Skilled manpower add-on their skillset for improvement through training and development, and self-learning (Budhwar, Pereira, Mellahi, & Singh, 2018; Sidhu, Singh, Virdi, & Kumar, 2019). The qualifications and skillset do not guarantee an equal amount of performance from manpower. There are various internal and external factors that make variation in their productivity. The manpower whose productivity is higher and continuously providing innovative solutions to the business may be treated as a talent resource for the organization. Such employees also know the functioning and success tips of the organization. Therefore, the existence of talented manpower becomes crucial for an organization (Collings, Mellahi, & Cascio, 2018; Nazia & Begum, 2013; Samuel & Chipunza, 2009). Employee turnover creates a disturbance in the business process as well as hiring a replacement for such an employee is a cost for the organization.

The working procedure of the service sector is similar in various aspects; therefore, the productive manpower of this sector always looks for job changes to attain career objectives. Meanwhile, due to this reason, BPOs and Call Centres are one of the industries under the service sector where a higher rate, 25–40% (NASSCOM, 2005), of attrition has been observed. According to Remesh (2004) and Srivastav, Gopalan, Agrawal, and Agrawal (2019), the average employee turnover in BPOs and Call Centre of India is 30%. It has become a tough task for human resource managers of this industry to retain their productive manpower. It may be a rare case that an employee leaves a job due to a single incident (Walker, 2001). There are several factors contributing to employee retention have been identified by researchers. Kinnear and Sutherland (2001), Maertz and Griffeth (2004), Mandhanya (2015) have identified factors such as extrinsic rewards, promotion, job security, pay, and the nature of work that help to retain the employee. Fitzenz (1990) has cited factors like working culture, pay and benefits philosophy, and career development system for talent retention. Nazia and Begum (2013) have found factors like respect, recognition, and rewards for retaining talents in the organization. The above factors are either the part of deficiency needs or growth needs of motivation theory.

This study is based on Maslow's hierarchy of needs classification theory given by Prof. Maslow (1962). Deficiency needs are basic needs that are less considered for skilled employee, especially productive employees, but do play a role in job satisfaction and employee retention (Jerome, 2009). The growth needs include recognition, promotion, and career advancement (Charan, Barton, & Carey, 2015) that always stand on the top of the hierarchy of need pyramid and have a greater role in job satisfaction (Cotton & Tuttle, 1986; Lasisi, Eluwale, Öztüren, & Avcı, 2019) and talent retention (Höffler, Köhler, & Parchmann, 2019). Now, job satisfaction is the key factor that is ultimately going to help human resource managers to retain their talents in the organization (Chen et al., 2019; Maertz & Griffeth, 2004; Mandhanya, 2015). In this research, we are going to study the mediating role of growth needs, and job satisfaction on talent retention of BPOs and Call Centre situated in Delhi NCR, India. The outcomes of this study will contribute in the existing literature and guide human resource managers of BPOs and Call Centres to reduce turnover rate and retain talented manpower in the organization.

## 2 | REVIEW OF THE LITERATURE

Talent of an organization brings other talents and builds a nexus of talents in the organization. Therefore, retaining talents has become part of the organizational objective for many organizations. The existing theories and the literature of this domain will help to understand the probable solution to this problem.

### 2.1 | Theoretical underpinning of needs

The theory of the hierarchy of need propounded by Maslow clarifies the linkage between job satisfaction and its levels. Job helps to fulfil the need of food, shelter and clothing, healthcare, etc. Moreover, job provides financial security, a sense of belongingness (Maslow, 1962). Job also provides identity and status in the neighbourhood and a platform to achieve personal and professional goals, as well as inspire others (McLeod, 2018; Tay & Diener, 2011). Herzberg's two factors theory of motivation argued that achievement, recognition, career progression, and nature of works motivate employee but the absence of hygiene factors like working environment, interpersonal relations, supervision, salary, and company policy may negatively affect job satisfaction (Herzberg, Mausner, & Bloch Snyderman, 2010). The dispositional theory cited four factors linked to job satisfaction, which are self-efficacy, self-esteem, locus of control, and neuroticism (Staw & Cohen-Charash, 2005).

