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NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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ATTRITION: THE BIGGEST PROBLEM IN INDIAN IT INDUSTRIES**VIDYA SUNIL KADAM****ASST. PROFESSOR****RAJARAMBAPU INSTITUTE OF TECHNOLOGY MANAGEMENT STUDIES****SAKHARALE****ABSTRACT**

The IT is witnessing the highest attrition rates among talented workforce. Employee attrition is giving sleepless nights to HR managers. High attrition is big HR challenge faced by IT industry. Most IT companies suffer high attrition, its reflects a company's internal strength, weaknesses and Company's ability. Attrition has already become a problem. It will get worse over the next coming years. Attrition levels are touching double-digit figures across IT companies. The attrition rate rose to 15.8 percent in 2011 from 13.4 percent in the previous year. Organization faces difficulties in retaining the existing employees and attracting potential employees. This study is conducted to find out the main causes behind the increase in attrition in IT Industries and to find out the ways to control attrition. This study was carried out in IT companies in Pune. In this study opinion of 100 employees was taken for the analysis. Primary data & secondary data are used for the study. Opinion of 100 employees reveals that the average age being 24-28 years and the experience between 2 to 4 years having higher percentage of attrition. Findings of studies are attrition rate was increased because of overseas opportunities, better offer in next door, compensation & boss relation. 40% IT professionals left the job due to better offer in next door. Female employees left the job due to marriage & family problem. Majority of IT Industries are using the retention policies for retaining of employees, these are Rewards & Recognition, good training program & work life balance.

KEYWORDS

Attrition, causes, control, Employee, IT industry.

INTRODUCTION

Manpower attrition is an important problem which the IT industry faces today. Attrition is a fact of organizational life. Almost all the industry sectors have to battle increasing employee attrition rates globally and the Indian industries, too, are finding themselves in the throes of the problem.

With enhanced information technology and booming of the economy the employment opportunities in the business environment are on the increase as well. As the companies are becoming aware of the enhanced opportunities and changing business environment employees in the companies are feeling uncertain about their careers and, in turn, their future. The outcome of the above mentioned change is high employee stress, decreased productivity.

It is a known fact that employees are not inclined to continue in one particular organization, and keep on moving in search of a good career, experimenting on it and their life interests. It is also a fact that employers usually want their star performers to be retained in their organization in their permanent positions, without quitting the company. Every HR managers feel that retaining their talented workforce is one of the challenging task, and it is becoming difficult for them to tackle the problem of excessive attrition in their companies and to find ways of retaining their staff.

Attrition is a reduction in the number of employees through retirement, resignation, reassignment, transfer or means other than layoffs.

Attrition is the major issue in almost all the industries in recent times. Many organizations have started probing this problem in depth and are looking for correlation between aspiration levels & differentiated package of solutions at different stages of one's career. This philosophy centers around the compensation package for juniors and mid-career professionals. Attrition not only reflects the hiring policies of an organization, but also induction / retention strategies, training methodologies, work culture and many other factors.

Beginning 1990s the Indian business environment has undergone remarkable changes. Most organizations viewed the presence of a long serving group of employees as an indication of internal efficiency. However with economic liberalization opening up new career horizons for professionals in most industries, & there by tremendously enhancing their prospects for mobility from one organization to another organization. Employee attrition is high in IT industries. In the backdrop of IT companies in Pune mulling a pact to curb attrition, a study has revealed that rate of attrition in Pune is one of the highest in the country. A recent study by recruiting firm Team Lease points out that in the last one year, Pune, along with Delhi.

According to the, NASSCOM chairman Attrition rate at Infosys had gone up to 15.8 percent during the 2010-2011 fiscal. From just 13.4 percent during the previous fiscal year. At the same time Mittal pointed out that as on March 31 2011 the attrition rate at Tata consultancy services (TCS) the largest software service provider in the country continued to be constant at 11.8 percent. Wipro-15.8 percent, HCL Tech- 15.7 percent. From an employment perspective, Pune shares positive hiring sentiment as well as a relatively high positive business sentiment. "There is a gradual increase in intent to hire from tier II cities, showing that companies are looking well beyond the urban markets for tapping talent," Sangeeta Lala, vice-president, Team Lease Services Pvt Ltd, said.

