ANALYZING THE CAUSES OF ATTRITION IN IT INDUSTRIES - OPINION OF EMPLOYEE AND EMPLOYER

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Abstract

IT industry faces the problem of high attrition, so the researcher interested to analyze the problem. So the research work titled **"Analyzing the Causes of Attrition in IT industries - Opinion of Employee and Employer"** was undertaken**.** The Study was made only to the staffs working in IT companies in Chennai. The research methodology was descriptive research and proportionate sample is taken for analyzing. The sample size for this study was 500 employees and 50 employers. The samples were collected through questionnaire with open ended questions. The tool used for analyzing the data's was Fried Man Test. The major findings from the analysis are employee and employer has same opinion with respect to organizational and family related problems but their opinion differs with HR and Job related problems. So, the research is concluded that the management should consider the difference of opinion in order to reduce the attrition rate and increase employee attitude in order to sustain in the organization.

Key words: Attrition, Fried Man Test, Employee Attitude

INTRODUCTION – EMPLOYEE ATTRITION

Attrition occurs when an employee ends his membership in an organization where he or she received monetary compensation for the work done.   Attrition concentrates on the cessation, separation or leave from an organization, not the related issues of accession, transfer, or other company intern movements. In the same context Attrition is only concerned with the employees

who receive monetary compensation and not with non-employee relationships such as, students, volunteers, etc. Therefore Attrition is an important issue that needs to be examined closely by the managers of a company.   Mobley (1982)[1] explains that a manager must be able to diagnose turnover, design and implement policies, evaluate the effects of the changes, and anticipate if further changes are required. Many factors play a role in the employee Attrition rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

INDUSTRY PROFILE

Information Technology (IT) industry in India is one of the fastest growing industries. Indian IT industry has built up valuable brand equity for itself in the global markets. IT industry in India comprises of software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is considered as a pioneer in software development and a favorite destination for IT-enabled services. The origin of IT industry in India can be traced to 1974, when the mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS), to export programmers for installing system software for a U.S. client. The IT industry originated under unfavorable conditions. Local markets were absent and government policy toward private enterprise was hostile. The industry was begun by Bombay-based conglomerates which entered the business supplying programmers to global IT firms located overseas.

The year 2004-2005 was another successful year for the Information Technology (IT) industry in India with total software and services revenues recording a high of $22 billion. The employee base also showed a whopping increase to cross the one million mark in the year 2005. However, despite the growth in the overall employee base, companies were struggling to retain their existing employees. Analysts observed that managing attrition in the industry was important because skilled professionals formed the crux of this knowledge-intensive industry. What's more, the cost of recruitment and training was a huge expense for most IT firms.

What are the causes of Attrition?

Job Attrition can be very costly to the organizations as a whole. Therefore, managers should constantly be on the lookout to reduce job Attrition. The same factors that cause low morale and absenteeism contribute to high Attrition. Basically, if the employees are not interested in their jobs, they will leave. Being unhappy is not the only reason why workers leave their jobs. There are several other reasons that can contribute to Attrition in the companies. Sometimes, individuals leave their companies because their skills are in demand, and therefore they are lured away by other companies for higher pay and better benefits. Unfortunately, there are not much that companies can do to keep their employees from leaving for higher pay and better benefits. However, if unhappiness is the primary reason why employees leave, there is a lot that companies can do to prevent the turnover. The solutions will be discussed later in this research. In this section, the primary focus will be on the causes of turnover.

Some of the more common reasons for high turnover are as follows:

Employee's Skills and the Job – One of the major reasons why employees decide to leave their companies is their qualifications for the job itself. Employees who are placed in jobs that are too demanding or not challenging enough may become discouraged and quit their companies. This usually happens when the job descriptions are not clearly communicated to the applicants during the interviews. Therefore when the applicant accepts the job offer, he will end up facing a cultural shock after starting the new job realizing that the job is not challenging enough and he may be over-qualified. The reverse is also true. When the companies do not do an adequate job in the interviewing process and will end up hiring someone who's actually under-qualified for the position. The individual may feel the pressure of handling the new job and end up leaving the company for another.

Lack of Opportunity for Advancement – In many cases the main reason why an employee decides to leave the company is the lack of advancement. This is also called *career plateauing* in the *Organizational Behavior*, fifth edition by Robert Kreitner and Angelo Kinicki. This happens when the job is a dead-end position. This is when employees feel that there is no possibility of

promotion; they lose interest in their jobs and leave the company. Again since job Attrition can be very costly to the organizations, the hiring managers should explain the future of the position to the applicants clearly to avoid any conflicts.

