Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 3 | March 2026 -Peer-Reviewed Journal

A STUDY ON THE EFFECTIVENESS OF DIGITAL MARKETING STRATEGIES IN PROMOTING ONLINE COURSES -WITH SPECIAL REFERENCE TO MENTORCREW PRIVATE LIMITED

Manojkumar.P[1], Dr. Jainab Zareena S[2]
[1]*II MBA, Saveetha Engineering College*
[2]*Assistant Professor, Department of Management Studies, Saveetha Engineering College*

ABSTRACT

Employee attrition continues to be a critical concern in service-oriented organizations, particularly in roles involving telecalling and customer support operations. This study examines the factors influencing employee attrition at Mentor Crew Pvt Ltd and proposes effective strategies to enhance employee retention and job satisfaction.

The research adopts a ***descriptive research design****, utilizing both primary and secondary data sources. Primary data were collected through structured questionnaires administered to telecallers and support staff, while secondary data were gathered from academic journals, company records, and relevant literature. The study focuses on understanding the impact of working conditions, job stress, compensation, career growth opportunities, and organizational support on employee satisfaction and turnover.*

The findings reveal that factors such as ***irregular shift timings, high work pressure, low compensation, limited career advancement, and repetitive job roles*** *significantly contribute to employee attrition. Additionally, emotional fatigue arising from continuous customer interaction and lack of recognition were identified as major contributors to decreased employee motivation and satisfaction.*

The study recommends implementing ***flexible work schedules, competitive compensation packages, employee engagement initiatives, structured training programs, and recognition systems*** *to reduce attrition. By improving the overall work environment and addressing employee concerns, organizations can enhance job satisfaction, reduce turnover rates, and ensure long-term workforce stability.*

KEYWORDS: *Employee Attrition, Job Satisfaction, Telecalling Environment, Employee Retention, Workforce Stability*

1. INTRODUCTION

Employee attrition is a critical challenge faced by organizations across various industries, particularly in service-oriented sectors such as telecalling and customer support. It refers to the gradual reduction of employees due to resignations, voluntary exits, or other reasons. High attrition rates can adversely affect organizational performance by increasing recruitment and training costs, disrupting workflow, and reducing overall efficiency (Frye et al., 2018).

Organizations like Mentor Crew Pvt Ltd rely heavily on human resources, especially telecallers who handle customer interactions and provide essential support services. These employees serve as the primary point of contact between the organization and its clients, making their role crucial in maintaining customer satisfaction and service quality (Fallucchi et al., 2020). Therefore, employee stability and performance are key determinants of organizational success.

Despite their importance, telecallers often face several challenges in their work environment. Irregular and rotational shift timings, including night shifts, can disrupt work-life balance and negatively impact physical and mental health. Additionally, the nature of telecalling involves handling a high volume of calls, often from dissatisfied or frustrated customers, which significantly increases stress levels. Factors such as low salary packages, lack of incentives, limited career growth opportunities, and insufficient recognition further contribute to employee dissatisfaction (Raza et al., 2022; Arqawi et al., 2022; Chung et al., 2023).

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Furthermore, the repetitive nature of telecalling tasks and lack of motivation or support from management can lead to reduced employee engagement. When employees feel undervalued and unsupported, they are more likely to seek better opportunities elsewhere. This results in high employee turnover, leading to increased hiring and training costs, loss of experienced employees, and decreased organizational productivity (Kambhampati & Rao, 2024).

Understanding the key factors contributing to employee attrition is essential for developing effective retention strategies. Organizations must focus on improving working conditions, offering competitive compensation, providing career development opportunities, and fostering a supportive work environment. Addressing employee concerns and enhancing job satisfaction can significantly reduce attrition rates and improve overall organizational performance (Ganthi et al., 2021; Gazi et al., 2024).

This study aims to analyze the major factors influencing employee attrition among telecallers at Mentor Crew Pvt Ltd. It also seeks to propose practical and effective retention strategies that can enhance employee satisfaction, reduce turnover, and strengthen organizational efficiency.

The study tests the following hypotheses:

- There is no significant association between working conditions and employee job satisfaction.
- There is no significant relationship between employee satisfaction and attrition rate in the organization.
- Employee retention strategies do not significantly influence employee satisfaction or turnover reduction.

2. RESEARCH METHODOLOGY

This study adopts a **descriptive research design** to analyze the factors influencing employee attrition among telecallers at Mentor Crew Pvt Ltd. The descriptive approach is used to systematically examine working conditions, job satisfaction levels, and the key factors contributing to employee turnover within the organization.

The study is based on both **primary and secondary data sources**. Primary data were collected through structured questionnaires distributed among telecallers and customer support employees working in various client handling processes. The questionnaire included questions related to working conditions, job satisfaction, stress levels, compensation, organizational support, and employee retention factors.

Secondary data were obtained from **research journals, academic articles, company records, and previous studies** related to employee attrition and retention in service-based industries. These sources provided a theoretical foundation and supported the analysis of the research findings.

The study was conducted among **70 respondents**, consisting of telecallers and support staff working at Mentor Crew Pvt Ltd. The respondents were selected using a **convenience sampling method**, as they were readily available and directly involved in telecalling and customer interaction activities. This method ensured ease of data collection while focusing on relevant participants.

