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## EMPLOYEES ATTRITION AND RETENTION IN SELECTED IT, PRIVATE COMPANIES IN AND AROUND CHENNAI, BANGALURU AND MYSORE

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### ABSTRACT

*The main objective of the study was to evaluate employee's attrition and retention of selected IT and Private companies in Chennai, Bangalore and Mysore. The specific objective of the study was to evaluate the reason for attrition in employees of IT and Private Organizations in Chennai, Bangalore and Mysore. To understand existing retention practices being followed in IT and Private Organizations and suggest recommendations for minimizing the attrition rate and increasing retention of employees in IT and Private organizations. The population consists of 200 staff of selected IT and manufacturing companies in Chennai, Bangalore and Mysore which consists of IT, Automobile, Trucks, Chemical and manufacturing companies formed the study. The survey was used for the study and questionnaire was distributed to staff for analysis. The 250-sample size is considered for study. 200 Staff returned the questionnaire which is accurately filled. The Hypothesis was analyzed using percentage method and chi square test for hypothesis results. The study concluded training as a motivation is an effective tool to enhance efficiency, productivity and workers retention in organization. It increases morale of the workers and commitment. The study recommended the training should be part of organizational activities to enable the workers acquire more skills and knowledge to work for the companies and retention assured. No of IT and multinational companies in Bangalore, Chennai and Mysore are attracting by paying higher salaries and good working condition for the existing experienced and non-experienced employees. The study will help to increase the retention plan and decrease the attrition rate. To decrease the attrition rate company proposes on career planning, human resource planning, training and development in new skill, welfare practices etc. HR managers will have threat of large attrition; they should prepare large retention plan to retain the employees.*

### KEYWORDS

effectiveness, motivation, strategies.

### JEL CODES

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### INTRODUCTION

The meaning of the term attrition of employee is given as "Gradual wearing down". This attrition nowadays is a global challenging task for HR department and Management. The organization is also getting affected by this critical process of attrition. The meaning of attrition is the employee wants to get separated from the organization or company by voluntary or involuntary way. The future and the growth of the Organization depend directly or indirectly by the percentage of attrition which in turn helps the profit of the company. Attrition means the employee working in the organization resign and creates vacancy for his position. The act will create a gap in the organization which will leads to loss for the organization. The attrition in the Global/Indian organization is by the skilled workers. This attrition may be due to less freedom and poor quality of work in the organization. The image and culture of the organization gets affected by the resignation of the skilled employee and the business of the company also gets affected. The attrition problem is faced by lots of industries, Multinational companies, Information Technology organizations and many more profit-oriented organizations. The total employee turnover rate doesn't give the idea of the attrition there are numerous reasons behind the attrition why employees leave the organization? Many sectors of the organization have attracted employees by offering better pay and better career opportunities. The middle management level employees were given attractive benefits by other organization which made difficult for the present organization HR managers to retain them. Sudden leaving of middle management staff may crate less productivity in the organization. Another reason for attrition is job satisfaction. The other reason for attrition is better opportunities in other companies and elsewhere and retaining skilled talent is the most immediate concern for the organization. Attrition is most dangerous when management losing their employees being attracted by immediate competitors who create sudden impact on the management productivity, customer and overall gives organization huge loss. Employees won't leave the present organization if their work satisfaction is protected. When a new employee joins the company and many promises given by the management is not received by them they would never like to stay in the organization.

### REVIEW OF LITERATURE

Attrition means the process of employee leaving the company. This process will reflect the slow decrease in the size of total employees. The slow reduction in the work force by attrition will be studied by HR department in the organization. The attrition is the major problem in Software industries, BPO industries, and Multi-national organizations. There are many reasons for attrition from the organization. The attrition across industries varies from 14% to 20%. HR manager have seen that many middle management employees are leaving due to attraction of foreign multinational companies. Hence, managers find it difficult to hold employees in their present organization. The reason for leaving the company, HR manager have analyzed as due to the employee's career opportunities and attractive pay. HR manager has to motivate the employee to remain in the organization and perform to the best of satisfaction of organization.

**Addison et al. (2007)** has found that employee involvement at the work is the key to keep employee engaged and retained at the organization. Employee involvement can increase the performance of the employee and can reduce the attrition. Employee involvement can be increased with the help of better peer review, involving lower staff in decision making process, greater work autonomy.

**Savneet Kaur (2013)** has analyzed many reasons of attrition and studied many retention practices to control level of attrition. The main reasons of attrition includes dissatisfaction from current job, poor employment & selection, To attain quick growth, Lack educated talent, poor employee-employer relationships, poor management by MNC's, Monotonous work task, personal development, conflict between work strategy and goals, family problems etc., Some remedial measures also advised by researcher to retain key employees of the organization like supervisors support, job satisfaction & motivation, just and fair remuneration employees should have a say in the organization means they must be involved in decision making process of the organization. Other retention methods include comfortable work environment, clear attendance policy, flexible work policies, employee engagement should be the top priority, hire effective leader, hold exit interviews and regular review sessions, taking care of employee's family needs etc. The best retention practices will be designed by the organization itself. The research also advised to the company to calculate their attrition rate yearly and should develop HR strategy according to company.