Inadequate Training and Ineffective Management – Other reasons that lead to job Attrition are inadequate training and ineffective management style. Many employees need training and directions to do their jobs. These trainings and directions should be provided by the company and the management team.   Without proper training, workers feel lost in their positions leading to unproductive performance, which may affect the confidence and self-esteem of the individuals. Also, sometimes bad management could lead to high Attrition as well.   In most cases, workers would like to be involved in some of the decision-makings and would appreciate delegations. They also love to be rewarded and recognized for the good work they do.   If the managers do not have the *21st century* skills, they may overlook the performance of their good employees. This would definitely discourage employees from continuing to work for the same manager and the same company leading to their departure.

ATTRITION –AN OVERVIEW

Defining Attrition:

"A reduction in the number of employees through retirement, resignation or death"

 "Attrition is the Ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees"

Defining Attrition rate: "the rate of shrinkage in size or number"

STRATEGIES FOR RETENTION:

1. Fostering a Culture of Management Concern– Companies today must show an interest in helping people develop to their fullest potential. In addition to reducing bureaucracy, high performing, high-tech companies provide freedom in scheduled hours, and lifestyle choices.

2. Providing Relevant Training– Companies should think of training as career development.

3. Job Enlargement – Don't lock people into positions because they're "so good at it." Managers

must continually ask: "What's the next step for this employee?"

4. Rewarding Managers– Many companies say they value people and train their management team to cope with people issues. Yet these same managers are too often rewarded solely on their technical skills and financial results.

5. Strengthening the Team –Marginal performers in management must be weeded out.

6. Clearly identify the people you want to keep-- In recent years, many executives have focused on whom they should get rid of rather than on whom they should keep. Unfortunately, those who decide to leave are often high-impact performers who can find other work quickly. To retain top talent in the future, executives will need to clearly identify, develop, involve, and recognize key people. Traditional compensation plans must be challenged, needless bureaucracy eliminated, and growth opportunities provided. Executives who create a dynamic, new human resource model will retain the high-knowledge talent needed to succeed in tomorrow's globally competitive environment.

OBJECTIVES OF THE STUDY

To Analyzing the Causes of Attrition in IT industries with the Opinion of Employee and Employer in IT companies, Coimbatore.

LIMITATIONS OF THE STUDY

☐ Since the project is of qualitative nature there was the participant's bias in some cases.

☐ Some information cannot be accessed due to its confidential nature.

☐ ☐ ☐ The findings of the study are solely based on the information provided by the respondents

☐ Findings of the research may change due to area, demography, age condition of economy etc

RESEARCH METHODOLOGYRESEARCH

Research is defined as a, "scientific and systematic search for pertinent information on a specific topic". The purpose of research is to discover answers to questions through the application of

scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet.

RESEARCH METHODOLOGY

Methodology is the scientific procedure adopted to do a market research. It is a systematic way of doing research. The methodology of a research work provides an outline and a frame of how it is conducted.

Methodology is defined a "the study of methods by which we gain knowledge, it deals with cognitive processes imposed on research b the problems arising from the nature of its subject matter"

DESCRIPTIVE RESEARCH DESIGN

The research conducted was descriptive research for the study. Descriptive research includes surveys and fact-finding questionnaires. Descriptive research was conducted to evaluate the existing system.

SAMPLING TECHNIQUE

The technique used for the research is probability because the population is finite. The sampling technique selected for the study is convenient sampling technique. The respondents are selected from the total population.

QUESTIONNAIRE DESIGN

The structured questionnaire for finding causes of Attrition were open ended, closed ended, multiple choice, ranking questions are the types of questions used.

SAMPLING SIZE

The sample size for this study was 500 employees and 50 employers working in IT companies in Chennai.

PERIOD OF STUDY:

The study was conducted for the period of 6 months.

DATA COLLECTION METHOD

Data refers to information or facts. The task of data collection begins after research problem has been defined and research plan has been decided. The nature of the data is both Primary and Secondary data. The data's are collected from internet, books and decision with the employee's.

  Primary data

The primary data are collected through questionnaire and direct personal interviews.

  Secondary data

The secondary data has been collected through oral communication with the employees, Books and company website.

TOOLS USED THE ANALYSIS:

  Fried Man Test

REVIEW OF LITERATURE

   Porter LW, Steers RM, Mowday RT, Boulian PV (1974)[2] study is reported of the variations in organizational commitment and job satisfaction, as related to subsequent turnover in a sample of recently-employed psychiatric technician trainees. A longitudinal study was made across a 10 1/2 month period, with attitude measures collected at four points in time. For this sample, job satisfaction measures appeared better able to differentiate future stayers from leavers in the earliest phase of the study. With the passage of time, organizational commitment measures proved to be a better predictor of turnover, and job satisfaction failed to predict turnover. The findings are discussed in the light of other related studies, and possible explanations are

examined. (Modified author abstract).