### 2.2 | Conceptual modelling

#### 2.2.1 | Talent retention depends on deficiency needs, growth needs, and job satisfaction

Talented employees critically identify the problems of the organization and provide creative and innovative solutions (Höffler, Köhler, &

Parchmann, 2019). They also perform spectacularly and contribute to the progress of an organization (Gberevbie, 2008). Searching new talents and making them fit with organizational working is a risky and challenging task for human resource management. Thus, it is better to retain the existing talent and fill the higher positions from internal talents (Cornelissen & Harris, 2001; Karthikvel, 2019). Job satisfaction plays a crucial role in retaining talents within an organization. Job satisfaction depends on both intrinsic and extrinsic factors (Rowe, Moss & Moore, 2017). Deficiency needs are ignored for talented employee; however, living standard and lifestyle are decided by the income of the person therefore, deficiency needs also play a role in satisfaction and talent retention (Honore, 2004; Rowe, Moss & Moore, 2017; Wong, 2019). A talented employee gives more important to their career opportunity and growth in an organization. If this lacks in the organization then the organization loses its talents. Therefore, ambiguity free and well-defined career paths within an organization are required to retain talents (Charan, Barton, & Carey, 2015; Hur, 2019).

**Hypothesis 1a** Job satisfaction effect talent retention.

**Hypothesis 1b** Deficiency needs effect talent retention.

**Hypothesis 1c** Growth needs effect talent retention.

#### 2.2.2 | Job satisfaction depends on deficiency needs, growth needs

Satisfaction is the starting and ending point of every relationship and, in the context of employee retention, job satisfaction is a critical element (Cotton & Tuttle, 1986; Lasisi et al., 2019). Job satisfaction plays a vital role in talent retention and can be achieved by satisfying deficiency and growth needs of talents (Osteraker, 1999). Job satisfaction with a sense of ownership and commitment provides a positive impact on employee retention (Govaerts et al., 2015). Talented employees do consider salary and other benefits but they also look at career opportunities and growth perspectives available in the organization (Daqar & Smoudy, 2019). Job satisfaction and employee retention can be seen as locating tasks as per the skills and ability of employees, making them perform tasks effectively and efficiently. This gives a feeling of pleasure and satisfaction during the execution of tasks, and also found meaningful, recognized, and reward in an organization (Phelps, 2015). Employee satisfaction portrays the amount to which their anticipations matches with actual rewards in the job. Job satisfaction is a multifaceted feeling, which depends on factors such as autonomy, payment and perks, working culture, commitments, and communication hierarchy (Lane et al., 2010). Dispositional theory expressed factors like self-efficacy, self-esteem, locus of control, and neuroticism for job satisfaction (Staw & Cohen-Charash, 2005). Leave policy, management support, work-life balance, and interpersonal relationship are common factors to satisfy the deficiency needs of talents (Kaushal & Dogra, 2015). A satisfied employee is treated as valuable assets for an organization and they

always work for the betterment of the organization (Kaur, 2013). There are moderating effects of remuneration growth on voluntary employee turnover and job performance (Trevor, Gerhart & Boudreau, 1997). Healthy relationship with peers at the workplace is a causal factor of talent retention (Kossivi, Xu, & Kalgora, 2016; Pitts, Marvel & Fernandez, 2011).