**S. Batty Dorance Jeen** explains that most influencing factor in controlling the employee attrition is working condition. Employee's attrition intention or decision and intention to leave the present working organization can be reduced with the help of providing the best working condition to their employees.

**Johnson and Gill (1993)** has explained in his study that employee involvement can be increased with the help of keeping the motivated staff at the organization. Employee's job performance and productivity can be enhanced with the help of motivation. Employee involvement can be increased with the help of keeping motivated staff at the organization.

**Malar Mathi and G.Malathi (2009)** found that attrition can be reduced by simply gaining commitment and dedication from the employee of the organization. The other finding which they had found is that the organization should adopt some retention strategies like, conducting exit interviews, and selection procedures must be properly done.

**Atanu Adhikari (2009)** concluded that employees give more importance to the quality of job and employers treatment than salary. They also found that employers should be more careful in assigning task to particular employee and group.

**Debajani Sahoo (2011)** found that there is no relation between the salary of the employee and job satisfaction. The working environment and job satisfaction are the factors responsible for the retention of the employees of the organization.

**Nidhi Bisht and L.K. Singh (2012)** find that increasing FDI in IT industry has created many opportunities for software professionals in India and foreign countries. Employee attrition should be considered from strategic prospective as internal labour market strategies including HR rules policies including hiring and promotional criteria, job ladders, wage system and training procedures also plays significant role in employees' attrition. The investigation revealed that there is a significant difference in thinking of employees with different experience and their reason to quit a job also varies; therefore, standardized strategies cannot be used by the company to retain the employees with different experience. In the current context organization has to think seriously rethink to revisit their strategies for managing the human capital pool to boost their star performer and harbor specialized approach to keep them anchored with the organization

**P.Suresh and Dr.M.Akbar Mohideen (2012)** Revealed that organization is committed, to build upon and enhance exiting skills sets of associate through need based training and with the economic benefits.

**Leena James and Lissy Mathew (2012)** found that communication is the main part in organization to generate conducive environment in the organization. Career development strategy and the offering better compensation, healthy organizational culture plays the important role in retaining the employees of the organization for long time.

**Deloitte Human capital consulting** has done a compensation trend survey for year 2013-14 in which following thing has been observed that, the overall average attrition rate across industries is **14%**. "Better career opportunities and better pay have been cited as the key reasons for attrition across most sectors" Overall attrition rate for automobile industry at the junior management level is **14%**, pharmaceuticals **14%**, BPO industry is **13%**, highest attrition rate is observed in ITeS industry **17%**, followed by advertising and media **16%**, IT industry **15%** this particular attrition rate is due to heist salary increment in the ITeS, IT, Pharmaceuticals, health care and life sciences industry which is about **13.1%**, which leads to employee being attracted by other foreign companies which turns vacancy into parent organization in which employee is presently working.

**Lucie Vnockova and Hana Klupakova (2013)** mentioned that motivation affect the employee turnover. Factor analysis of research concluded that organization should focus on motivation increases using the resulting motivation principle to eliminate a negative turnover rate. Supervisors who overlook productivity and growth and who poorly communicate with their subordinates cause the aversion of employees and de-motivation. Such practices lead to negative relationships with supervisors and subsequent disagreement are caused by negative or lax approaches to the effect of employees to increase productivity or implement new procedures. Praise, recognition, appreciation are often over looked and unrecognized motivation principles by managers which lead to employee turnover. A manager is defined as someone who achieves the goal of the organization through subordinates. It is necessary to motivate employees, encourage them and move them in in desired direction in order to achieve these goals so to reduce employee turnover manager should consider above mentioned factors.

## NEED AND IMPORTANCE OF STUDY

No of IT and multinational companies in Bangalore, Chennai and Mysore are attracting by paying higher salaries and good working condition for the existing experienced and non-experienced employees. The study will help to increase the retention plan and decrease the attrition rate. To decrease the attrition rate company proposes on career planning, human resource planning, training and development in new skill, welfare practices etc. HR managers will have threat of large attrition; they should prepare large retention plan to retain the employees.

## STATEMENT OF THE PROBLEM

Multinational companies have come to India and they were looking for skilled employees by offering better salary and better working environment. Hence, employees are leaving the present organization for better prospects and organizations are suffering sudden loss in productivity. Number of Multinational companies has come in major cities like Mumbai, Bangalore, Chennai and Mysore. This has resulted in attracting the skilled employees in present companies to new Multinational companies which caused attrition. The major task with the present organization is to retain critical talent and hire new talents. Number of IT and Multinational companies in Textile, Cement and Automobiles and Truck has started their establishment in India and started hiring more and more skilled employees for their organization. It has been observed from the earlier statistics that middle management employees, junior management employees and few freshers are leaving the organization frequently. Some organization are fixing "contract bond" for the new employees for a fixed period. This also creates attrition in the company. Many key employees of organization if they leave the organization will lose the talent of the organization and low productivity on quality output will be the effect of attrition.

The above points will initiate the organization to implement retention policies, giving flexibilities to key employees and technology change. The attrition will lead the organization to spend money on advertisement, selection, recruitment and induction cost. This will spoil the economy of the organization. Hence the researcher has selected the topic "Employees attrition and retention in selected IT and private companies in Chennai, Bangalore and Mysore".

