

REVIEW ARTICLE

RECRUITMENT AND SELECTION: THE RELATIONSHIP BETWEEN RECRUITMENT AND SELECTION WITH ORGANIZATIONAL PERFORMANCE IN THE BPO INDUSTRY

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ABSTRACT

This qualitative research delves into the intricate relationship between recruitment and selection practices and their impact on organizational performance within the burgeoning Business Process Outsourcing (BPO) industry of Bangladesh. Through in-depth semi-structured interviews with 30 HR professionals and managers from various BPO organizations, this study examines the strategies, challenges, and outcomes associated with recruitment and selection processes. The findings reveal a diverse array of recruitment strategies utilized by BPO firms in Bangladesh, encompassing online job portals, social media platforms, employee referrals, campus recruitment drives, and outsourcing recruitment agencies. Despite these strategies, organizations face daunting challenges such as fierce competition for skilled talent, high attrition rates, and mismatches between job requirements and candidate skills. These challenges necessitate innovative approaches to recruitment and selection to address skill gaps and mitigate turnover risks. However, despite the challenges, the study demonstrates the significant positive impact of effective recruitment and selection practices on organizational performance. By attracting and selecting candidates who align with organizational culture and possess requisite skills, BPO firms can enhance workforce quality, foster employee engagement, and ultimately reduce turnover rates. Moreover, strategic alignment between recruitment processes and organizational goals enables firms to achieve greater success and sustainability in the competitive BPO market. The study underscores the importance of continuous evaluation and improvement of recruitment and selection practices to optimize organizational performance in the dynamic BPO landscape of Bangladesh. By leveraging these insights, BPO firms can refine their HRM strategies, build a competitive edge, and achieve long-term success in the evolving industry.

KEYWORDS

Recruitment, Selection, Organizational Performance, Business Process Outsourcing (BPO), Bangladesh, HRM Practices, Talent Management.

1. INTRODUCTION

Recruitment and selection are vital aspects of human resource management (HRM) that have a substantial impact on organizational success. Amidst the intense competition in the business world today, organizations, particularly those in the Business Process Outsourcing (BPO) sector of Bangladesh, are becoming more aware of the significance of efficient recruiting and selection procedures in attaining strategic goals and securing a competitive advantage. The BPO business places great significance on attracting and maintaining competent individuals in order to promote organizational success. This is achieved via effective workforce management and service delivery. The BPO business in Bangladesh has experienced significant expansion in recent years, driven by reasons such as cost benefits, a big number of English-speaking graduates, and backing from the government (Abtahi et al., 2023; Roshid and Sultana, 2023).

As per the Bangladesh Association of Call Centre and Outsourcing (BACCO), the sector has been seeing a yearly growth rate of 20-25%, which has made substantial contributions to the economy of the country and has created numerous employment prospects. Nevertheless, in the middle of this expansion, organizations encounter the difficulty of hiring and choosing the appropriate personnel who can make valuable contributions to organizational objectives while successfully navigating the ever-changing and competitive market environment. The recruiting process

encompasses the activities of attracting, evaluating, and choosing individuals to occupy job openings within an organization (Acikgoz, 2019). It functions as the first stage in obtaining skilled individuals and has a crucial impact on determining the makeup of the workforce. Selection is the act of picking the most appropriate individuals from the group of applications that were identified throughout the recruiting process.

The two processes are interrelated and together contribute to the effectiveness and performance of the organization (Roetzel, 2019). The correlation between recruitment, selection, and organizational success has attracted considerable interest from both researchers and practitioners. Multiple studies have examined the influence of recruiting and selection methods on organizational results, such as productivity, employee engagement, attrition rates, and financial success (Pandita and Ray, 2018). For organizations in the BPO business in Bangladesh, comprehending this connection is essential in order to enhance their HRM practices and get a competitive edge in the market. Efficient recruiting and selection methods have the potential to significantly impact organizational success in several ways (Hasan and Chowdhury, 2023a). Organizations may improve the overall quality of their workforce by recruiting and choosing people who possess the necessary skills, knowledge, and competences.

Recruiting professionals who possess the necessary technical abilities,

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language fluency, and cultural adaptation is crucial in the BPO business to ensure the delivery of high-quality services to consumers (Fajardo, 2021). Furthermore, the utilization of recruiting and selection procedures that prioritize cultural compatibility and alignment with organizational objectives significantly enhances employee engagement and work happiness. When workers have a strong feeling of congruence with the organizational culture and values, they are more inclined to exhibit higher levels of motivation, dedication, and productivity in their respective tasks (Ababneh, 2021). As a result, this leads to increased levels of customer satisfaction and loyalty, eventually enhancing organizational success.

