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REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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CAUSES OF ATTRITION AND THEIR EFFECTS IN INFORMATION TECHNOLOGY INDUSTRY IN SOUTH INDIA**SHAJI.Y****RESEARCH SCHOLAR****DEPARTMENT OF MANAGEMENT STUDIES****NOORUL ISLAM UNIVERSITY****KUMARAKOIL****DR. KINSLIN. D****HEAD****DEPARTMENT OF MANAGEMENT STUDIES****NOORUL ISLAM UNIVERSITY****KUMARAKOIL****ABSTRACT**

The greatest challenge that the corporate houses gets to deal with these days is not attracting the prospective employee but retaining their skilled employee. The highly skilled employees are most wanted by different organizations across India. Information Technology (IT) organizations in south India is no exemption to this. Higher productivity with high quality deliverables and bringing in innovation rely majorly on the highly skilled employees. Business knowledge and domain knowledge coupled with technical skill and tenure in an organization makes an employee so special that an organization would not want to lose that employee. Information Technology (IT) organizations in south India is facing a huge task of retaining their bests and highly competent. The aim of this research is to identify and analyse various causes of attrition and their effects in Information Technology (IT) industry in south India. There are various reasons for an employee to leave an Information Technology (IT) organization, from job dissatisfaction, compensation, job location, work pressure, work-life balance to having issues with supervisor. The employee attrition leads to direct and indirect losses to an organization, from loss in income due to productivity loss, loss of business knowledge, experience of the skilled resource to reputation of the organization, demoralizing other employees of the organization. It not just has an effect on the morale of other employees but also on the financial position, reputation of the organization. Thus, it has become indispensable for the organizations to comprehend the factors that prompt employees to leave an organization.

KEYWORDS

Attrition effects, causes of attrition, employee attrition, IT employee, IT organizations.

INTRODUCTION

In India, Information Technology (IT) industry has grown to a greater extent in the last couple of decades contributing about 6% in India's Gross Domestic Product (GDP) by means of software export from India. As the offshoring and outsourcing are becoming so common throughout the world, India as a country has gained a lot from it and expected to gain a lot more. Over 10 Million IT professionals are expected to provide software related services from India by 2020 according to a report from the National Association of Software and Services Companies (NASSCOM).

There are so many technologies (Java, Mainframes, .Net, etc), software (Consulting, Services and Outsourcing) and multiple business segments (Insurance, Banking, Health care, Logistics, Retail, etc) that are supported from India. There are Indian organizations gone globally as well overseas organizations setting up their division in India to support the software requirements globally. South India plays a significant role in providing IT services to organizations over the world. Cities like Bangalore, Chennai, Hyderabad, Kochi, Coimbatore, Trivandrum in south India acts as Hub for software organizations.

The IT industry attracts employees mainly due of the work environment it offers, the culture the industry brings in, the compensation an employee gets, the career opportunity that one can get. In addition, there are other fringe benefits like Option to work from home, Transportation, owning company shares, Health Benefits, gifts etc.

The IT industry has become so competitive that a skilled employee is the most sought after. The expertise and skills of the tenured employee in an organization improves the prospect of the organization in the market. Recruiting the right people for the right job and above all retaining those talented employees have become enormous tasks for employers. According to a study conducted by "Global Talent Metrics" in 2011, the attrition rate was 18-25% on high-skilled IT professionals.

LITERATURE REVIEW

Attrition can be comprehended as "A reduction in the number of employees through retirement, resignation or death." Attrition can be viewed in many forms; the major form of attrition is attrition due to employees themselves choosing to leave an organisation by means of resignation [6].

Attrition has always been a head-ache to Human Resource (HR) managers and of course to the organizations. Even though high salaries are provided across all industries, the industries have been overwhelmed with attrition across the board, especially in the recent years. This continuous raise in attrition rates keeps the organizations under tremendous financial pressures [1].