## OBJECTIVES OF THE STUDY

Following are the objective of the study

1. To know the reason of attrition in employees of IT and Private Organization.
2. To understand existing retention practices being followed in IT and Private Organization.
3. To provide necessary recommendations for minimizing the attrition rate and increasing retention of employees.

## HYPOTHESIS OF RESEARCH

Following hypothesis has been set for the present study

1. Management always avoids taking care to reduce attrition rate.
2. The attrition rate in Bangalore, Chennai and Mysore is very low.

## RESEARCH METHODOLOGY

Encyclopedia of social sciences defines research as "The manipulation of things, concepts or symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art. It is a systematic effort to gain new knowledge".

The information is obtained by survey design method. Random sampling method is used to collect the information from various respondents. Hence, the company was divided into clusters and the study was done. The respondents were of different age group, gender organization, marital status etc. The respondents selected were only to low, middle and higher management levels of employees. The attrition level was also higher on low, middle, higher management employees. The questionnaire was designed to study the demographic variables of age, education, gender, marital status, and tenure of respondent. The research methodology includes the following.

### TYPE OF RESEARCH

The researcher study was to investigate the reason for attrition of the employees in Bangalore, Chennai and Mysore companies. The rate of attrition was also investigated by the researcher in that region. The researcher has presented facts and figures of attrition of employees. The research has shown the present condition of attrition of the employees of Bangalore, Chennai and Mysore; therefore, the type of research is "Descriptive" in nature.

**SAMPLING METHOD**

The sample was collected from various groups. Hence, the collection was easy for the researcher. The collection was 1.IT industries 2. MNC companies 3, Truck companies.

**SAMPLE DESIGN**

As there are number of IT companies in Bangalore, Multinational companies in Chennai and Bangalore and automobile (Truck) companies in Bangalore and Software companies in Mysore, the researcher has selected that region and study is done.

**SAMPLE SIZE**

The total sample selected from 250 sample size for completing the research study.

**SOURCES OF DATA**

**1. Primary Data**

Primary data is the important source of data collection. Primary data is a reliable data since is distributes and collected by researcher.

**a. Questionnaire**

Questionnaire is the easy method in data collection. The respondents are given the questionnaire and collected by researcher. The questionnaire are distributed through e-mail or given personally by the researcher. The answers are received through email or collected personally.

The questionnaire is prepared using the Likert Scale.

The respondents were made to select their choices on the scale of 1 to 5. 1 answer denotes SDA- strongly disagree, 2 Denotes DA-Disagree, 3 Denotes N- Neither Agree nor Disagree, 4 Denotes A-Agree, 5 Denotes SA Strongly Disagree.

**b. Observation Method**

Observation is done by researcher in various IT and other companies and studied the employee and supervisor relationship.

**2. Secondary Data**

Tools used for collecting Secondary Data are as given below:

**a. Documents provided by different companies**

Companies were maintaining different documents to mention their various activities in the company. This was required since it was prepared by knowledgeable person in the company and it is a useful reference document for the study.

**b. Documents provided by different Government Agencies**

These documents were useful to understand recent employment opportunities in Government sector, private sector, increasing foreign investment in private sector.

**c. Library Books**

The books available in the college and companies were used as reference documents for topic under study.

**d. Internet**

The various data were accessed through Internet to study the remotely stored data. These details were very useful for the study.

**SAMPLING SIZE**

'Five point Likert Scale with No of opinion' (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly agree). The Weightage Average Score were worked out by using following procedure.

**TABLE 1: LIKERT SCALE**

Statement	Level					
	1	2	3	4	5	0
Likert Scale	5 3 1 6 5 0 = 20					
1. Strongly Disagree	Respondents x 1 x 2 x 3 x 4 x 5 x 0 5 + 6 + 3 + 24 + 25 + 0 = 63					
2. Disagree	Total Score=63 Total Score / 20 Respondents =3.1500 Weightage Average Score					
3. Partly Agree/Disagree						
4. Agree						
5. Strongly Agree						

**PROCESSING OF ANALYSIS OF DATA**

The questionnaire of standard primary data was collected from 200 respondents. The data were collected from IT companies and other companies and data analysis and interpretation has been done. The journals, books and periodicals were studied as secondary data for analysis. Researcher used percentage method and chi square test to analyze and test the hypothesis. To decrease the attrition rate company proposes on career planning, human resource planning, training and development in new skill, welfare practices etc. HR managers will have threat of large attrition, they should prepare large retention plan to retain the employees.

**DATA ANALYSIS AND INTERPRETATION**

**DATA ANALYSIS AND INTERPRETATION**

Introduction: Data analysis and interpretation is done on the basis of data collected from IT, Automobile, Truck, chemicals & Manufacturing. Website, Journals, newspapers, and website is used for collection of secondary data. The study is descriptive study to identify the reason for attrition.

The chapter is analyzed:

1. Study the reason for attrition in employees in IT, Automobile, Trucks, Chemical and Manufacturing sectors.
2. To Understand existing practices in Bangalore, Chennai and Mysore etc.
3. To explain the recommendations for minimizing the attrition rate and increasing retention of employees.