Moreover, implementing efficient recruiting and selection strategies can contribute to the mitigation of staff turnover rates, which have special importance in the BPO sector due to the prevalent issue of attrition (Wheeler, 2023). Organizations bear significant expenses due to high turnover, including expenditures related to recruiting, training, and decreased productivity. Additionally, high turnover has a negative effect on service delivery and customer relationships (Stamolampros et al., 2019). Organizations may reduce turnover risks and retain high-performing employees by using strict selection criteria and offering accurate job previews throughout the recruiting process. Furthermore, it is crucial to establish a strong connection between the recruiting and selection processes and the goals of the organization in order to effectively drive initiatives aimed at improving performance (Roscoe et al., 2019).

Organizations may integrate their recruiting and selection strategies with larger company objectives by identifying the unique talents and qualities necessary for success in certain jobs. For example, if a BPO business wants to broaden its range of services in a certain market sector, it may give priority to hiring people who have specialized knowledge in that field and are fluent in the relevant language. This will help support the firm's goal of expanding in that market segment. In the context of Bangladesh's BPO business, where organizations compete in a fiercely competitive market environment, the capacity to recruit, choose, and retain highly trained individuals is crucial for maintaining growth and staying competitive. Therefore, it is essential for BPO organizations to comprehend the correlation between recruiting, selection, and organizational performance in order to enhance their HRM processes and attain sustained success.

2. LITERATURE REVIEW

The literature on recruiting, selection, and their impact on organizational performance in the Business Process Outsourcing (BPO) business of Bangladesh is extensive and offers a wealth of study and practical knowledge. Researchers and professionals have thoroughly examined many elements of recruiting and selection methods, their influence on organizational results, and the specific difficulties encountered by BPO companies in attracting and maintaining skilled individuals within Bangladesh's ever-changing market conditions. Recruitment and selection are essential procedures in human resource management (HRM) that have a substantial impact on organizational success. Efficient recruiting strategies entail drawing in a group of highly skilled candidates, while selection procedures concentrate on pinpointing the most suitable persons to occupy certain job positions (Hirst et al., 2023). Within the BPO market in Bangladesh, where the workforce is a key factor in gaining a competitive edge, firms need to use strategic methods for recruiting and selecting employees.

This is necessary to get highly trained individuals who can provide clients with top-notch services. Sustainable entrepreneurship is a developing area of study that emphasizes the creation of inventive company models that effectively combine economic success with environmental and social accountability (Del Baldo, 2018; Emon and Nipa, 2024; Emon and Khan, 2023). When it comes to recruiting and selecting employees, sustainable entrepreneurs give priority to individuals who show a strong dedication to sustainability and making a positive social effect. These individuals should share the same values and mission as the firm (Ren and Jackson, 2020). Organizations may enhance their recruiting processes by integrating sustainability criteria, which will help them attract highly motivated individuals who are driven by meaningful work and also contribute to the long-term success of the business. The study conducted by highlights the significance of aligning recruiting strategies with the aims and values of a business in order to improve employee engagement and performance in the BPO industry of Bangladesh (Kaur et al., 2020).

The report emphasizes the need of BPO organizations giving priority to cultural fit and competency-based evaluations when recruiting in order to promote a harmonious workforce and achieve organizational success. Moreover, recent research has investigated the significance of recruiting channels and strategies in drawing skilled individuals to BPO companies in Bangladesh. In their study, (Nayak et al., 2020) investigated the efficacy

of social media recruiting in the BPO business. They discovered that firms are increasingly utilizing platforms like LinkedIn and Facebook to expand their reach to a larger pool of applicants and improve their employer branding. This study emphasizes the need of utilizing digital platforms to enhance traditional recruiting tactics and connect with technologically proficient job seekers in Bangladesh's developing labor market. Higher education institutions have a vital function in educating students for the profession and providing them with the necessary skills and information to excel in their employment (Emon et al., 2023).

Studies indicate that the partnership between academics and business may improve the applicability of higher education courses, guaranteeing that graduates possess the skills and abilities that companies are looking for (Hasan and Chowdhury, 2023b). Moreover, collaborations between colleges and BPO enterprises can provide channels for recruiting talented graduates who possess the necessary skills and qualifications for positions in the outsourcing sector (Mann and Graham, 2018). The selection process is essential in deciding the quality of hiring and their subsequent influence on organizational performance, in addition to recruitment channels. Zoeb-Ur-Rahman & Hussain examined how selection factors affect employee performance in the BPO sector of Bangladesh (Zoeb-Ur-Rahman and Hussain, 2020). Their research indicates that the use of competency-based selection criteria, such as language competence, technical skills, and problem-solving ability, is closely linked to work performance and happiness among employees in BPO organizations.