Information Technology (IT) organizations are going through a very tough phase handling attrition. Attrition in IT organizations is mainly due to the numerous opportunities available for an IT professional and also the change in their mind set [3]. However, pointing out one reason for attrition is not easy. Though the reasons vary from person to person, environment to environment and organization to organization, there are quite a few apparent and common reasons at a large number and distinguishable simple reasons at small numbers [2]. There are reasons which can be restricted by the organization with the support of their managers and there are reasons which the employer has absolutely no direct control over but can only work on minimizing the impact [5].

There are two major classifications for the cause of attrition – Push factor and Pull factor. Push factors include earning less compensation, issue with supervisor, estranged work environment, not receiving support from colleagues, unable to balance work and life, loss of trust in the organization, no opportunity for career development, monotonous work assignments, etc. The pull factors on the other hand are the factors that are external that other organizations offer which are flattering that the employees would want to leave their current organization for. The factors include but not restricted to attractive compensation offers, special allowances, challenging work assignments, promising career growth, promotions, better working environment, job location, additional facilities like provision for work from home, Gymnasium [4],[8],[9].

Losing talents and skilled employees leads to performance losses which can have negative effect on companies on a longer term particularly if the employee leaves behind knowledge gaps in which case it doesn't stop with the loss incurred in productivity and the effort required to bring new resource up to speed but it continues to affecting the balance of the team and the relationship with the customer. By losing key talented employees, an employer incurs costs associated with recruitment processes such as selection, recruitment and administration. Besides, it also includes loss of knowledge, reputation of the organization and it also affects the morale of the employees of the team [7],[10].

With attrition rates being a blight of every industry, IT organizations in India are working on introducing new ground-breaking approaches regularly to curtail the attrition and advancing retention ratio.

STATEMENT OF THE PROBLEM

Attrition of Information Technology (IT) professionals leads to additional costs to an organization in addition to bringing down the revenue. It also affects the morality of other employees, affects the relationship with customer and affects the reputation of an organization in the market. According to a study conducted by "Global Talent Metrics" in 2011, the attrition rate was 18-25% on high-skilled IT professionals in India with south India taking a big share of it.

OBJECTIVES OF THE STUDY

- The objective of this research is to identify and analyse the causes of employee attrition in IT industry in South India.
- The objective of this research is also to identify and analyse the effects of employee attrition in IT industry in south India.

HYPOTHESIS

- **H0:** There is no difference between Male and Female employees in choosing to leave an organization.
- **H1:** Male employee leaves an organization more than the Female employees.

RESEARCH METHODOLOGY

DATA COLLECTION

This research tries to identify the various causes that lead to attrition and the impacts that attrition leads to with respective to IT organizations in south India. Two well-structure questionnaires were formed to collect Primary data by means of survey for this descriptive research. The first survey was conducted on a sample population of 219 Information Technology (IT) professionals of varying experience from 2-10 years working from various cities (Bangalore, Chennai, Hyderabad, Trivandrum, Kochi and Coimbatore) representing different organizations of South India. The survey included both Male and Female employees aging from 22 to 35, working in different section of IT industry ranging from Developers, Testers, Support professionals, Administrators and other areas.

The second survey was conducted among 54 leaders/managers of both genders performing roles such as Project Management, Human Resource (HR) management, people management, Business area management for IT organizations belonging to various cities (Bangalore, Chennai, Hyderabad, Trivandrum, Kochi and Coimbatore) across South India.

The questionnaires consisted of 2 parts. The first part was used to collect information about the respondent including their work location, organization that they work for, experience, job role, experience in current role, age, etc. The second part consisted of factors. The survey used Likert rating scale.

SPSS V22 was used for analyzing data. This research used data analysis techniques like Chi-square, Friedman's Test, factor analysis.