Information Technology is one of the most important industries in the Indian economy. The IT industry of India has registered huge growth in recent years. In the last ten years the Information Technology industry in India has grown at an average annual rate of 30%. The liberalization of the Indian economy in the early nineties has played a major role in the growth of the IT industry of India. Deregulation policies adopted by the Government of India have led to substantial domestic investment and inflow of foreign capital to this industry.

Some Abundant availability of skilled manpower is the major reasons for the significant growth of the IT industry of India. The software industry has been the sunrise industry in India. The software industry will create millions of new jobs in the years ahead. India more than any other developing nation, is seizing this opportunity, & will become a huge exporter of software expertise. In fact India is likely to be a software superpower in IT map of the world. On account of it being an important source of technically qualified manpower.

One of the most distinctive characteristics of those software organizations is therefore to recruit, train, empower, & retain the best & the brightest professionals. IT sector is one of the major contributors to the service sector growth in India.

In terms of specific sectors, the IT Enabled Services sector may be hit since a majority of Indian IT firms derive 75% or more of their revenues from the United States. 500 companies slash their IT budgets, Indian firms could be adversely affected. Instead of looking at the scenario as a threat, the sector would do well to focus on product innovation (as opposed to merely providing services). If this is done, India can emerge as a major player in the IT products category as well.

LITERATURE REVIEW

Ammu Anantharaja (2009) said that the highest percentage of attrition is in voice based processing of BPO industries. Career growth, compensation and supervision are the most important reason for attrition. Due to monotonous nature of the job, employees change their jobs.

Boxall et al (2003) in New Zealand confirmed the view that motivation for job change is multidimensional and that no one factor will explain it. However, over time there have been a number of factors that appear to be consistently linked to attrition.

Mobley et al (1979) revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment were all negatively related to turnover (i.e. the higher the variable, the lower the turnover).

Elangovan (2001) noted that the notion of job satisfaction and organizational commitment being causally related has not been incorporated in most turnover models. His study indicated there were strong causal links between stress and satisfaction (higher stress leads to lower satisfaction) and between satisfaction and commitment (lower satisfaction leads to lower commitment). He further noted a reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit, which in turn further lowers commitment).

Morrell et al (2004) tested the unfolding model by studying the voluntary turnover of nurses in the UK. Their findings indicated that shocks play a role in many cases where people decide to leave. Furthermore, they found that shocks not only prompted initial thoughts about quitting but also typically had a substantial influence over the final leaving decision. They also noted that decisions to quit prompted by a shock are typically more avoidable. The authors suggest that their research illustrates the importance for managers of understanding avoid ability i.e. the extent to which turnover decisions can be prevented

Palan (2008) said that in BPO sectors training does not lead to employee attrition as there is no plan to optimize organizational investment. To protect our training investment, a comprehensive plan to retain employees need to be in place. It starts from selection & recruitment & ensuring that training is a process & not an event engagement of the employee by the line manager & a competency based learning culture go a long way to enhance employee retention

Taplin et al (2003) conducted a large-scale turnover study in the British clothing industry. Two factors emerged as the most significant reasons for employees leaving the industry. One was the low level of wage rates in the clothing industry relative to other manufacturing sectors. The other reason referred to industry image with staff leaving because of fears relating to the long-term future of clothing manufacture in the UK. In this study, turnover rates were highest among the most skilled workers

IMPORTANCE OF THE STUDY

The growing and prosperous Information Technology (IT) industry provides multiple job opportunities for the software professionals. Consequently, a large number of people switch from one organization to the other. The National Association of Software and Service companies (NASSCOM) predicts that about 2.5 million new jobs would be created in India. Thus it is evident that, a large number of vacancies would be created because of the high rate of attrition as well as the new opportunities created by the evolving job market. Thus maintaining the supply and demand of professionals in equilibrium would become an important task for HR managers in the near future. Thus it is important to recognize and analyze the primary factors that cause attrition in man power due to "job hopping".