Furthermore, studies have investigated the influence of recruiting and selection methods on employee attrition in the BPO sector of Bangladesh. In a longitudinal research, examined the association between recruiting techniques, employee turnover intentions, and organizational performance (Khan et al., 2023). The study found that firms that give priority to employee engagement and career development during their recruitment and selection procedures have lower turnover rates and achieve greater levels of organizational performance in the long run (Arslan and Roudaki, 2019). The distinctive circumstances of the Business Process Outsourcing (BPO) sector in Bangladesh give rise to particular difficulties and prospects for the implementation of recruiting and selection procedures (Abeywickrama et al., 2020). According to a group researchers, cultural diversity, language competency, and market rivalry are important elements that impact the success of recruiting and selection techniques in BPO organizations (Molla et al., 2023).

The study highlights the significance of adapting HRM strategies to align with the specific labor market conditions and organizational needs in Bangladesh's BPO business. Moreover, studies have investigated the impact of technology and automation on optimizing recruiting and selection procedures in the BPO industry of Bangladesh. In their study, examined the use of artificial intelligence (AI) and machine learning algorithms in the process of applicant screening and selection (Hasan et al., 2019). They discovered that using automated systems may promote efficiency, mitigate bias, and improve the precision of recruiting judgments in business process outsourcing (BPO) organizations. Nevertheless, the research also emphasizes the necessity of human supervision and ethical deliberations when implementing AI-powered recruiting tools to guarantee impartiality and openness in the process of selecting candidates.

3. METHOD

The research methodology utilized in this study encompassed semi-structured interviews as the primary data collection technique. This approach aimed to delve deeply into the perspectives and experiences of HR professionals and managers within the BPO sector in Bangladesh. The sample size for this study comprised 30 participants, consisting of HR professionals and managers from various BPO organizations across Bangladesh. The selection of participants was purposive, aiming to ensure diversity in terms of organizational size, scope of operations, and geographical location within the country. Prior to conducting the interviews, ethical considerations were taken into account, and informed consent was obtained from all participants. The interviews were conducted in a professional setting, either face-to-face or via virtual platforms, based on the convenience of the participants.

The semi-structured nature of the interviews allowed for flexibility in questioning, enabling the exploration of various themes related to recruitment and selection practices and their impact on organizational performance. The interview questions were carefully crafted to address key aspects such as recruitment strategies, selection criteria, challenges faced, and perceived outcomes on organizational effectiveness. Throughout the data collection process, efforts were made to ensure confidentiality and anonymity, thereby encouraging participants to

express their opinions openly and honestly. Each interview was audio-recorded with the consent of the participants to facilitate accurate transcription and analysis. Following the completion of the interviews, thematic analysis was employed to identify recurring patterns, themes, and insights across the dataset.

This involved a systematic process of coding and categorizing the interview transcripts to extract meaningful findings related to the research objectives. The findings derived from the thematic analysis were then interpreted in relation to existing literature on recruitment, selection, and organizational performance, providing valuable insights into the dynamics and practices within the BPO industry of Bangladesh. Overall, the research methodology adopted in this study enabled a comprehensive exploration of the relationship between recruitment and selection practices and organizational performance within the context of the BPO sector in Bangladesh. By leveraging qualitative interviews and thematic analysis, this study contributed to a deeper understanding of the intricacies and implications of HRM practices in enhancing organizational effectiveness and competitiveness in the BPO industry.

4. RESULTS AND FINDINGS

The results and findings of the study revealed several key insights into the relationship between recruitment and selection practices and organizational performance in the BPO industry of Bangladesh. Through qualitative interviews with HR professionals and managers from various BPO organizations, the study uncovered themes and patterns that shed light on the effectiveness of recruitment and selection strategies and their impact on organizational outcomes. The following sections present a detailed analysis of the results and findings.