The chapter is divided into two sections. The **first section** deals with analysis and interpretation of data collected from IT, Automobiles, Trucks, Chemical and manufacturing sectors. The **Second section** deals with results of Hypothesis testing. The first section deals with analysis and interpretation of data collected from IT, Automobile, Trucks, Chemicals and manufacturing sectors. Researcher has interacted 34 companies from Information Technology, Automobile, Trucks, Manufacturing and chemical sector. Researcher has collected data from 12 IT companies, 06 automobile companies, 06 from Trucks companies, 10 from chemical and manufacturing companies.

**TABLE 2: DATA COLLECTED FROM COMPANIES**

S. No	Industry	No of Companies	Percentage
1	IT	12	35.30
2	Automobile	06	17.64
3	Trucks	06	17.64
4	Chemical	04	11.78
5	Manufacturing	06	17.64
	Total	34	100.00

TABLE 3: SAMPLE SIZE DISTRIBUTION

S.No	Industry	No of Companies	Top Management	Middle management	Lower middle management	Total Sample size
1	IT	12	15	20	35	70 (46.67%)
2	Automobile	06	5	4	6	15 (10%)
3	Trucks	06	6	10	9	25(16.66%)
4	Chemical	04	4	3	8	15(10%)
5	Manufacturing	06	10	3	12	25(16.67%)
	Total	34	40	40	70	150

It is studied for 34 companies from 05 different sectors and 150 samples are considered for study. IT sector samples are taken more for studies.

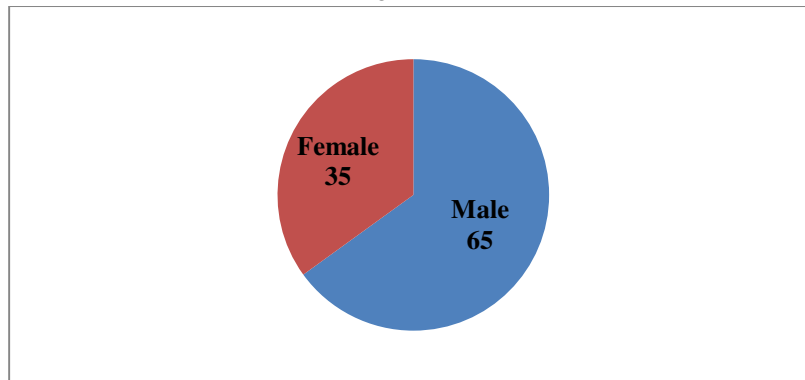
**GENDER**

The analysis is to study Male and Female employees. The graph is mentioned below:

TABLE 4: GENDER

Sr. No	Gender	Frequency	Percentage
1	Male	97	65
2	Female	53	35
	Total	150	100.00

CHART 1



From the graph it is 65% are Male and 35% are Female candidate under study. Majority of male candidates are selected for study.

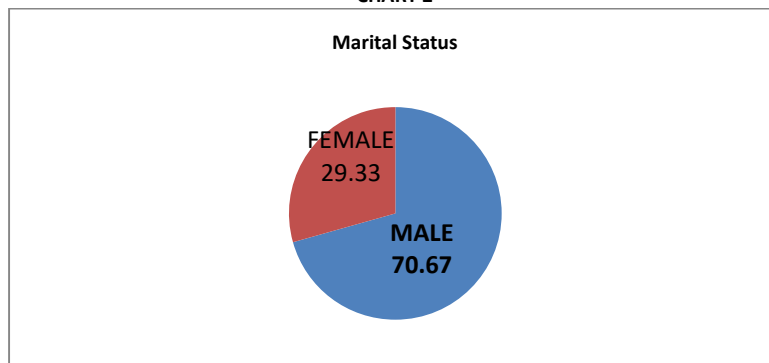
**MARITAL STATUS**

The study is summarized for married unmarried candidates, graph is shown below:

TABLE 5: MARITAL STATUS

Sr. No.	Marital Status	Frequency	Percentage
1	Married	106	70.67
2	Unmarried	44	29.33
	Total	150	100.00

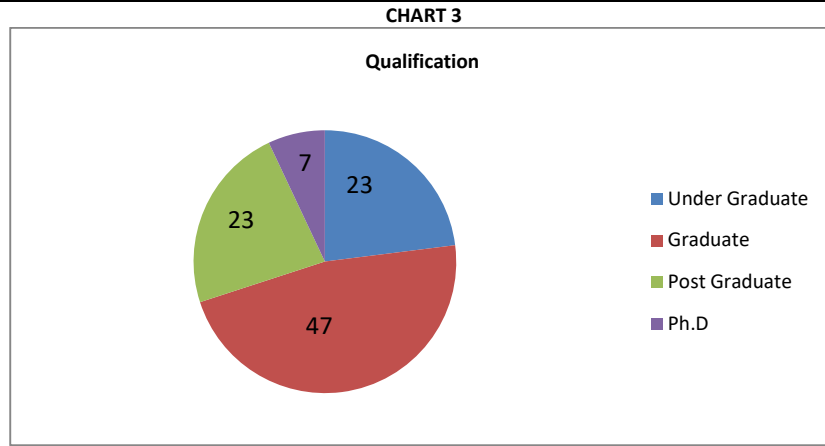
CHART 2



From the graph it states that 70.67% are Male and 29.33% are Female and majority of male candidates are used for study.