STATEMENT OF THE PROBLEM

High attrition is big HR challenge faced by industry. Most IT companies suffer high attrition problem. Engaged & satisfied employees are more likely to stay with their companies. Identifying motivation & satisfaction factors for IT consultant High attrition, is therefore of great importance to increase employee retention. The purpose of this research is to investigate what are the main reasons for leaving their companies. Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's attrition. Although there is no standard framework for understanding the attrition process as whole, a wide range of factors have been found useful in interpreting attrition. Therefore, there is need to develop a fuller understanding of the attrition.

OBJECTIVES

The management of various IT firms encounters challenge of employee attrition, which is beyond control & influence growth of an organization, present research has been undertaken

1. To study the Attrition problem in IT Industries.
2. To understand the causes behind the employee attrition.
3. To propose remedial measures to control the attrition.

HYPOTHESIS

1. The age is affects on attrition.
2. The gender differentiation affects attrition.

RESEARCH METHODOLOGY

This research is undertaken to assess the causes of attrition and its remedies. The main aim is to ensure that the required data are collected objectively and accurately.

PRIMARY DATA: Data regarding the causes of attrition and its remedies was collected directly by interacting with the employees of the organization by a structured questionnaire.

SECONDARY DATA: The secondary data was collected from the magazines, journals and the internet.

SAMPLE SIZE: Data regarding perception towards employee attrition had been collected from 100 Employees working in different IT Industries. Researcher has used purposive sampling method and collected quantitative data, the data collected from primary source were analyzed by using simple statistical tools viz. tabulation, percentage etc.

RESULT & FINDINGS

SPECIFIC FINDINGS

- 1) It is found that the percentage of attrition was the highest (62%) among the respondents of 24-28 age categories and was the lowest (10%) among the respondents of 19-23 age group categories and the 28% among the respondents of 29 and above group. From the analysis it is inferred that there is a close relationship between the ages of respondents. And its impact on attrition.
- 2) It is found that the percentage of attrition was the highest (73%) among the male respondents. And the lowest (27%) among the female respondents. From the analysis it is concluded that there is a close relationship between gender and its impact on attrition.
- 3) It is found that percentage of attrition was the highest (64%) among the respondents of 2-4 years experience and (17%) attrition among the 5 and above year experience respondents. 19% attrition was among the 1-2 years job experience respondents. From the analysis it is concluded that 3-4 years experienced IT professionals having higher percentage of attrition.
- 4) Employees leave organization due to various reasons. 40% IT professionals left the organization due to better offer next door. 25% IT professionals resigned due to overseas opportunities. 8% professionals leaving job for only higher package. 12% IT professional left the job because of boss relation. Very few professionals leave the job due to improper time schedule. From the analysis it is concluded that Majority of IT professionals left the job due to growth opportunity.
- 5) Female IT professionals left the job and they shift the cities due to marriage. 4% IT professionals resign due to personal and family problem. 2% employees shifted other cities due to parent health.
- 6) Majority professionals are leaving the job voluntary and very few professionals leave the job due to company problem means voluntary attrition rate is very high compare to involuntary attrition. Means the 92 percent employees left the job voluntary. And only 8 percent employees left the job involuntary.
- 7) Employees join IT firms with some objectives, they having higher dreams they want higher status for fulfilling their objectives that's why they seek opportunity elsewhere. Majority (67%) employees left the previous company due to better opportunity.
- 8) Qualification of a person impacts his decision regarding companies. High qualified people will always expect a better position suiting their profile and often look for better compensation. They will have high level expectations and will always look for better the best. Switching jobs is their regular job. According to my research study majority of the respondents are skilled.

GENERAL FINDINGS

These findings are based on researcher's observation and discussions during field work.