4.1 Recruitment Strategies

The study found that BPO organizations in Bangladesh employ a variety of recruitment strategies to attract talent. These strategies include both traditional methods such as job postings on online platforms and social media, as well as more innovative approaches such as employee referrals and campus recruitment drives. Participants emphasized the importance of leveraging multiple channels to reach a diverse pool of candidates and enhance the effectiveness of recruitment efforts. Moreover, the study revealed a growing trend among BPO firms to focus on employer branding and employee value proposition (EVP) to differentiate themselves in the competitive labor market. Many participants highlighted the significance of promoting the organization's culture, values, and career advancement opportunities to attract top talent. Building a strong employer brand was perceived as essential for attracting candidates who align with the organizational ethos and contribute to long-term success.

Table 1: Recruitment Strategies

Recruitment Strategy	Description
Online Job Portals	Utilizing online platforms such as job portals (e.g., bdjobs.com, LinkedIn) to advertise vacancies.
Social Media Platforms	Leveraging social media platforms (e.g., Facebook, Twitter) to reach a wider pool of potential candidates.
Employee Referrals	Encouraging current employees to refer suitable candidates, often resulting in higher-quality hires.
Campus Recruitment Drives	Conducting recruitment drives at educational institutions to attract fresh graduates.
Outsourcing Recruitment Agencies	Partnering with external agencies to outsource recruitment processes and reach specialized talent.

Source: Developed by Author from Interview

4.2 Selection Criteria

In terms of selection criteria, the study identified a set of common attributes and competencies that BPO organizations prioritize when evaluating candidates. These include technical skills relevant to the job role, language proficiency (particularly English), problem-solving abilities, teamwork, and adaptability. Participants emphasized the importance of assessing both hard skills and soft skills during the selection process to ensure a well-rounded evaluation of candidates. Furthermore, the study revealed a shift towards competency-based interviewing techniques,

wherein candidates are assessed based on specific behavioral indicators aligned with organizational values and job requirements. This approach enables recruiters to gauge candidates' suitability for the role based on their past experiences and demonstrated competencies, rather than relying solely on qualifications or credentials.

Table 2: Selection Criteria

Selection Criteria	Description
Language Proficiency	Proficiency in English, the primary language of communication in the BPO industry, is crucial.
Communication Skills	Strong verbal and written communication skills are essential for effective client interactions.
Technical Competencies	Proficiency in software applications, technical skills, and problem-solving abilities are required.
Cultural Fit	Alignment with the organizational culture and values to ensure harmony within the workplace.
Adaptability	Ability to adapt to changing work environments and client requirements is highly valued.

Source: Developed by Author from Interview

4.3 Challenges Faced

Despite the implementation of various recruitment and selection strategies, BPO organizations in Bangladesh encounter several challenges that impact their effectiveness. One of the most prominent challenges identified in the study is the high level of competition for talent within the industry. Participants noted that the demand for skilled professionals often exceeds the available supply, leading to talent shortages and increased recruitment costs. Additionally, participants highlighted the prevalence of attrition as a significant challenge facing BPO firms in Bangladesh. High turnover rates not only disrupt operations but also incur substantial costs related to recruitment, training, and lost productivity. Several factors contribute to attrition, including intense work pressure, limited career growth opportunities, and the availability of alternative job options. Furthermore, the study found that BPO organizations face challenges in aligning recruitment and selection practices with the evolving needs of the industry. Rapid technological advancements and changing client demands necessitate continuous adaptation and upskilling of the workforce, posing challenges for recruitment and selection processes to keep pace with these changes.

Table 3: Challenges in Recruitment and Selection

Recruitment and Selection Challenges	Description
High Competition for Skilled Candidates	Intense competition among BPO firms to attract and retain skilled candidates with in-demand competencies.
Attrition Rates	High turnover rates within the industry, leading to frequent recruitment and selection cycles.
Mismatch between Job Requirements and Candidate Skills	Discrepancy between the skills required for BPO roles and the skills possessed by potential candidates.
Time-consuming Recruitment Process	Lengthy recruitment procedures, including screening, interviews, and background checks, can delay hiring.
Attracting Candidates from Non-urban Areas	Difficulty in attracting candidates from rural or non-urban areas due to limited access to opportunities.

Source: Developed by Author from Interview

4.4 Impact on Organizational Performance

Despite the challenges encountered, the study revealed that effective recruitment and selection practices significantly contribute to organizational performance in the BPO industry of Bangladesh. Participants emphasized that recruiting and selecting the right talent are fundamental to achieving operational excellence, delivering high-quality services, and meeting client expectations. Moreover, the study found a positive correlation between recruitment and selection practices and employee engagement and retention. By recruiting candidates who align with the organizational culture and values and providing opportunities for career development and advancement, BPO firms can enhance employee

satisfaction and loyalty, thereby reducing turnover rates and improving overall performance. Additionally, participants highlighted the role of recruitment and selection in fostering innovation and creativity within BPO organizations. By attracting diverse talent with unique perspectives and skills, organizations can drive innovation and problem-solving, leading to enhanced service delivery and competitive advantage in the market.