**Hypothesis 2a** Deficiency needs effect talent retention.

**Hypothesis 2b** Growth needs effect talent retention.

### 2.2.3 | Growth needs depend on deficiency needs

Growth needs are beyond the satisfying essentials of life. Employees dedicate additional efforts not only to get basic salary or incentives but it is done purposefully for improvement and career growth (Koul, 2012). Talented employees give more priority to personal and promotional growth, participation, equity, and promotions (Gao, 2013). The satisfaction of growth needs guarantees talent sustainability in the organization (Sarkawi et al., 2018). The growth needs of talented employees can be fulfilled through their development and rise in the career ladders. Normally, an organization loses its talents due to the unavailability of career growth opportunities within an organization (Charan, Barton, & Carey, 2015). Talents can be retained through training and development, performance acknowledgment, and internal promotions (Karthikvel, 2019). The development and sustainability of a pool of human capital is the actual development of an organization (Li, et al., 2018; Rostam, 2019). Deficiency needs cannot be neglected as this is a foundation of growth needs (Jerome, 2009). The priority of an employee is to satisfy basic needs such as physiological, social, safety, etc., then they think for esteem and actualization needs (Honore, 2004). Pay policy and job safety are vital drivers for employees to move from one organization to another organization

(Bindi & Shanthaamani, 2016; Wong, 2019). Job insecurity hampers performance and commitments towards work and organization (Rosenblatt & Ruvio, 1996).

**Hypothesis 3** Deficiency needs effect growth needs

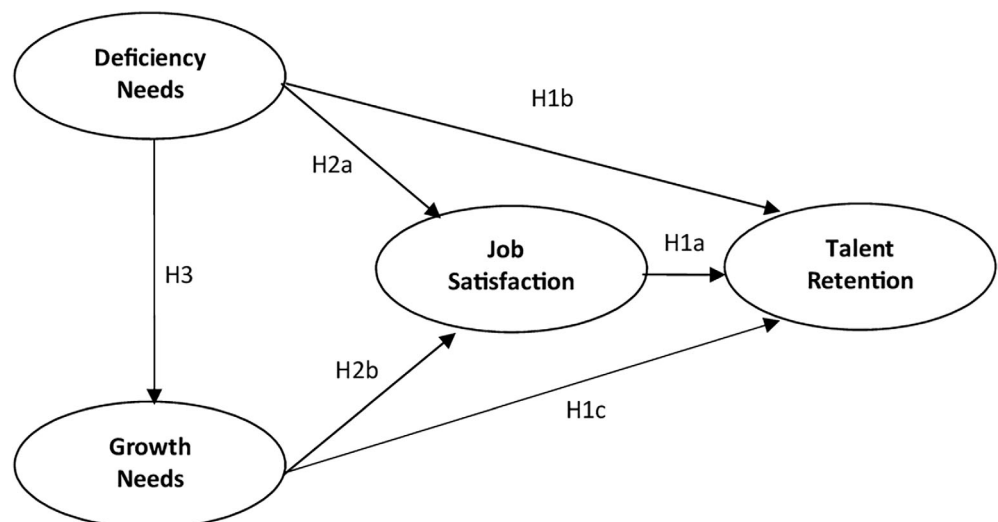
Talent sustainability is the result of better team spirit, interpersonal relationship, innovative and creative approach in terms of competitive ability of organization (Maurya & Agarwal, 2019). Leadership style, premises of loyalty, and physical working conditions have a direct effect on employee sustainability (Hyttter, 2007). Some additional aspects of talent sustainability are an investment in talent innovation and talent quality (Zhang et al., 2019).

The above Figure 1 proposed a hypothetical relationship between independent, mediating, and dependent constructs for talent sustainability. In the above Figure 1, deficiency needs are an independent construct, growth needs and job satisfaction are mediating constructs, and talent retention is a dependent construct.

## 3 | RESEARCH METHODOLOGY

### 3.1 | Participants and setting

The cross-sectional survey design was applied and quantitative research was conducted in Noida, New Delhi, and Gurugram tri-cities, Delhi NCR, India. The investigation involved a total of 120 (40 from each city) BPOs and Call Centres presently operating in these three cities. The study was conducted from August 2019 to March 2020. The proportionate judgemental sampling technique was used to interview 414 respondents. Inclusion and exclusion criteria were made to reduce judgemental bias such as (a) eligible respondents must be working for 3 years in the present organization (b) the minimum age of the sample unit was 21 ( $18 + 3 = 21$ ) years,



**FIGURE 1** Hypothetical relationship model. Source: Authors' observation

considering the 3 years of experience criterion we have taken. We have also considered the respondents who were serving notice period in the organization.