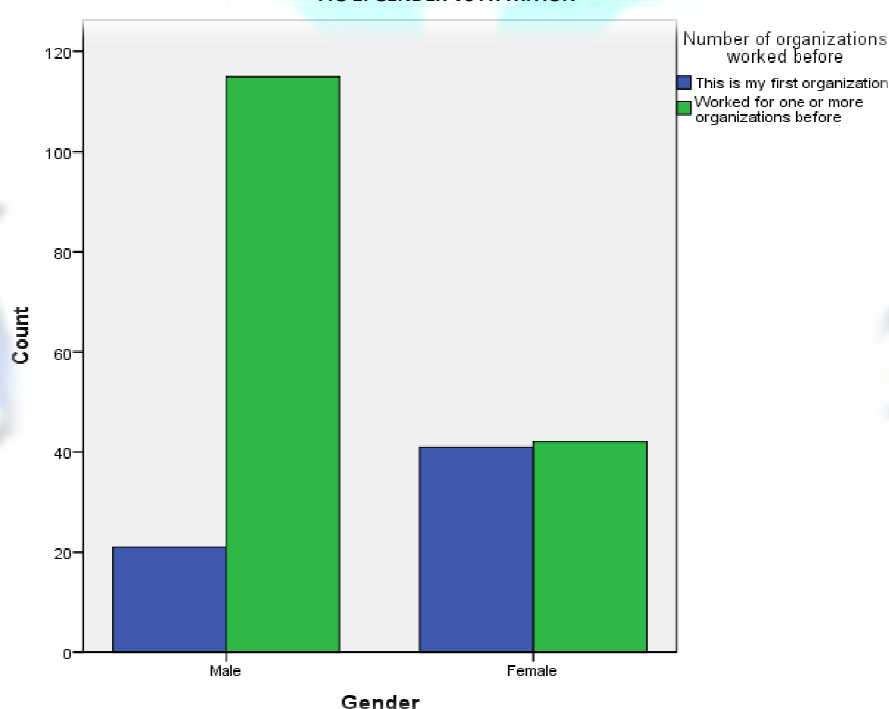
RESULTS & DISCUSSION

TABLE 1: GENDER *NUMBER OF ORGANIZATIONS WORKED BEFORE - CHI-SQUARE TEST

Gender	Number of organizations worked before		Total	Chi Square value	P value
	This is my first organization	Worked for one or more organizations before			
Male	21 (15.4%) [33.9%]	115 (84.6%) [73.2%]	136 [62.1%]	29.283	.000
Female	41 (49.4%) [66.1%]	42 (50.6%) [26.8%]	83 [37.9%]		
Total	62 (28.3%)	157 (71.7%)	219 [100.0%]		

Note: 1. The value within () refers to Row Percentage, [] refers to Column Percentage

FIG 1: GENDER VS ATTRITION



The P value (.000) which is less than the alpha value .05 from the Table 1 indicates that there is a strong relationship between Gender (Male, Female) and their preference to leave an organization.

It is evident from the Table 1 that 84.6% of the Male employees had worked on at least one organization before, compared to 50.6% of Female employees. For 49.4% of female employees, it was their first organization. This concludes that Male employee leaves an organization more than their Female counterparts.

ATTRITION CAUSES

HYPOTHESIS

H0: There will be no difference in the participant's rank order for the various causes of attrition.

H2: There will be significant difference in the participant's rank order for various causes for attrition.

In order to ascertain the factors that lead to attrition of Information Technology (IT) employees in south India, data was collected on 20 different variables and were analysed. The data was collected using Likert scale having the options 'Strong Agree' given a weightage of 5, 'Agree' having a weightage of 4, 'Neither Agree Nor Disagree' having a weightage of 3, 'Disagree' having a weightage of 2 and 'Strongly disagree' having weightage of 1. Based on the data collected, Friedman's test and Kendall's Coefficient of Concordance were run and the results of the tests are presented in the Table 2.