Table 4: Impact on Organizational Performance

Impact on Organizational Performance	Description
Enhanced Workforce Quality	Effective recruitment and selection practices contribute to a higher caliber of employees within the organization.
Improved Employee Engagement	Hiring candidates who align with the organizational culture and values fosters greater employee engagement and job satisfaction.
Reduced Turnover Rates	Rigorous selection criteria and cultural fit assessments help in reducing employee turnover rates, saving costs associated with recruitment and training.
Alignment with Organizational Goals	Recruitment and selection practices aligned with organizational objectives facilitate the attainment of strategic goals and long-term success.

Source: Developed by Author from Interview

5. DISCUSSION

The discussion focuses on the relationship between recruiting and selection procedures and their impact on organizational performance within the BPO business in Bangladesh. The findings emphasize the complex and diverse characteristics of recruiting and selection procedures, providing insight into their importance, difficulties, and possible influence on organizational results. Efficient recruiting and selection methods are crucial for BPO organizations operating in Bangladesh, considering the industry's ever-changing and highly competitive environment. The report highlights the many methods used by firms to attract and choose talented individuals, including online job portals, social media platforms, employee recommendations, and campus recruiting efforts. These initiatives demonstrate the industry's capacity to effectively utilize digital platforms and access diverse talent pools in order to satisfy the objectives of the company. Nevertheless, despite the assortment of recruitment tactics, BPO firms encounter several problems in obtaining and choosing personnel.

The intense rivalry for highly qualified applicants, along with the high incidence of employee turnover, presents substantial obstacles for human resources experts and managers. Furthermore, the discrepancy between the qualifications needed for a position and the abilities possessed by candidates highlights the need of ensuring that recruitment and selection procedures are in line with the specific needs of the company and the expectations of the sector. To tackle these issues, it is necessary to employ inventive strategies and take proactive steps to improve the efficiency and efficacy of recruiting and selection processes. The influence of recruiting and selection methods on organizational performance is complex and extensive.

The study results indicate that successful recruiting and selection processes have a positive impact on the quality of the workforce, increase employee engagement, and decrease turnover rates. BPO organizations may foster a productive and innovative work environment by recruiting and choosing people that not only possess the necessary skills and competences, but also align with the company culture. Moreover, the strategic congruence between recruiting, selection, and organizational objectives is vital for facilitating performance enhancement activities. Adapting recruiting and selection procedures to match overall company goals allows firms to establish a pool of skilled individuals that promotes strategic priorities and fosters sustained development and durability. Furthermore, the study emphasizes the significance of ongoing surveillance and assessment of recruiting and selection procedures to find opportunities for enhancement and maximize organizational effectiveness.

6. CONCLUSION

The study provides useful insights into the dynamics of recruiting and selection methods and their impact on organizational performance in the BPO industry of Bangladesh. The results emphasize the importance of efficient recruiting and selection procedures in attracting and keeping skilled individuals, improving the quality of the workforce, and achieving organizational success. The survey included interviews with HR experts and managers to identify several recruiting techniques utilized by BPO businesses. These strategies include internet platforms, social media, employee recommendations, and campus recruitment campaigns. Nevertheless, the presence of intense competition for qualified applicants, high turnover rates, and a significant number of employees with abilities that do not align with job requirements continue to be widespread. This underscores the necessity for deliberate measures to tackle these problems. Although there may be difficulties, implementing efficient recruiting and selection methods significantly enhance organizational effectiveness.

By ensuring that recruiting and selection procedures are in line with the goals of the business, BPO organizations may enhance the quality of their workforce, promote employee engagement, and decrease turnover rates. Furthermore, strategic alignment allows firms to establish a talent pipeline that promotes long-term expansion and durability. Based on these discoveries, it is clear that the process of recruiting and selecting employees has a crucial impact on the success of BPO firms in Bangladesh. In order to enhance organizational performance, it is imperative for BPO organizations to embrace creative strategies, tackle problems, and consistently monitor and assess recruiting and selection methods. In summary, the study enhances our comprehension of the correlation between recruitment, selection, and organizational success in the BPO business of Bangladesh. By utilizing these valuable insights, BPO organizations may improve their HRM processes, establish a competitive edge, and attain long-term success in the ever-changing and expanding environment of the market.

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