TABLE 6: QUALIFICATION

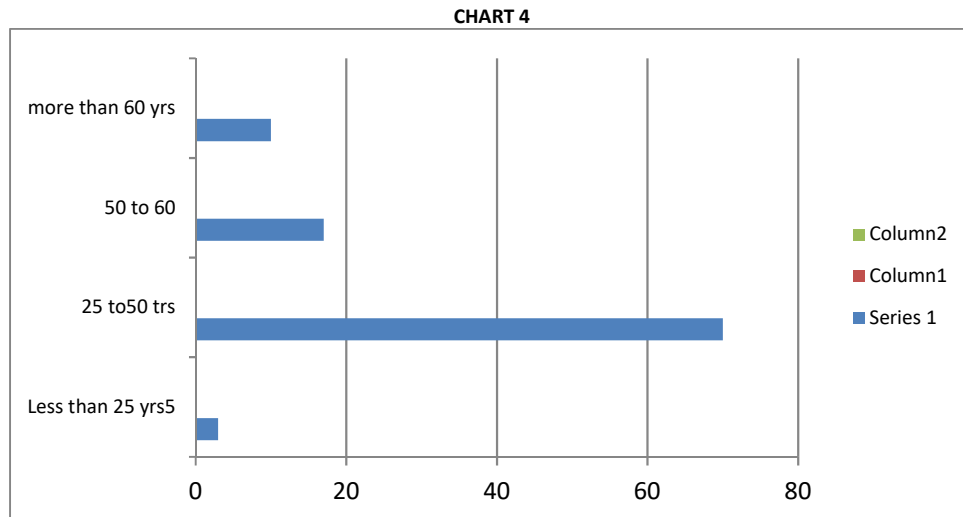
S, No	Educational Qualification	Frequency	Percentage
1	Under Graduate	35	23
2	Graduate	70	47
3	Post Graduate	35	23
4	Ph.D.	10	7
	Total	150	100



From Graph it states that 23 % are under graduate, Graduate 47%, 23% post Graduate and Ph.D holders are 7 % are used for study.

**TABLE 7: AGE GROUP**

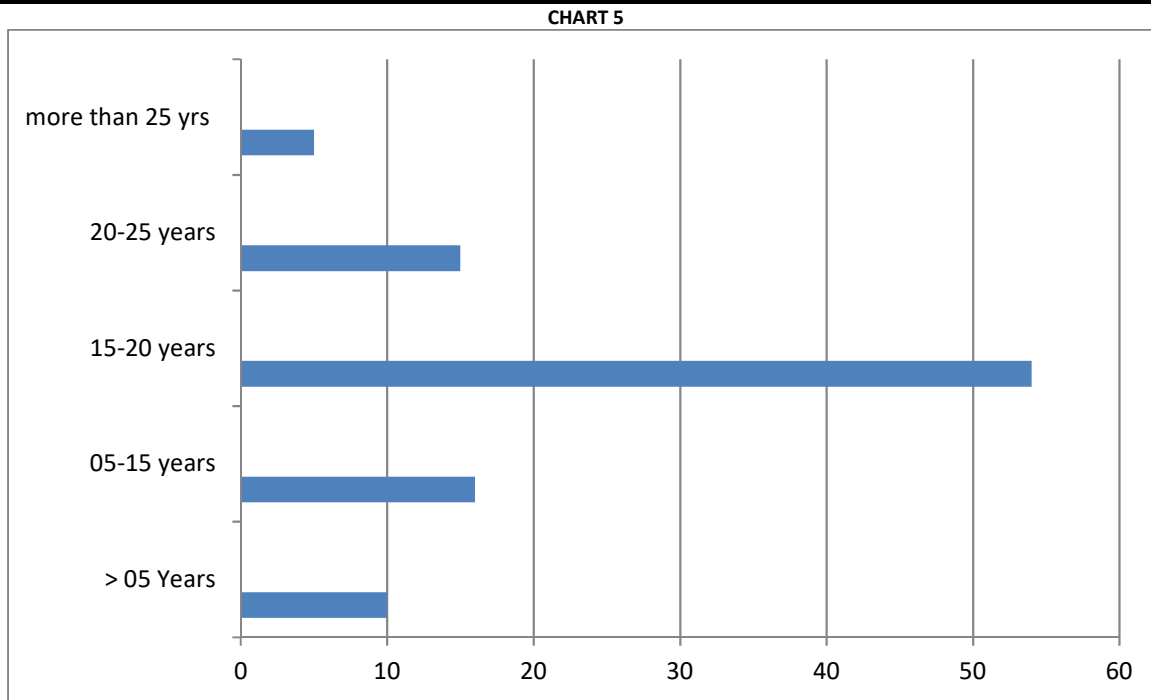
S.No	Age Group	Frequency	Percentage
1	Less Than 25 Years	5	3
2	25 to 50 years	105	70
3	50 to 60 years	25	17
4	More Than 60	15	10
	Total	150	100



From graph states that less than 25 years 3%, 25 to 50 years of age 70%, 50 to 60 years of age 17%, more than 60 years of age 10% are used for study.

**TABLE 8: EXPERIENCE**

S. No	Total Experience	Frequency	percentage
1	> 05 Years	15	10
2	05-15 Years	25	16
3	15-20 Years	80	54
4	20-25 Years	23	15
5	More Than 25 Years	7	5
		150	100



From graph states experience greater than 05 years 10 %, 05-15 years 16 %, 15 to 20 Years 54 %, Experience 20-25 years 15 %, the employees more than 25 years is 5 % are used for study.