### 3.2 | Measures

The primary data were collected with the help of a self-administered questionnaire to validate the role of construct in talent retention. The questionnaire was framed after rigorous literature considerations and classified into five sections. The inquiry in the first section consists of the socio-demographic profile of respondents. The other sections were deficiency needs, growth needs, job satisfaction, and talent retention. The 5-point Likert scale was used, ranging from “strongly disagree” to “strongly agree.” Consequently, the instrument was submitted to five academicians and five human resource managers for endorsement and their opinions.

### 3.3 | Tools for analysis

We used Smart PLS-SEM (Partial Least Squares Structured Equation Modelling) 3.0 to analyse the mediating effect of constructs, data reliability, and validity. Smart PLS-SEM 3.0 offers a high degree of flexibility to test complex models with direct, indirect, and moderator effects (Hair Jr. et al., 2014). Moreover, we used the bias-corrected and accelerated bootstrapping procedure with 5,000 samples without significant changes for calculating the *p* values (Hair et al. 2020).

## 4 | RESULTS AND ANALYSIS

### 4.1 | Descriptive statistics (N = 414)

The above Table 1 provides a descriptive analysis of the socio-demographic profile of the respondents of this study. The majority of respondents were having an age-group of 31–40 (39.86%); however, almost three-fifths of the respondents are having an age-group of 21–40 (78.50%). Nearly, three-fourths (73.67%) of the respondents were male and 62.80% of the respondents were married. The proportion of tri-city participation ranges from 30.68% to 35.99%, which reflects almost equal participation from every city of tri-city NCR. The highest proportion of respondents (37.20%) is having experience of 6–8 years. The normal working hours of respondents are 8–9 hr (52.17), whereas nearly half of the respondents work for 10–12 hr (47.83%). Table 1 also shows the highest number of respondents have changed 4–6 number of companies while one-fourth (23.91%) of the respondents have changed more than 10 companies in their working life. The income range shows that majority of the respondents fall under the income group of below Rs. 800,000. However, only 19.08% of customers are having income more than Rs. 800,000. This shows good composition of respondents for this study.

### 4.2 | Measurement model: Reliability and validity

In the above Table 2, the constructs' internal consistency reliability shows that the standardized factors loading of all items fall in the

**TABLE 1** Descriptive analysis of respondents

| Age                    | Count | Percent | Working hours         | Count | Percent |
|------------------------|-------|---------|-----------------------|-------|---------|
| 1. 21–30               | 160   | 38.65%  | 1. 8–9 hr             | 216   | 52.17%  |
| 2. 31–40               | 165   | 39.86%  | 2. 10–12 hr           | 198   | 47.83%  |
| 3. 41–50               | 51    | 12.32%  |                       |       |         |
| 4. Above 50            | 38    | 9.18%   |                       |       |         |
| Gender                 |       |         | Experience            |       |         |
| 1. Male                | 305   | 73.67%  | 1. 4–5 years          | 107   | 25.85%  |
| 2. Female              | 109   | 26.33%  | 2. 6–8 years          | 154   | 37.20%  |
|                        |       |         | 3. 9–12 years         | 48    | 25.36%  |
|                        |       |         | 4. 12+ years          | 105   | 11.59%  |
| Income                 |       |         | Marital status        |       |         |
| 1. Below Rs. 500,000   | 167   | 40.34%  | 1. Married            | 260   | 62.80%  |
| 2. Rs. 500,000–800,000 | 168   | 40.58%  | 2. Unmarried          | 154   | 37.20%  |
| 3. Above 800,000       | 79    | 19.08%  |                       |       |         |
| Tri-city residence     |       |         | No. of company worked |       |         |
| 1. Delhi               | 149   | 35.99%  | 1. 1–3                | 96    | 23.19%  |
| 2. Noida               | 127   | 30.68%  | 2. 4–6                | 112   | 27.05%  |
| 3. Gurugram            | 138   | 33.33%  | 3. 7–9                | 107   | 25.85%  |
|                        |       |         | 4. 10+                | 99    | 23.91%  |

Source: Authors' calculation.