TABLE 2: RANKS

Parameters	Mean Rank	Chi Square Value	Kendall's Coefficient of Concordance value	P value
Differences with the manager	15.89	1584.491	.38	.000
Poor Compensation	13.20			
Monotonous and non-challenging work	13.09			
Higher studies	5.47			
Loss of Trust in the organization	5.26			
Personal reasons	4.35			
Employees expectations not meeting with employer	3.74			
Unable to balance work and life	10.88			
Lack of visibility of their contribution	9.90			
Lack of appreciation	10.24			
Job Location preference	8.20			
Lack of Trust among team members	9.78			
Lack of Recognition	14.52			
Lack of opportunities to grow	13.66			
Work Pressure	12.73			
Biased performance appraisal process and promotion	12.69			
Poor Work culture	12.34			
Dissatisfaction with the job role	12.17			
Better opportunity available else where	11.16			
Unfriendly work environment	10.73			

The test was significant $\chi^2=1584.491$, $p<.05$ (Table 2) and the Kendall's coefficient of concordance of .38 (Table 2) indicates fairly strong differences among the 20 variables (causes of attrition). The result of the analysis indicates that there is a differential rank order for various causes of attrition. We can conclude that Friedman's test is a reliable test for finding causes of attrition.

The Table 2 containing various causes of attrition above analysed with Friedman's test gives interesting results. Out of the total of 20 different causes, there are 9 corresponding causes that are clustered with high ranked creative tensions (Difference with Manager, Lack of recognition, Lack of opportunity to grow, Poor compensation, Monotonous and non-challenging work, Work pressure, biased performance appraisal process and promotion, Poor work culture, and dissatisfaction with the job role). Similarly, there are 5 causes that are clustered with the low ranked creative tensions (Job location preference, higher studies, Loss of trust in the organization, Personal reasons, and Employee expectations not meeting with the employer).

EFFECT OF ATTRITION

In order to ascertain the impacts that attrition of Information Technology (IT) employees from south India leads to, 14 different variables were analysed. The data was collected using Likert scale having the options 'Strong Agree' given a weightage of 5, 'Agree' having a weightage of 4, 'Neither Agree Nor Disagree' having a weightage of 3, 'Disagree' having a weightage of 2 and 'Strongly disagree' having weightage of 1. Based on the data collected, Factor analysis was performed and the result of the analysis is presented in the Table 3.

TABLE 3: FACTOR ANALYSIS ON EFFECT OF ATTRITION**

Factor Group	Factors	Component				Eigen value*	% of variance	Cumulative %
		1	2	3	4			
Factor 1	Incurred additional costs and overhead associated with recruitment and training	.708	.258	-.100	-.127	4.38	31.25	31.25
	Loss of intellectual property - Domain, technical, business, application skills	.601	.199	-.034	-.215			
	Tough to find same skilled person from outside market	.858	.143	.261	-.060			
	Loss of expertise and efficiency	.714	-.057	-.034	.079			
	Other team members getting overloaded with share of work	.491	.339	.249	.067			
	Unhappy customer	.573	-.005	.471	.277			
Factor 2	Delayed deliverables	.524	.661	-.059	-.042	1.93	13.8	45.02
	Cascaded effect - Other team members tending to leave	.190	.887	.212	.062			
	Effort required to rebuild the relationship with client	.103	.887	.109	.040			
	Shortage of skilled resource	.050	.662	-.378	.153			
Factor 3	Affecting morality of entire team	.152	.400	.780	.065	1.69	12.09	57.12
	Loss of productivity until the new resource is ready	-.023	-.139	.741	-.028			
Factor 4	Loss of business	-.161	.234	.183	.736	1.19	8.47	65.60
	Revenue loss for the organization	.035	-.035	-.111	.837			

* Extraction Method: Principal Component Analysis.

**Rotation Method: Varimax with Kaiser Normalization.

Varimax rotation was applied for the 14 variables and the variables were clubbed into 4 factors.

The total variance shown in Table 3 accounted for by all of the 4 components explains nearly 66 percent of the variability in the original 14 variables.