The collected data were analyzed using appropriate **statistical tools** to examine relationships between variables. The following analytical methods were employed:

- **Chi-square test** was used to examine the association between working conditions (such as shift timings, working hours, customer interaction, staff facilities, and organizational support) and employee job satisfaction.
  Example: It helps determine whether irregular shifts or high workload significantly affect employee satisfaction.
- **Pearson correlation analysis** was used to study the relationship between employee satisfaction and attrition rate in the organization.
  Example: It identifies whether higher satisfaction levels lead to lower employee turnover.

These statistical techniques helped identify significant relationships and patterns in the data, providing a clear understanding of the factors influencing attrition.

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The study focuses on telecallers and customer support employees at Mentor Crew Pvt Ltd. It aims to identify the key factors affecting employee satisfaction and attrition and to suggest practical strategies to improve employee retention, enhance job satisfaction, and strengthen organizational performance in the service sector.

3.ANALYSIS AND INTERPRETATION

3.1Chi-square Test – Tabulation

Working Conditions	High Job Satisfaction	Low Job Satisfaction	Total(N)	χ^2 Value	p- value
Shift Timings	47	23	70	6.246	0.017*
Working Hours	51	19	70	82.656	0.000**
Customer Interaction	37	33	70	19.750	0.000**
Staff Facilities	54	16	70	21.661	0.000**
Organizational Support	61	9	70	8.067	0.000**

Interpretation

The Chi-square analysis was conducted to examine the association between working conditions and employee job satisfaction among telecallers and support staff at Mentor Crew Pvt Ltd.

The results indicate that **shift timings** have a significant association with employee job satisfaction ($\chi^2 = 6.246$, $p = 0.017$), suggesting that flexible and well-managed shifts contribute to improved satisfaction levels. Irregular or rotational shifts may disrupt work-life balance, leading to dissatisfaction among employees.

Similarly, **working hours** ($\chi^2 = 82.656$, $p < 0.001$) show a highly significant relationship with job satisfaction. This implies that reasonable and structured working hours reduce stress and improve employee well-being, thereby enhancing satisfaction.
The analysis also reveals a highly significant association between **customer interaction** and job satisfaction ($\chi^2 = 19.750$, $p < 0.001$). Since telecallers frequently handle customer queries and complaints, the nature of these interactions significantly influences their work experience and stress levels.

Further, **staff facilities** ($\chi^2 = 21.661$, $p < 0.001$) demonstrate a strong relationship with job satisfaction. Adequate workplace facilities, such as comfortable workspaces, technical support, and necessary resources, contribute positively to employee morale and productivity.

Finally, **organizational support** ($\chi^2 = 8.067$, $p < 0.001$) is also significantly associated with employee job satisfaction. Support from management, including guidance, recognition, and communication, plays a crucial role in improving employee engagement and motivation.

3.2 Pearson Correlation between Employee Satisfaction and Attrition Rate

Variables	Employee Satisfaction	Attrition Rate	Pearson Correlation N	p- value (r)
Employee Satisfaction	1	-0.62	70.0.62	0.000**
Attrition Rate	-0.62	1	70.0.62	0.000**

$p < 0.01$ indicates a statistically significant correlation.

Interpretation

The Pearson correlation analysis was conducted to examine the relationship between employee satisfaction and attrition rate among telecallers and support staff at Mentor Crew Pvt Ltd.

The results indicate a **moderate negative correlation** ($r = -0.62$, $p < 0.01$) between employee satisfaction and attrition rate. This suggests that as employee satisfaction increases, the attrition rate tends to decrease. In other words, satisfied employees are less likely to leave the organization.

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Example:
When employees experience better working conditions, supportive management, and fair compensation, they tend to feel more motivated and committed to their roles. This reduces their intention to seek alternative job opportunities, thereby lowering attrition.

CONCLUSION

Employee attrition remains a significant challenge in service-oriented organizations, particularly among telecallers and customer support staff who handle continuous client interactions. This study examined the key factors influencing employee attrition at Mentor Crew Pvt Ltd and explored effective strategies to improve employee retention and job satisfaction.

The findings of the study reveal that several aspects of working conditions play an important role in determining employee satisfaction. Factors such as shift timings, working hours, customer interaction, staff facilities, and organizational support were found to have a significant association with job satisfaction. Employees often experience stress due to rotational and extended working hours, high workload, and constant interaction with customers, which can negatively affect their physical and mental well-being, leading to reduced motivation and increased turnover.

The Pearson correlation analysis further indicated a negative relationship between employee satisfaction and attrition rate, suggesting that higher levels of employee satisfaction can significantly reduce the likelihood of employees leaving the organization. Therefore, improving job satisfaction is essential for reducing attrition and maintaining workforce stability.

To address these challenges, organizations should focus on implementing effective retention strategies such as flexible work schedules, competitive compensation packages, employee recognition programs, continuous training and development opportunities, and supportive supervision. Creating a positive work environment and addressing employee concerns in a timely manner can enhance motivation, increase job satisfaction, and reduce turnover.

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