1. The most common reasons for which employees leave an organization is salary or compensation. Most employees who have been in the same organization for a while expect to be compensated for their hard work and experience. If they feel that they are not being rewarded or even considered for an increase, they very often look to move somewhere else where they can receive a higher salary.
2. An employer should always keep this in mind that beyond a point, an employee's primary need has less to do with how he is treated and how valued he feels. The first time an employee may not leave, but a thought has been planted, the second time that thought gets strengthened. The third time he starts looking for another job.
3. Another factor which may prompt an employee to leave an organization may be the interpersonal relationships. Much of this depends directly on the immediate managers. Different managers create problems for employees in different ways by being too authoritative, too selfish, too critical, but they forget that employees are not fixed assets. They are free agents.
4. Here the employee chooses to separate himself from the organization because of personal reason such as ill-health, desire to return to the native place for family reasons. The spouse is transferred and the current organization has no branch in the new location and so on. In the Indian context women may have to give up their jobs post marriage to resettle elsewhere in the country or even post-pregnancy.
5. An employee leaves an organization if the fairness of the system does not inspire his confidence. Organization which pays scant regards towards employee safety and care will also have to face the mounting attrition level.
6. High levels of stress and lack of work life balance- companies in their zeal to squeeze out every little ounce of productivity from their employees and further increase profitability may opt for less number of employees. In the immediate context, it may produce palpable results. But in the long run perspective, stress level may soar as employees groan under the weight of excessive workload. Employee's personal life will also go for a toss due to alarmingly high level of work pressure. Employee burn out and steep fall in productivity are the obvious fallout. Sooner than later employees will be constrained to rethink their priorities and join an organization that promises a relaxed pace of work and a breathing space.
7. Sometimes employees have to separate from an organization as they have not completed their probation period successfully or they are being laid off for want of work or their appointment was only on a temporary basis. In fact it is this aspect of separation that is most unpleasant since the earlier once discussed were cases of separation which were employee initiated. Care must be taken by the organizations to ensure that the above be carried out as smoothly as possible else, this could create a lot of negative impressions about the company which could be detrimental for the organizations image in the long run. One major consequence of this type of separation is that it affects the morale of the employees at large and creates a feeling of insecurity in general. Hence retention of talent pool is one of the biggest challenge in front today's organization.

SUGGESTIONS

By referring above findings few prescriptions have been rewarded that may assist IT firms to retain intellectual, Knowledgeable and educated manpower, which consequently helps organization to prosper.