Mobley, W.H (1977)[3] conducted a study on "Intermediate linkages in the relationship between job satisfaction and employee turnover" in order to study the relationship between job satisfaction and employee turn over. Although it is clear that the relationship between job satisfaction and turnover is significant and consistent, it is not very strong. The author suggests that it is probable that other variables mediate the relationship between job satisfaction and the act of quitting. Key among these variables is the concept of behavioral intentions. The model presented is one of the first to propose the role of intentions to quit in the turnover process.

Dalton, D.R., Todor, W.D., & Krackhardt, D.M (1982)[4] conducted a study on "Turnover overstated: A functional taxonomy", this article provides a critical look at how turnover is viewed as well as measured. The key theme posited is that turnover among employees who are evaluated negatively by the organization is a positive for said organization. Specifically, that while too much turnover may be negative, limited amounts of turnover may actually be positive for the performance of the firm. The authors hold that recommendation for rehire is an adequate proxy for "good" (functional versus dysfunctional) turnover.

Jackofsky, E.F (1984)[5] conducted a study on "Turnover and job performance: An integrated process model" the key contribution of this article is the integration of job performance into predominant process models of turnover. Numerous process models (e.g. March and Simon, 1958; Mobley, 1977) have been applied in an attempt to explain the decision to leave an organization, but this is the first to look at the role of job performance in the process. Job performance is conceptualized as both a direct influence on turnover as a precursor to various antecedents of turnover. This theoretical advance has implications for both turnover researchers and HR managers in understanding how to keep valued employees.

Ferris, G.R(1985)[6] The contributions of average exchange and leader-member exchange (LMX) to explaining variance in employee turnover were examined in an investigation designed to constructively replicate a study by Graen, Liden, and Hoel (1982). The results showed LMX to be a stronger predictor of turnover than average leadership style, although the effect size was not as large as in the Graen et al. study. Also, LMX predicted turnover better than did employee

attitudes, despite the fact that employee attitudes seemed to mask the LMX-turnover relationship.

Abelson, M.A (1987)[7] conducted a study on "Examination of avoidable and unavoidable turnover" with the objective of study about turnover. Past research has suggested that workers leave either voluntarily or involuntarily. In this article, the author holds that this approach excludes some involuntary departures from analysis, while treating all people who leave voluntarily as being similar. Drawing on Dalton, Krackhardt, and Porter's (1981) suggested taxonomy of avoidable and unavoidable turnover, this article examines whether the taxonomy aids in the analysis of turnover. The key finding from this research is that unavoidable departures and retentions did not significantly differ on four variables: Commitment, satisfaction, job tension, and withdrawal cognitions. These findings suggest that researchers should consider the circumstances of job quits when analyzing the causes of employee turnover.

Aquino, K., Griffeth, R.W., Allen, D.G., & Hom, P.W(1997)[8] conducted a study on "An integration of justice constructs into the turnover process: Test of a referent cognitions model" in this paper the authors propose a model for clarifying psychological processes by which felt deprivation instigates quitting. Using referent cognitions theory, which holds that individual dissatisfaction arises when a person compares existing reality to a more favorable alternative, the results illustrate that outcome and supervisor satisfaction are negatively related to withdrawal cognitions. Referent cognitions occur when individuals compare their outcomes with another person's, and thus think about "what might have been". The results explained that people may view existing outcomes as temporary because satisfaction may be influenced by what they expect to receive in the future. If they believe that the organization can change, then inferior outcomes may not necessarily produce dissatisfaction. But, if employees do not hold this belief, poor outcomes can produce negative responses directed inward (stress, depression) or outward (absenteeism, poor performance, resignations). Linkages between referent cognitions, turnover intentions, and turnover were established.

Dess, G., & Shaw, J. (2001)[9] Conducted a study on **"**Voluntary turnover, social capital and organizational performance", this treatise draws upon the work of Dalton, Todor, and Krackhardt (1982) to further the notion that turnover is not always a "problem" for the

organization. The authors expound on the idea the general indicator quit rate is not adequate to explain the impact of turnover on firm performance. Specifically, it is proposed that losses of individuals with large amounts of social capital may be more damaging to firm performance than quitting by low capital employees.