**TABLE 2** Measurement model assessment

| Latent construct | Manifest variables (measured variables)     | Codes | Standardized factor loading | VIF   | Mean | SD   |
|------------------|---|-------|-----------------------------|-------|------|------|
| Deficiency needs | Sufficiency to meet physical needs          | DN1   | 0.885                       | 1.544 | 3.73 | 0.82 |
|                  | Medical assistance                          | DN2   | 0.821                       | 2.131 | 3.68 | 0.85 |
|                  | Atmosphere for societal essentials          | DN3   | 0.818                       | 1.928 | 3.72 | 0.85 |
| Growth needs     | Participative model of decision making      | GN1   | 0.829                       | 1.628 | 3.98 | 0.72 |
|                  | Importance to creativity and innovativeness | GN2   | 0.836                       | 1.712 | 4.00 | 0.77 |
|                  | Platform for idea sharing with management   | GN3   | 0.839                       | 1.575 | 4.07 | 0.72 |
| Job satisfaction | Sense of self-reliant                       | SF1   | 0.884                       | 2.308 | 3.99 | 0.73 |
|                  | Feeling of ownership                        | SF2   | 0.834                       | 1.665 | 4.09 | 0.76 |
|                  | Achievement of ambition                     | SF3   | 0.890                       | 2.373 | 4.04 | 0.73 |
| Talent retention | Talent as assets to company                 | TR1   | 0.835                       | 1.685 | 4.03 | 0.76 |
|                  | Sense of accomplishments                    | TR2   | 0.857                       | 1.780 | 4.02 | 0.76 |
|                  | Identity credit and gratitude               | TR3   | 0.827                       | 1.581 | 3.98 | 0.72 |

Source: Author's calculations.

**TABLE 3** Correlation coefficients and quality criteria

|                                  | Deficiency needs | Growth needs | Job satisfaction | Talent retention |
|----------------------------------|------------------|--------------|------------------|------------------|
| Deficiency needs                 | 1                |              |                  |                  |
| Growth needs                     | 0.111            | 1            |                  |                  |
| Job satisfaction                 | 0.069            | 0.813        | 1                |                  |
| Talent retention                 | 0.072            | 0.855        | 0.892            | 1                |
| Average variance extracted (AVE) | 0.709            | 0.697        | 0.757            | 0.705            |
| Composite reliability (CR)       | 0.879            | 0.873        | 0.903            | 0.878            |
| Cronbach's alpha                 | 0.809            | 0.783        | 0.839            | 0.791            |

Source: Author's calculations.