1. **OFFER FAIR AND COMPETITIVE SALARIES** commensurate with industry. Fair compensation alone does not guarantee employee loyalty, but offering below market wages makes it much more likely that employee will look for work elsewhere. To retain workers, conduct regular reviews of the salaries offer for all job titles like entry level, experienced staff and supervisory –level. These salaries need to be compared with department's salaries with statistically reliable averages. If there are significant discrepancies, then management needs to take steps to ensure that organization is in line with the marketplace.
2. **DEVELOPING A GOOD TRAINING PROGRAM:** Training is a vital function of every organization which helps employees in performing effectively. Providing proper training is essential to both employer and employee in increasing their skills and managing their job more easily. It is essential for both professional performance and organizational development. It helps employees perform effectively and efficiently.
3. **REWARD AND RECOGNITION OF EMPLOYEES:** In the changing business environment the employers should be aware of how they have to be recognized and rewarded as an employee. With the change in the information technology and work culture, employers should be aware of providing innovative recognition and reward programs, and should be reviewed from time to time. Traditionally, employees used to be rewarded once in a year but with the change in the business environment, the way the rewards and recognition is provided to the employees has also changed. Recognition and rewards are considered to be powerful tools for employee motivation, satisfaction and performance management. Rewards can be in monetary and non- monetary terms. Monetary rewards are important for a company that recognizes and rewards its employees. Recognizing and rewarding the employee's performance will help the organization celebrate its success. The different reward system available are variable pay, lump sum merit awards, meeting expectations awards and so on.
4. **STOCK OPTIONS:** Various compensation policies have been evolved at corporate level, as companies started looking for innovative ways of retaining their employees. One of the ways is to use stock options. Stock options are generally the right but not obligation to buy the company's stock at some point in the future at a predetermined price. Granting stock options to employees has a positive effect on the overall performance of the organization. They are offered by both public and privately held companies. They have found their way to India in 1990s and have begun to be used by them as one of the retention tools. Infosys was the first stock option schemes (ESOS). These options were also effectively used by companies in retaining their talented workforce.
5. **STRENGTHEN THE RECRUITMENT PROCESS:** Employee retention invariably depends upon effective recruitment. When an organization hires an employee who has the right mix of skill set and personality, he is pretty much likely to stick to his job. It is quite necessary for an organization to have cleared, accurate and a very transparent recruitment process. It is equally important to be frank and realistic with potential hires.
6. **CAREER OPPORTUNITIES:** World class training, development and career management are effective tools that will help an organization to retain its talent. It makes sense to find out employees expectations vis-à-vis the company and ensure that it is delivered. Companies should provide an opportunity to put the employee's career on high growth trajectory mode. Employee should be encouraged to attend meetings and seminars at regular intervals. Companies should have a constant dialog with employees about their professional aspirations. Companies can financially sponsor and support the employees to pursue higher qualifications without losing their gainful employment.
7. **EXIT INTERVIEWS:** Exit interviews stand out as one of the best option to get into the roots of the attrition problem. Exit interviews provide the HR managers a chance to understand what an employee needs and also to discover workplace issues. Many organizations often find it difficult to unearth the areas where the problem is most severe, pr to expose the specific causes of employee attrition. In such cases exit interviews stand as an ideal platform, where the HR managers gain a clear picture about their employee's demands and take initiatives before they lose their star performers to their competitors. Exit interviews, if conducted properly, can be very effective tools in retaining the employees. The HR managers should know how to diagnose the results obtained from the exit interviews. They also feel that outsourcing exit interviews often reduces the costs. Exit Interviews as a tool for talent retention.
8. **WORK LIFE BALANCE-** In today's competitive world, work life balance has become a buzzword and often people are realizing that they are in need of balancing their work and home life. In efforts to earn more money and to have a good quality of work life, they have been trying hard, there by missing the point of balance between work and home. With the shift of the economy towards knowledge economy, employees have started working for 12-14 hours instead of 8-9 hours per day, and even the meaning and importance of the quality of work life has also changed. There is a need to restructure their work schedule and bring about a balance between the employees work life.

CONCLUSION

Attrition is becoming a serious problem in today's corporate environment. As employee attrition has been the silent killer for improving the organizational productivity. Attrition cost for many organizations are very high and can significantly affect the financial performance of an organization. From results it can be concluded that there are various reasons behind employee attrition. These reasons are best offer next door, overseas opportunities, Boss relation problem, higher package, further overseas studies, shifting of cities due to marriage, family and personal problem, improper time schedule and parent's health requires moving to other cities. Voluntary attrition rate is high between the ages of 24-28 years. After getting the 2-4 years experience IT professionals got higher opportunity so the growth opportunity is the main reason of the voluntary attrition. This research paper proposed a remedial measure if implemented and executed properly would help concern organization to understand their employees' needs with regard to their career, job, and family and follow the above mentioned remedies and retained their talented workforce, thereby meeting their expectations and requirements, and thus reducing employee attrition.