Batt, R (2002)[10] conducted a study on "Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth", this study examines relationships between high-involvement HR practices, quit rates, and sales growth. A sample of call centers across the United States yielded a mean quit rate of 14%. Notably, high-involvement HR practices were significantly negatively correlated with quit rate ($r = -.28$), and quit rate was negatively correlated with sales growth, with a pair wise correlation of -.10. The results of the article suggest that HR practices that emphasize an investment in human capital reduce turnover and thus increase firm performance. Key among the findings is the confirmation of the tie between quit rates and performance.

Chandramohan and Vasanthikumari (2006)[11] conducted a study on "Attrition: A Predicament for ITES in India" and found out that high attrition rate is a major challenge for the HR manager as many individuals (mostly fresh graduates) take it as a time-pass job. Once they join the sector and understand the requirement, they start leaving the organization because many are not able to take the pressure of work. Again high percentage of females in the workforce adds to the high attrition rate. There are various costs which incurred due to attrition like recruitment costs, training costs, lost productivity costs, lost sales costs and hiring costs. They suggested that pay checks alone are not enough to motivate the employees. Apart from salaries, ITES Company should also focus on smart people, management tools and strategies to keep their people happy. They should also focus on how to hold on to their people by anti-poaching agreements, better perks, flexible working hours, higher compensation levels, good career plans to retain employees, better recruitment methods to filter right people for right places and balance between performance expectations and growth aspiration.

According to **Srikant and Tyagi (2007)**[12] an average Indian call center employee works with a company for 11 months, whereas an average UK call center employee stays in a company

for three years, due to high stress level at the job, monotonous nature of the job, loss of identity, demand-supply disparity, vague values and vision, lack of positive direction, wrong hiring policies, mismatched measures and rewards, overwork and burnout. They found that most people join a BPO not for quick money but for a luxurious lifestyle at a young age and a career that requires no particular educational background. Exit from a BPO happens because of certain reasons like lack of growth avenues, mismatch of expectations, dissatisfaction with the organizational policies and the quest for a better job profile. It is not the night shift, monotony of work and lack of salary hikes that contribute to the attrition rate as the case.

Abdul Rahman, S.M.M. Raza Naqvi and M. Ismail Ramay(2008)[13] conducted a study on **"**Measuring Turnover Intention: A Study of IT Professionals in Pakistan" they studied IT firms in Pakistan have witnessed high turnover during the past years, but no serious efforts have been made to find out the factors causing this. The focus of this study was on three independent variables namely job satisfaction, organizational commitment and perceived alternative job opportunities, which are thought to be associated with turnover intentions. The finding revealed that job satisfaction and organizational commitment had negative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and is the major factor associated with turnover intention among IT Professionals in Pakistan.

Caramollah Daneshfard & Kokab Elsadat Ekvaniyan (2012)[14] conducted a study with the main purpose of analyzing the comparison job satisfaction and organizational commitment in employees, managers and members of the delegation in Islamic Azad University of Kogiluyeh & Boyer Ahmad province. Directors, employees, faculties are scientific. The nature of this research is survey methodology. The statistical population is all of employees (including managers, staffs and faculties), student areas, education, research, financial and administrative branches at the University of Kogiluyeh & Boyer Ahmad total of three Branches (Gachsaran - Dehdasht - Yasuj). Based on a regional classification into three Universities were randomly selected. Then, the affordable number of samples was randomly selected in terms of frequency of employees at the IAU. The estimated size samples were 223,

when the Cochran formulas of calculating size samples were used. The results show that faculty's job satisfaction is more than employees, employee's job satisfaction is as same as managers, and organizational commitment of all three groups is same.

ANALYSIS AND INTERPRETATION

Friedman Test for organizational factors

Group = Employee

Null hypothesis: There is no significant difference between various organizational factors in job attrition.

Ranks a

	Mean Rank
Environmental Problem	1.81
Autocratic management	2.44
Non-motivational	1.75

Test Statisticsa,b

N	500
Chi-Square	148.482
df	2
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because autocratic management is a main cause of job attrition.

Friedman Test for organizational factors

Group = Employer

Null hypothesis: There is no significant difference between various organizational factors in job attrition.

Ranks a

	Mean Rank
Environmental Problem	1.85
Autocratic management	2.42
Non-motivational	1.73

Test Statisticsa,b

N	50
Chi-Square	14.305
df	2
Asymp. Sig.	.001

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because autocratic management is a main cause of job attrition.

Friedman Test for job related factors

Group = Employee

Null hypothesis: There is no significant difference between various job related factors in job attrition.