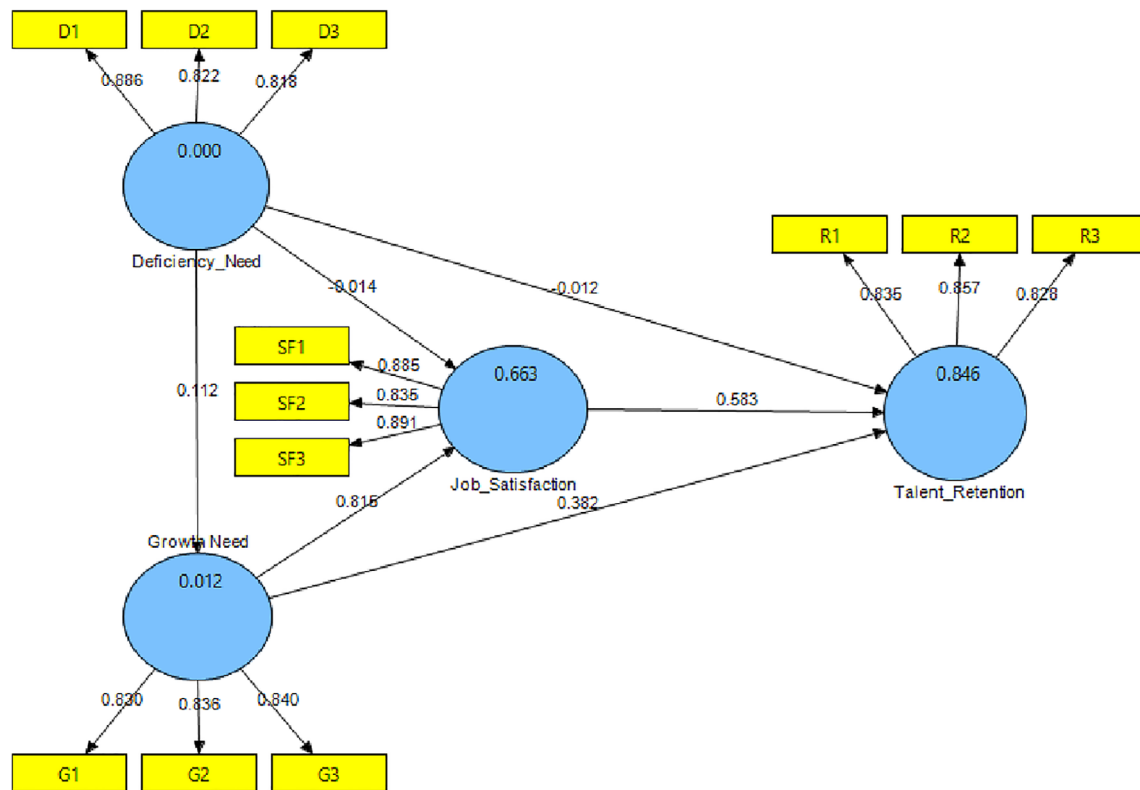
range of 0.70–0.90; therefore, all items have been reserved (Sarstedt & Wilczynski, 2009; Diamantopoulos et al., 2012). The mean and SD for all items have been calculated to analyse the distribution nature of data and to avoid bias in interpreting results. The mean value ranges from 3.63 to 4.14 and SD values range from 0.72 to 0.93, which represents the data are appropriate for further analysis (Hair et al. 1995). The variance inflation factor (VIF) values of items range between 1.54 and 2.37, which are less than 5. This provides confidence that the structural model results are collinearity free (Sarstedt et al., 2014).

The correlation coefficient values in Table 3 are not so much high thus the problem of multicollinearity does not exist. The above average variance extracted (AVE) values exceed 0.50, which signifies the mean of the squared loadings for all indicators associated with a construct; therefore, convergent validity for all items associated with each construct is established (Hair Jr. et al., 2012). Similarly, the shared variance of constructs is greater than its AVE score; therefore, discriminant validity of all constructs is also established (Fornell and Larcker, 1981; Sarstedt et al., 2014). The composite reliability (CR) of all constructs falls between 0.70 and 0.95, which means the internal consistency reliability is considered as “satisfactory to good” (Hair, Jr. et al., 2014; Sarstedt, et al., 2014). The Cronbach's alpha scores are

more than .70, which means the reliability test of all constructs is proven (Bland & Altman, 1997; DeVellis, 2003).