**FACTORS INFLUENCE VOLUNTARY ATTRITION IN IT**

Analysis is done by researcher with data to study factors influence voluntary attrition in IT. If the employee leaves the organization of his own then it is voluntary attrition. Attrition rate increase may lead company’s fall. Researcher has developed nine (9) statements for analysis of factors influencing voluntary attrition in IT. Researcher distributed the questionnaire to employees to give their response on the Likert scale i.e. (01-05). Researcher has calculated the percentage and weighted average score.

**TABLE 9: FACTORS INFLUENCE VOLUNTARY ATTRITION IN IT**

No	Factors Influence Voluntary attrition IT	1	2	3	4	5	Total	W.A.S. (Weighted Average Score)
		SDA	DA	N	A	SA		
1	Job gives stability	12	18	15	13	12	70	2.92
	Percentage	17.14	11.42	15.71	32.86	22.87	100	
2	Educational help are provided to my family by company	19	14	16	10	11	70	2.71
	Percentage	14.28+	14.28	22.85	27.14	21.42	100	
3	Work place respect is encouraging	22	16	9	13	10	70	2.61
	Percentage	31.43	14.28	10.00	21.44	22.85	100	
4	Training Given to develop New skill	10	3	10	32	15	70	3.04
	Percentage	14.28	4.29	14.28	45.71	21.44	100	
5	Encouragement and help for higher education	23	12	10	19	6	70	2.61
	Percentage	32.86	17.14	14.28	27.14	8.58	100	
6	Willingness to work more years for the organization	15	12	16	15	12	70	2.95
	Percentage	21.44	17.14	22.84	21.44	17.14	100	
7	Job offer to my spouse if opportunity arises	15	13	14	23	5	70	2.85
	Percentage	21.43	18.57	20.00	32.86	7.14	100	
8	Company accepts my opinion when required	23	19	10	12	6	70	2.41
	Percentage	32.86	27.14	14.28	17.14	8.58	100	
9	Overseas opportunity by the company for me	13	11	5	11	30	70	3.48
	Percentage	32.86	15.71	7.14	15.71	28.58	100	
10	I will grow within the organization	20	9	13	18	10	70	2.84
	Percentage	14.28	10.00	18.57	40.00	17.15	100	2.84

It is observed that majority of employees have responded “Agree” and “strongly agree” for “Training to new skill” and “overseas opportunity” for statement 04 and statement 09. Weighted average for statement 04 and statement 09 is more than 03. It can be noted that “abroad job opportunity is major factor influencing for voluntary attrition for IT sector.

Overall average of factor influence voluntary attrition in IT is 2.84.

**TABLE 10: FACTORS INFLUENCE VOLUNTARY ATTRITION IN AUTOMOBILE**

S. No	Factors Influence Voluntary attrition in Automobile	1	2	3	4	5	Total	W.A.S. (Weighted Average Score)
		SDA	DA	N	A	SA		
1	Job gives stability	6	5	2	2	-	15	2.0
	Percentage	40	33.333	13.333	13.334	-	100	
2	Educational help are provided to my family by company	7	2	3	2	1	15	2.2
	Percentage	46.66	13.34	20.00	13.33	6.67	100	
3	Work place respect is encouraging	1	2	1	5	6	15	3.86
	Percentage	6.67	13.34	6.67	33.32	40.00	100	
4	Training Given to develop New skill	5	5	1	2	2	15	2.4
	Percentage	33.32	33.32	6.68	13.34	13.34	100	
5	Encouragement and help for higher education	5	3	2	3	2	15	2.6
	Percentage	33.32	20.00	13.34	20.00	13.34	100	
6	Willingness to work more years for the organization	5	3	2	3	2	15	2.6
	Percentage	33.32	20.00	13.34	20.00	13.34	100	
7	Job offer to my spouse if opportunity arises	3	5	2	3	2	15	2.73
	Percentage	20.00	33.32	13.34	20.00	13.34	100	
8	Company accept my opinion	3	5	2	3	2	15	2.73
	Percentage	20.00	33.32	6.68	20.00	26.66	100	
9	Overseas opportunity by the company	1	2	1	6	5	15	4.06
	Percentage	6.66	13.34	6.68	40.00	33.32	100	
10	I will grow within the organization	7	3	1	2	2	15	2.26
	Percentage	46.64	20.00	6.68	13.34	13.34	100	2.47

It is noted that majority of employees have responded “agree” and “strongly Agree” for “Work place respect is encouraging” and “dream to go abroad for doing job if opportunity comes for dream company” ie for statement 09 and statement 03. Weighted average score for statement 09 and 03 is more than 03. Overall average factors influencing voluntary attrition in automobile 2.47