Factor 1 : This contains variables, Incurred additional costs and overhead associated with recruitment and training, Loss of intellectual property like domain, technical, business, application skills, Tough to find same skilled person from outside market, Unhappy customer, Other team members getting overloaded with share of work, Loss of expertise and efficiency - Knowledge loss.

Factor 2 : This contains variables, Delayed deliverables, Cascaded effect like other team members tending to leave, Effort required to rebuild the relationship with client, Shortage of skilled resource - Impact to service.

Factor 3 : This contains variables, Affecting morality of entire team, Loss of productivity until the new resource is ready – Impact to the work environment.

Factor 4 : This contains variables, Loss of business, and Revenue loss for the organization - Impact to the income of the organization.

FINDINGS

- Male employee leaves an Information Technology (IT) organization more than their Female counterparts.
- The most common and the most important reasons for an IT employee to choose to leave an organization are :
 - Differences with their leader/manager
 - Lack of Recognition
 - Lack of opportunities to grow
 - Poor Compensation
 - Monotonous and non-challenging work
 - Work Pressure
 - Biased performance appraisal process and promotion
 - Poor Work culture
 - Dissatisfaction with the job role
 - Better opportunity available else where
 - Unable to balance work and life
 - Unfriendly work environment
 - Lack of appreciation
 - Lack of visibility of their contribution
 - Lack of Trust among team members
 - Job Location preference
- The impact that an IT employee brings to the organization when he/she leaves the organization are associated with Knowledge loss, Impact to service, Impact to work environment, and Impact to the income of the organization.

SUGGESTIONS/RECOMMENDATIONS

- The impact that an employee leaves behind when he or she choose to leave an organization is pretty high on various aspects from affecting revenue of the organization to knowledge loss to change in work ambience, etc. Retaining talents saves cost, knowledge and improves morality among team members. Keeping this in mind, the Leaders have to have regular meeting with their team to understand each of the employees reporting to them and address their concerns.
- Leaders/Managers should not be bossy and can be more friendly and approachable that way the employees whoever having any issues within the work environment would be able to speak up rather than quitting.
- Organization can follow the industrial standard as far as the Compensation is concerned.
- Leaders/Managers have to be realistic with work assignments and share the work load equally among the team members.
- Well planned work and assigning right task to the right people will avoid any unnecessary work pressure pushed on employees.
- Recognition is an important factor for any employees and keeping that in mind, regular appreciations for good work done by the employees can be shared in team meetings, via email and in possible cases, the high performed and outstanding employees who think out of the box can be Awarded and rewarded that would boost not only the morality of the employee who receives the award/reward but also it would boost the morality and encourage other team members.
- Leaders/Managers can set a career map for each employee and have them trained and according to their skills level, be promoted or given different opportunities to show case their talent. This way higher positions need not to be filled from outside by having their team member up skilled which reduces cost and increases the job satisfaction of the employees.

CONCLUSION

From this research, it is evident that Male employees tend to leave an organization more than their female counterparts and employee attrition in Information Technology (IT) industry leads to knowledge loss, impact to service, impact to the work environment and impact to the income of the organization. It is also evident that factors like Differences with the manager, Lack of Recognition, Lack of opportunities to grow, Poor Compensation are the major reason for employees choosing to leave an organization.

Taking into the consideration of the effect that attrition brings in, the organization can help their employees by addressing their concerns and helping them to be retained which would benefit the organization and their employees. Leaders/Managers play a crucial role in employee attrition and as well in employee retention. A well organized, approachable, unbiased, trustworthy, motivating leader/manager would be able to reduce attrition ratio in an organization with the support from the organization.

LIMITATION OF THE STUDY

- This study is restricted to Information Technology (IT) employees in South India alone.
- The Inferences are based on the inputs provided by the respondents.
- Employees having less than 2 years of experience are not considered for this research since the industry exposure would be limited for them.

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