Ranks a

	Mean Rank
Job dissatisfaction	3.52
Work stress	4.84
Target pressure	5.24
Non-adjustability	4.24
No Role clarity	4.28
Monotonous job	5.71
Freedom to update	4.09
No Freedom to upgrade	4.08

Test Statisticsa,b

N	500
Chi-Square	324.101
df	7
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because Target pressure, Monotonous job and Work stress are main cause of job attrition.

Friedman Test for job related factors

Group = Employer

Null hypothesis: There is no significant difference between various job related factors in job attrition.

Ranks a

	Mean Rank
Job dissatisfaction	3.76
Work stress	3.62
Target pressure	4.46
Non-adjustability	7.06
No Role clarity	3.52
Monotonous job	5.38
Freedom to update	3.69
No Freedom to upgrade	4.51

Test Statisticsa,b

N	50
Chi-Square	88.506
df	7
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because Monotonous job, Target pressure and No Freedom to upgrade are main cause of job attrition.

Friedman Test for HR related factors

Group = Employee

Null hypothesis: There is no significant difference between various HR related factors in job attrition.

Ranks a

	Mean Rank
Support and Orientation	3.10
Career hurdle	3.20
Recognization	5.78
Job life span	3.69
Job imparity	4.24
Immoral	4.13
Non-mentoring	3.86

Test Statisticsa,b

N	500
Chi-Square	532.281
df	6
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because recognization and job imparity are main cause of job attrition.

Friedman Test for HR related factors

Group = Employer

Null hypothesis: There is no significant difference between various HR related factors in job attrition.

Ranks a

	Mean Rank
Support and Orientation	4.16
Career hurdle	4.97
Recognization	5.31
Job life span	3.66
Job imparity	3.36
Immoral	3.51
Non-mentoring	3.03

Test Statisticsa,b

N	50
Chi-Square	47.696
df	6
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because recognization and Career hurdle are main cause of job attrition.

Friedman Test for Family related factors

Group = Employee

Null hypothesis: There is no significant difference between various Family related factors in job attrition.

Ranks a

	Mean Rank
Work-life struggle	2.37
Immovability	3.20
Gap personal - work	4.00
Jobstress on family	2.91
No relaxation	2.53

Ranks a

	Mean Rank
Work-life struggle	2.37
Immovability	3.20
Gap personal - work	4.00
Jobstress on family	2.91
No relaxation	2.53

Test Statisticsa,b

N	500
Chi-Square	351.181
df	4
Asymp. Sig.	.000

Interpretation:

Since significance < 5%, the null hypothesis is rejected. There is significance difference because Gap personal – work is main cause of job attrition.

Friedman Test for Family related factors

Group = Employer

Null hypothesis: There is no significant difference between various Family related factors in job attrition.

Ranks a

	Mean Rank
Work-life struggle	2.59
Immovability	2.59
Gap personal – work	4.26
Jobstress on family	2.81
No relaxation	2.75

Interpretation:

Since significance $< 5\%$, the null hypothesis is rejected. There is significance difference because Gap personal – work is main cause of job attrition.

FINDINGS

1. Employee and Employer feel autocratic management is main cause for organizational related problems for job attrition.

2. Employee feels Target pressure, Monotonous job and Work stress are main cause of job related problems for job attrition.

3. Employer feels Monotonous job, Target pressure and No Freedom to upgrade are main cause of job related problems for job attrition.

4. Employee feels recognization and job imparity are main cause of HR related problem for job attrition.

5. Employer feels recognization and Career hurdle are main cause of HR related problem for job attrition.

6. Employee and Employer feel Gap personal – work is main cause for family related problems for job attrition.

SUGGESTIONS

1. Management should change autocratic management style in order to reduce the job attrition.

2. Provide some activity or programme for stress relieving.

3. Repeated Work should be avoided.

4. Provide opportunities for career development.

5. Take steps to reduce the gap in personal- work.

CONCLUSION

Attrition is an issue that can be found is many companies today, but escaping this issue is not a concept that is unattainable. From research, and as reflected in this paper, Attrition can be

drastically reduced by simply gaining the commitment and dedication from employees. All other factors deterring employees from organizational commitment such as non-interest or little or no satisfaction stem from them possessing true loyalty and commitment for their organization. In order for companies to stray away from the horrible effects of turnover, it is best that they develop prevention methods such an in dept hiring/selection process or exit interviews, that allow them to sustain employees. When Attrition is suspected within an organization, an accurate measure of past and existing Attrition must occur and the cost associated with turnover must be analyzed. Once both of these issues have been studied, companies can decide on the proper solutions according to their analyses, the ultimate one being the attainment of employee loyalty and commitment.

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