**TABLE 11: FACTORS INFLUENCE VOLUNTARY ATTRITION IN TRUCKS**

S.No	Factors Influence Voluntary attrition in trucks	1	2	3	4	5	Total	W.A.S. (Weighted Average Score)
		SDA	DA	N	A	SA		
1	Job gives stability	5	7	6	3	4	25	2.76
	Percentage	20	28	24	12	16	100	
2	Educational help are provided to my family by company	4	2	13	3	3	25	2.96
	Percentage	16	8	52	12	12	100	
3	Work place respect is encouraging	5	5	7	3	5	25	2.92
	Percentage	20	20	28	12	20	100	
4	Training Given to develop New skill	5	5	7	3	5	25	2.92
	Percentage	20	20	28	12	20	100	
5	Encouragement and help for higher education	8	2	6	5	4	25	2.8
	Percentage	32	8	24	20	16	100	
6	Willingness to work more years+ for the organization	5	3	10	2	5	25	2.96
	Percentage	20	12	40	8	20	100	
7	Job offer to my spouse if opportunity arises	5	5	10	-	5	25	2.8
	Percentage	20	20	40	-	20	100	
8	Company accepts my opinion if required	3	2	3	5	12	25	3.84
	Percentage	12	8	12	20	48	100	
9	Overseas opportunity by the company	-	5	4	6	10	25	3.84
	Percentage	-	20	16	24	40	100	
10	I will grow within the organization	7	8	6	2	2	25	2.36
	Percentage	28	32	24	8	8	100	2.72

It is noted that majority of employees have responded “agree” and “strongly Agree” for “overseas opportunities by the company” and “company accepts my opinion if required” i.e. for statement 09 and statement 08. Weighted average score for statement 09 and 08 is more than 03. Overall average factors influencing voluntary attrition in Trucks 2.72



**TABLE 12: FACTORS INFLUENCE VOLUNTARY ATTRITION IN CHEMICAL**

S. No	Factors Influence Voluntary attrition in chemical	1	2	3	4	5	Total	W.A.S. (Weighted Average Score)
		SDA	DA	N	A	SA		
1	Job gives stability	3	2	3	3	4	15	3.2
	Percentage	20	13.34	20	20	26.66	100	
2	Educational help are provided to my family by company	2	3	2	3	5	15	3.4
	Percentage	13.333	20	13.333	20	33.334	100	
3	Work place respect is encouraging	1	2	4	4	4		3.53
	Percentage	6.666	13.333	26.667	26.667	26.667	100	
4	Training Given to develop New skill	1	1	1	2	10	15	4.26
	Percentage	6.666	6.666	6.666	13.333	66.669	100	
5	Encouragement and help for higher education	3	2	4	3	3		3.06
	Percentage	20	13.333	26.667	20	20	100	
6	Willingness to work more years for the organization	1	4	4	4	2		2.86
	Percentage	6.666	26.667	26.667	26.667	13.333	100	
7	Job offer to my spouse if opportunity arises	1	3	4	4	3	15	2.66
	Percentage	6.666	20	26.667	26.667	20	100	
8	Overseas opportunity by the company	1	1	1	3	9	15	4.2
	Percentage	6.666	6.667	6.667	20	60	100	
9	I will grow within the organization	1	2	4	4	4	15	3.53
	Percentage	6.666	13.333	26.667	26.667	26.667	100	3.41

It is perceived that majority of the employees have responded “agree” and “strongly agree” for “training given to new skill” and “Overseas opportunity by the company” i.e. for statement 04 and 08. Weighted average score for statement 04 and 08 is more than 04. Overall average factors influencing voluntary attrition in chemical is 3.41.

**TABLE 13: FACTORS INFLUENCE ATTRITION IN MANUFACTURING**

S. No	Factors Influence Voluntary attrition in Manufacturing	1	2	3	4	5	Total	
		SDA	DA	N	A	SA		
1	Job gives stability	2	4	9	5	5	25	3.28
	Percentage	8	16	36	20	20	100	
2	Educational help are provided to my family by company	4	6	5	4	6	25	3.08
	Percentage	16	24	20	16	24	100	
3	Work place respect is encouraging	1	2	2	8	12	25	4.12
	Percentage	4	8	8	32	48	100	
4	Training Given to develop New skill	2	3	9	5	6	25	3.4
	Percentage	8	12	36	20	24	100	
5	Encouragement and help for higher education	5	4	5	5	6	25	3.12
	Percentage	20	16	20	20	24	100	
6	Willingness to work more years for the organization	2	2	2	7	12	25	4.03
	Percentage	8	8	8	28	48	100	
7	Job offer to my spouse if opportunity arises	5	3	5	6	6	25	3.2
	Percentage	20	12	20	24	24	100	
8	Overseas opportunity by the company	5	4	6	5	5	25	3.04
	Percentage	20	16	24	20	20	100	
9	I will grow within the organization	5	4	8	4	4	25	2.92
	Percentage	20	16	32	16	16	100	3.35

It is noted that majority of employees have responded “agree” and “strongly Agree” for “Work place respect is encouraging” and “Willingness to work more years for the organization” i.e. for statement 03 and statement 06. Weighted average score for statement 03 and 06 is more than 04. Overall average factors influencing voluntary attrition in manufacturing is 3.35

**HYPOTHESIS TESTING  
HYPOTHESIS NO 01**

The first hypothesis for the study is “Management always avoids taking care to reduce attrition rate”  
For testing data is collected from employees of IT, Automobile, Trucks, Chemicals and Manufacturing. The testing is done using percentage method and chi square test for hypothesis results.