### 4.3 | Mediation analysis

Figure 2 represents the structural path model of dependent and independent constructs. We have identified six paths with the help of the hypothetical model (Figure 1): (a) path H1a: path from independent construct to potential mediator construct, the path coefficient of path ( $\beta = .583$ ) represents direct effect of job satisfaction to talent retention (Talent Retention  $\leftarrow$  Job Satisfaction); (b) path H1b: path from independent construct to dependent construct, the path coefficient of path H1b ( $\beta = -.012$ ) represents inverse effect of deficiency need to talent retention (Talent Retention  $\leftarrow$  Deficiency Needs); (c) path H1c: path from potential mediator construct to dependent variable, the path coefficient of path H1c ( $\beta = .382$ ) represents direct effect of growth needs to talent retention; (d) path H2a: path from independent construct to potential mediator construct, the path coefficient of path H2a ( $\beta = .014$ ) represents inverse effect of deficiency needs to job satisfaction; (e) path H2b: path from potential mediator construct to another potential mediator construct, the path coefficient of path



**FIGURE 2** Structural path model. Source: Authors' calculation

**TABLE 4** Total effects

| Hypothesis | Specific indirect effects - Relationships                         | Beta   | t statistics | p values           | Decision |
|------------|---|--------|--------------|--------------------|----------|
| H1         | Deficiency needs → Growth needs → Talent retention                | 0.043  | 1.955        | .051*              | Accepted |
| H2         | Deficiency needs → Job satisfaction → Talent retention            | −0.008 | 0.442        | .658 <sup>ns</sup> | Rejected |
| H3         | Growth needs → Satisfaction → Talent retention                    | 0.475  | 16.381       | .000***            | Accepted |
| H4         | Deficiency needs → Growth needs → Satisfaction → Talent retention | 0.053  | 1.964        | .05**              | Accepted |
| H5         | Deficiency needs → Growth needs → Satisfaction                    | 0.091  | 1.985        | .047**             | Accepted |

\*\*\* $p \leq .01$ ; \*\* $p \leq .05$ ; \* $p \leq .10$ .

Source: Author's calculations.

H2b ( $\beta = .815$ ) represents direct effect of growth needs to job satisfaction; (f) path H3: path from independent construct to potential mediator construct, the path coefficient of path H3 ( $\beta = .112$ ) represents direct effect of deficiency needs to growth needs.

In Table 4, all hypotheses containing mediator constructs path are significant except H2 ( $\beta = -.008$ ;  $p \leq .658$ ); therefore, Job Satisfaction independently does not partially mediate deficiency needs and talent retention. However, the total effect of Deficiency Needs → Growth Needs → Job Satisfaction → Talent Retention is significant ( $\beta = .053$ ;  $p \leq .05$ ); therefore, growth needs and job satisfaction together partially mediate deficiency needs and talent retention. Similarly, the total effect of Deficiency Needs → Growth Needs → Talent Retention is statistically significant ( $\beta = .043$ ;  $p \leq .10$ ); therefore, growth needs partially mediate deficiency needs and talent retention. The total effect of Growth Needs →

Job Satisfaction → Talent Retention is statistically significant ( $\beta = .475$ ;  $p \leq .01$ ); therefore, job satisfaction partially mediates growth needs and talent retention. The total effect of Deficiency Needs → Growth Needs → Job Satisfaction is statistically significant ( $\beta = .091$ ;  $p \leq .05$ ); therefore, growth needs partially mediate deficiency needs and job satisfaction.

## 5 | DISCUSSION

Retaining the talent in the organization is quite a difficult task for almost every organization at every level. Six levels of relationship between dependent, independent, and mediating constructs have been drawn, whereas five relationship paths have been analysed. Deficiency needs, which are known as basic needs for human beings,



do not have a direct impact on job satisfaction and talent retention (Höffler, Köhler, & Parchmann, 2019; Karthikvel, 2019). Correspondingly, there is an insignificant mediating effect of job satisfaction on deficiency needs as independent construct and talent retention as dependent construct (Gberevbie, 2008). Talented employee does not run for their basic daily needs, their need hierarchy is above the physiological, social, and safety needs. As human resource managers, if we only satisfy the deficiency needs of talented employees then we cannot satisfy them as well as retain them for longer (Charan, Barton, & Carey, 2015). It may be applicable for the short-run only.