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APPENDIX

DATA ANALYSIS

TABLE NO. 1: IMPACT OF AGE ON ATTRITION

S.N.	Age	No. Of Respondents	Percentage (%)
1	19-23	10	5
2	24-28	62	73
3	29 & above	28	22
	Total	100	100

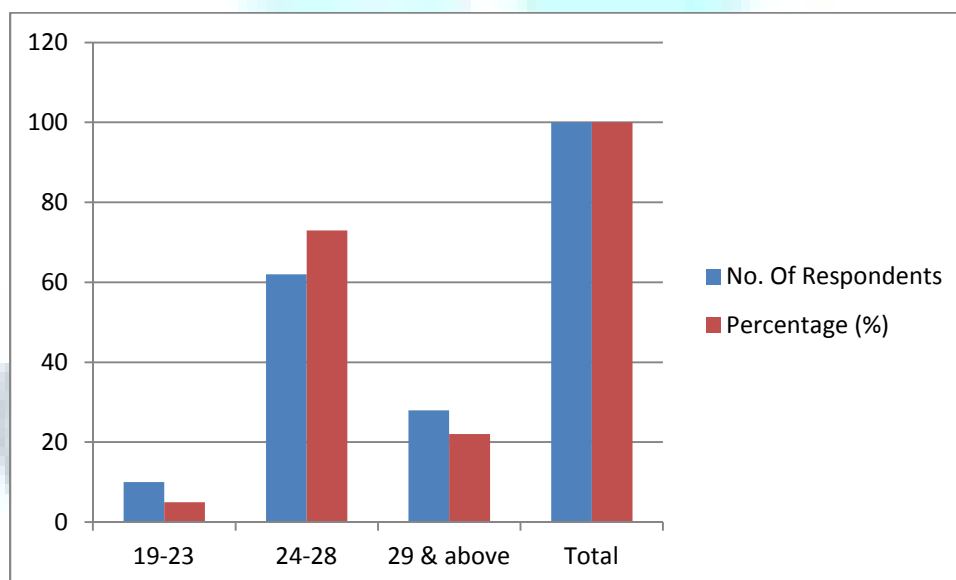
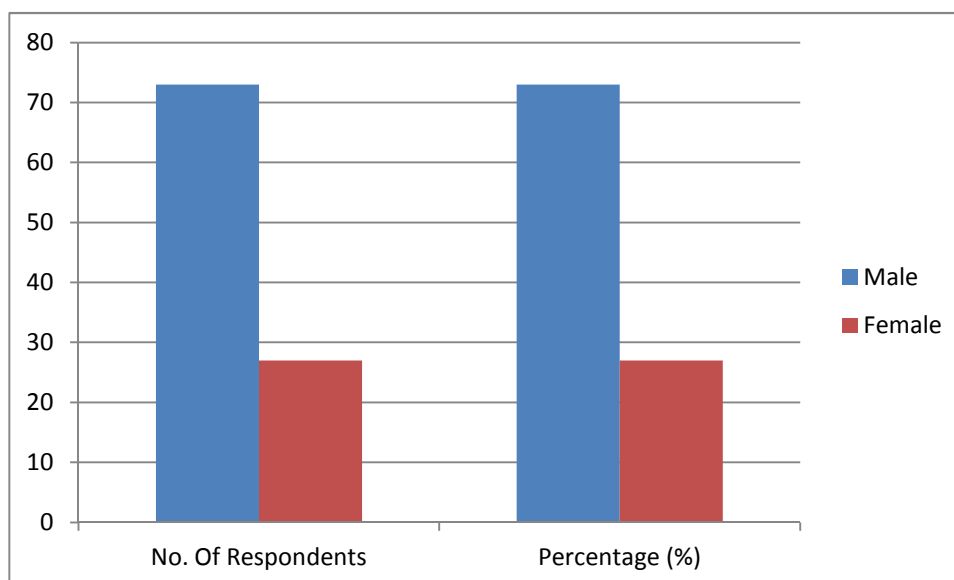
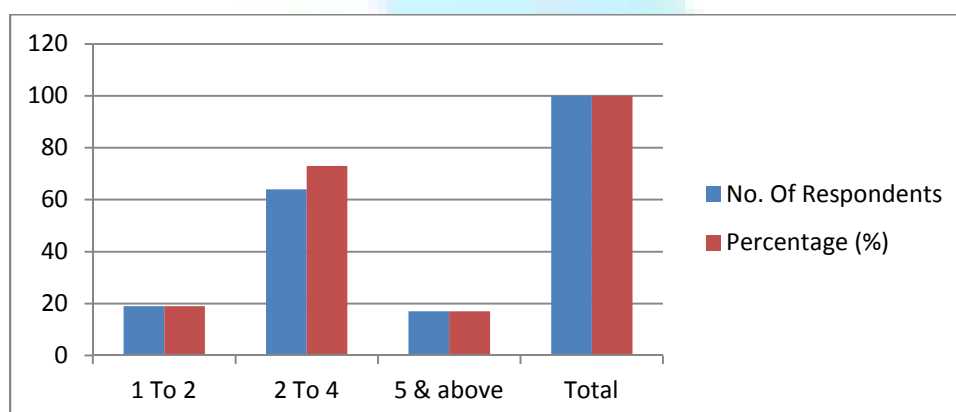