**TABLE 14: HYPOTHESIS 01 PERCENTAGE TABLE**

Industry	Yes	No	Total
IT	69	1	70
Percentage	98.572	1.428	100.00
Automobile	70	40	110
Percentage	63.636	36.364	100.00
Trucks	68	2	70
Percentage	97.142	2.858	100.00
Chemical	45	23	68
Percentage	66.176	33.824	100.00

From the above table it is evident and positively responded to hypothesis 01 i.e. “Management always avoids taking care to reduce attrition rate”  
Alternate Hypothesis: Management always avoids taking care to reduce attrition rate.  
Null Hypothesis: Management always do not avoid taking care to reduce attrition rate.

TABLE 15: RESPONSE FOR CHI SQUARE TEST

Industry	Yes	NO	Total
IT	69	1	70
Automobile	70	40	110
Trucks	68	2	70
Chemicals	45	23	68
Total	252	66	318

Applied now chi square test and calculated and tabulated as follows:

$$\text{Chi Square test} = \frac{\sum (O_{ij} - E_{ij})^2}{E_{ij}}$$

$$E_{ij} = \frac{\text{Row total for the row of that cell} * \text{Column total for the column of the cell}}{\text{Grand Total}}$$

TABLE 16: HYPOTHESIS NO 01 CHI SQUARE TEST CALCULATION

Oij	Eij	Oij-Eij	(Oij - Eij)2	(Oij - Eij)2 / Eij
69	59.872	8.128	66.064	1.936
1	10.125	-9.125	83.265	8.223
70	94.088	-24.088	580.231	6.166
40	15.911	24.089	580.279	36.470
68	59.874	8.1265	66.031	1.102
2	10.125	-8.125	66.015	6.52
45	58.163	-13.163	173.264	2.978
23	58.163	35.163	1236.436	21.258
				84.653

This was tested at 5% Significant level. The computed value for above data is 84.653 is greater than table value 11.07 on 05 degree of freedom. Null hypothesis is rejected. Alternate hypothesis is accepted. It is proved that "Management always avoids taking care to reduce attrition rate."

Hypothesis 01 is accepted

**Hypothesis No 02**

"The attrition rate in Bangalore, Chennai and Mysore is Low."

The attrition rate in Bangalore, Chennai and Mysore is very low. The second hypothesis of this research is "The attrition rate in Bangalore, Chennai and Mysore is low". For research data is collected from employees of IT, Automobile, Trucks, Chemicals and Manufacturing. The testing is done using percentage method and chi square test for hypothesis results.

TABLE 17: HYPOTHESIS02 PERCENTAGE TABLE

Industry	Yes	No	Total
IT	2	68	70
Percentage	2.857	97.143	100.00
Automobile	4	106	110
Percentage	3.636	96.364	100.00
Trucks	6	64	70
Percentage	8.571	91.428	100.00
Chemical	7	61	68
Percentage	10.294	89.705	100.00

TABLE 18: RESPONSE FOR CHI SQUARE TEST

Industry	Yes	NO	Total
IT	2	68	70
Automobile	4	106	110
Trucks	6	64	70
Chemicals	7	61	68
Total	19	299	318

TABLE 19: HYPOTHESIS NO 02 CHI SQUARE TEST CALCULATION

Oij	Eij	Oij-Eij	(Oij - Eij)2	(Oij - Eij)2 / Eij
2	4.182	-2.182	4.761	1.138
68	65.817	3.817	14.459	0.221
4	6.572	2.572	6.615	1.006
106	103.427	3.427	11.744	0.113
6	4.182	2.182	4.761	1.138
64	65.817	-1.817	3.301	0.050
7	4.062	3.062	9.375	2.308
61	63.937	2.937	8.625	0.134
				6.108

This was tested at 5% significant level. The computed value for above data is 6.108 is less than table value 11.07 on 05 degree of freedom. Alternate hypothesis is rejected. Null hypothesis is accepted.

It is proved that "The attrition rate in Bangalore, Chennai, Mysore is low."

Hypothesis 02 is accepted

**RESULTS AND DISCUSSION**

The study is undertaken to study the retention and attrition of employees of selected IT and private companies including Automobile, Trucks, chemical in Chennai, Bangaluru and Mysore and finds as per following:

1. It was observed that weighted average score for 'voluntary attrition' is as IT-2.84, Automobile – 2.47, Truck – 2.72, Chemical -3.41, manufacturing -3.35.

2. The overall average factors influence voluntary attrition in IT is 2.84. Employees have responded negatively about encouragement and help for higher education, job opportunity to my spouse, company accepts my opinion.
3. The overall average factors influence voluntary attrition in automobile is 2.47. Employees have responded negatively about stability of job, educational help to my family, training given to develop new skills, willingness to work more years, company accepts my opinion.
4. The overall average factors influence voluntary attrition in trucks is 2.72. Employees have responded negatively about educational help to my family, workplace respect, develop new skills, job offers for spouse.
5. The overall average factors influence voluntary attrition in chemical is 3.41. Employees have responded negatively to stability of job, help for higher education, to work more years, job offers for spouse negatively.

## 8. CONCLUSION

The research findings and suggestions has provided an opportunity to employees in selected IT and private companies in Chennai, Bangalore and Mysore to retain employees in their organization.

The research has provided information about how employee attrition occurs in organization. The research has identified the factors of job satisfaction and reason for attrition. The organization must revise the salary, and stress-free environment. To reduce employee's attrition rate will create positive image of the organization in organization and stake holders.

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