The results show that deficiency needs do not have a straight impact on job satisfaction and talent retention of BPOs and Call Centres of Delhi NCR. However, when deficiency needs rooted through growth needs then it has an important role on job satisfaction and talent retention (Wong, 2019) of BPOs and Call Centres of Delhi NCR. The deficiency needs have a direct impact on mediating construct of growth needs, whereas growth needs have a direct impact on another mediating construct, job satisfaction, and dependent construct, talent retention (Osteraker, 1999). This indicates that the talented employees of BPOs and Call Centres of Delhi NCR are less concerned about meeting basic needs, whereas they give more weightage to professional growth and job satisfaction.

It is also observed that growth needs have a low direct impact on talent retention, whereas mediating constructs growth needs and job satisfaction have a greater impact on the preservation of talent in the BPOs and Call Centres of Delhi NCR. Therefore, we can say that although deficiency needs have a lesser impact on talent retention if deficiency needs of an employee are fulfilled and backed by growth needs and job satisfaction then the likelihood to retain the talented employees of BPOs and Call Centres of Delhi NCR is very high (Bindi & Shanthaamani, 2016; Daqar & Smoudy, 2019; Gao, 2013; Wong, 2019). HR managers need to prudently prepare the human resource policy, which could provide confidence to the talented employees of the organization regarding growth opportunities (Kossivi, Xu, & Kalgora, 2016). It should also ensure that they are satisfied with the job. It must provide a sensation that if they perform better and contribute to the organization's growth then the sky is only the limit of their personal and professional growth (Li et al., 2018; Rostam, 2019).

## 6 | MANAGERIAL IMPLICATIONS

Considering the issue of the higher attrition rate faced by HR managers of BPOs and Call Centres of Delhi NCR, this study provides a route of constructs that could help to retain the worthy employees working in this sector. A job indeed helps to fulfil various needs of an employee but every employee does not equally contribute to the organizational growth. The organization also tries to retain its best buddy who contributes to achieving organizational objectives, whereas the best buddy of an organization also tries to achieve their personal and professional objectives. For human resource (HR) managers it is quite difficult to identify the individual objectives of each employee of the organization (Phil, 2019). This study supports

human resource managers to identify and assist talented employees to achieve their personal and professional goals.

The outcomes of this study guide human resource managers of BPOs and Call Centres of Delhi NCR to build policy and environment where there will be a clear process of internal promotion for talented employees to get promoted to higher positions in the present organization (Kaushal & Dogra, 2015). The human resource managers must ensure that talented employees are happy with their job and there should be enough growth opportunities available in the organization for talented employees. The findings show that growth needs have a greater impact on talent retention; therefore, HR managers should work on all the possibilities of internal promotions. If required, management development programs, training and development programs, etc., should be facilitated for talented employees to prepare them for a higher position if required (Maurya & Agarwal, 2019).

## 7 | CONCLUSION

Employees' needs are very dynamic, therefore it keeps on upgrading. The mediating relationship path diagram suggests that the construct under this study are important for talent retention. Deficiency needs have a lesser impact on talent retention but it must be sufficient so that talented employees can live a better standard of lifestyle. HR managers should focus more on creating a professional growth environment for its best buddies of the organization because job satisfaction can be ensured when deficiency needs and growth needs of an employee are fulfilled. Talent retention is a holistic approach, therefore, the existence of one construct may not ensure their retention in the present organization but the absence of one construct may lead to a rise in the rate of employee attrition. Therefore, deficiency needs mediated by growth needs will warrant job satisfaction, and all together will guarantee talent retention in the BPO and Call Centre sector.

The future study in this area can determine factors for employee retention and mediating role of demographic profile. Furthermore, upcoming studies can study about employee retention, considering expectancy theory and two-factor theories. In addition, the same study can be considered on different sectors and geographical locations because these two characteristics differ extensively from the human resource point of view.

The limitations of this study are the sample size of 414 employees and the location of this study, that is, Delhi National Capital Region. Another limitation is the eligibility criteria of choosing a sample unit, that is, an employee working for a minimum of 3 years in the present organization.

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