TABLE NO. 2: IMPACT OF GENDER ON ATTRITION

S.N.	Gender	No. Of Respondents	Percentage (%)
1	Male	73	73
2	Female	27	27
	Total	100	100

**TABLE NO. 3: IMPACT OF EXPERIENCE ON ATTRITION**

S.N.	Experience in Years	No. Of Respondents	Percentage (%)
1	1 To 2	19	19
2	2 To 4	64	64
3	5 & above	17	17
	Total	100	100

**TABLE NO. 4: IMPACT ON MARITAL STATUS ON ATTRITION**

S.N.	Marital status	No. Of Respondents	Percentage (%)
1	Married	68	68
2	Unmarried	32	32
	Total	100	100

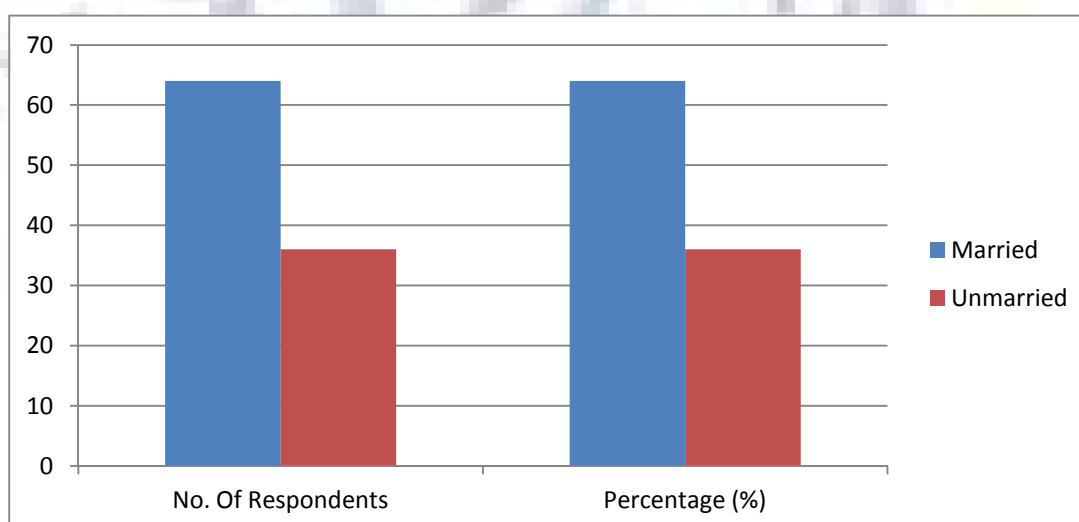


TABLE NO. 5: CAUSES OF ATTRITION

S.N.	Causes of Attrition	No. Of Respondents	Percentage (%)
1	Higher Package	8	8
2	Better offer next door	40	40
3	Overseas opportunities	25	25
4	Further overseas studies	2	2
5	Boss Relation problem	12	12
6	Improper time schedule	2	2
7	Shifting of cities	5	5
8	Parent health requires moving to other cities	2	2
9	Family problem and personal problem	4	4
	Total	100	100

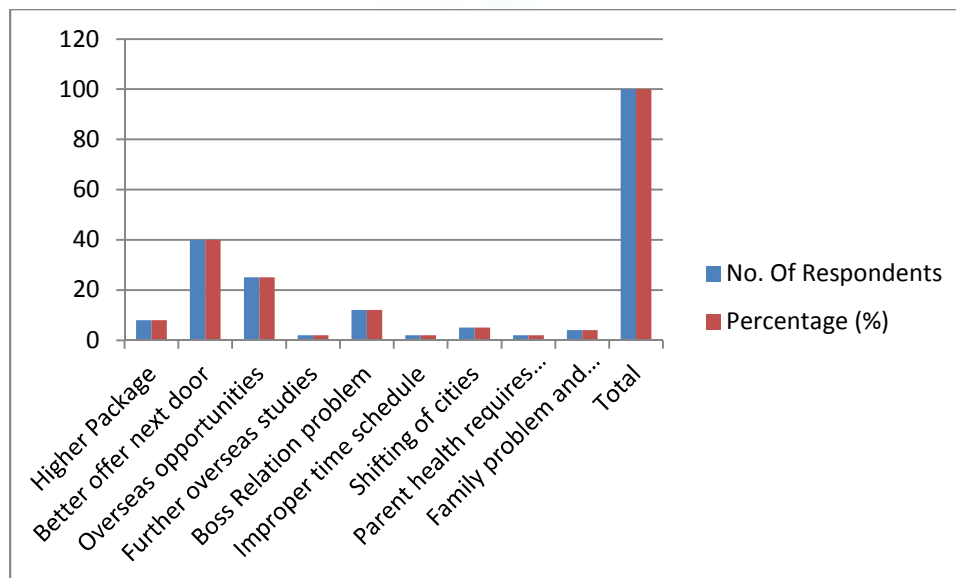
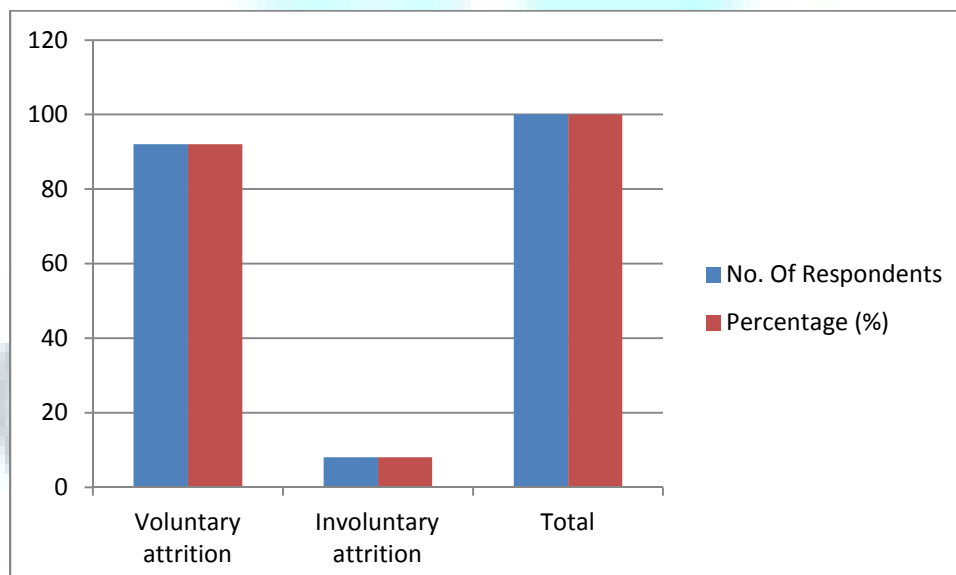


TABLE NO. 6: TABLE SHOWING VOLUNTARY ATTRITION RATE

S.N.	Attrition	No. Of Respondents	Percentage (%)
1	Voluntary attrition	92	92
2	Involuntary attrition	8	8
	Total	100	100



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