# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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**HYPOTHESIS (ES)**

**RESEARCH METHODOLOGY**

**RESULTS & DISCUSSION**

**FINDINGS**

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**CONTRIBUTIONS TO BOOKS**

•  Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

•  Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

•  Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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# EMPLOYEE ATTRITION IN IT SECTOR AND IT'S IMPACT: A LITERATURE REVIEW

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## ABSTRACT
*Nowadays employee attrition is seen everywhere in all the industries. Interesting, the IT sector faces unexpected state in attrition and it may be volunteer or by the policies of the companies. There are different reasons on both sides. However, there are some basic factors which are considered in accelerating attrition in those IT industries. Frequent studies about this, would help to uncover the cases of attrition and its impact. In this context the need of this study was to identify the real cause of attrition among employees in IT companies by using secondary data. This study will help the organization to device more appropriate strategies to minimize the attrition in IT companies. When a well-trained employee leaves the organization for any of the reason, it creates an empty space in an organization. It creates a great difficulty to fill the gap that has occurred. Modern Human resource managers are taking various steps to reduce the employee attrition rate and it has been a pivotal challenge. Employees may also tend to leave the job for various factors such as lack of job security, lack of career advancement, desire for change in new opportunities, anticipating higher pay, problems with supervisors and few other personal reasons. This study helps in knowing why attrition occurs, reasons for employee attrition and also suggests some measures in retaining employees. This paper presents the results of a study carried out by various authors to identify the causes of attrition and also to retain employees.*

## KEYWORDS
IT companies, attrition, retention, career advancement, job security.

## JEL CODES
J29, J51, J52, J53.

## INTRODUCTION
lobalization has given the young generation an opportunity to involve themselves in the organisation of their choice. It has also reduced the issue of unemployment to some extent in a developing country like India. However, it has given space for another issue – "attrition". It needs to be addressed by the employers with due care. It is a reduction of staff for voluntary or involuntarily reasons.

The definition of attrition is "the termination of an individual's formal membership from the organization" Lee (1997) and Reggio (2003) "Employee attrition refers truly the movement of employees out of an employer".

Employee attrition affects both high and low performers. There are two sides to staff turnover which are positive and negative. Positive attrition occurs when low-performing workers leave voluntarily. When top-performing employees who are responsible for increasing revenue become demotivated and start looking for the exit, it is known as negative attrition. Negative attrition implies more serious problem within an organization.

Companies should find ways not only to employ qualified people, but also to retain them. Unfortunately, many employees in these days feel that they are working harder and for longer hours than ever before; which automatically creates stress among employees. Job related stress can lead to lack of commitment, lack of productivity and even leaving the company.

Attrition rate is a burning issue for Human Resource department because an organization faces problem like losing the talents and knowledge, cost related to training, recruitment etc. This is because nowadays businesses are more dependent than ever before on their top performers to innovate and provide services that differentiate a company from its competitors. In other words, it is clear that corporate companies are dependent upon their human assets to survive and thrive.

Globalization, services customization for the clients, quick delivery of services, innovation and embracing of new technology to keep cutting costs so as to stay competitive within the global market are some of the challenges faced by the Indian IT industry. All these tasks have one thing in common which is manpower, which when not managed well would lead to the derailment of the fast moving IT companies.

## CAUSES OF EMPLOYEE ATTRITION
Opportunity for growth and development is very important for retaining employees. If an employee feels trapped in critical position, they are likely to look towards different companies for the chance to improve their status and income.

Boxall et al. (2003) has identified that work-related accident or illness supervisor's, excessive work demands, lack of promotion, non-redressed of grievances, work methods, lack of job security, inadequate pay, change of career, work-life demands, lack of training opportunities, non-recognition of employee merit and more interesting work elsewhere may lead to turnover intention.

Abdul Rahman et al. (2008) have indicated that availability of alternative job opportunities had significant impact on turnover intentions. Altarawmneh & Al-Kilani (2010) have analysed the impact of human resource management practices on employees' turnover intentions. The employees have a tendency to leave their job when they have poor supervision, do not receive adequate or relevant training and most important of all, low wage.

## ATTRITION IN IT SECTORS
The IT industry is a sector in India that has been in existence for more than ten years. IT industry has grown phenomenally and has now become a very important part of the export oriented IT software and services environment. Initially began as an activity confined to multinational companies, but today it has developed into a broad based business platform backed by leading Indian IT software and service providers. The IT market actually expanded its base with the entry of Indian IT Companies. The IT market is characterized by the existence of these IT giants who are able to leverage their broad skill sets.

According to "The Economic Times", India's second largest IT services company reported nearly 1.4% involuntary attrition for the July-September 2019 period. The company has called out involuntary attrition for the second consecutive quarter as it is seeing a steady decline in its core or traditional software maintenance business.

Infosys has brought down the overall attrition rate to 21.7% from a significantly higher rate of 23.4% last quarter.

Arora & Athreye (2002) have identified that India has emerged as a major exporter of software services in the international economy in the past decade. In the initial years, the excess supply of computer engineers and scientific personnel helped the industry to grow. Further they got clear idea that the wages in the software industry started to rise as the demand for professionals increased. The higher wages leads to shortage of toughened professional. Shortage of qualified personnel and worker attrition were two main things expressed by several of the corporations surveyed.

## OBJECTIVES
1. To study the potential contribution of critical factors towards attrition.
2. To understand employee perception about attrition in IT sector.
3. To find out the various factors to motivate employees and make them to stay in organisation for longer period of time.
4. To suggest various measures to reduce attrition.

## METHODOLOGY
The data used for the study is secondary data. The input for the study is review of various literatures related to the topic. The paper relies on secondary data from published sources like books, newspapers and journals.

## REVIEW OF LITERATURE
**John Hope and Patrick Mackin (2007)** identified that the relationship between employee turnover and firm size as it relates to compensation using the National Longitudinal Survey of Youth (NLSY). The aim of this study is to examine whether employee turnover differences between small and large firms are the result of differences in wages and benefits or of some form of self-selection where employees of small businesses are simply more prone to high turnover rates. The study concluded that the employees of large organizations stay in their jobs longer than employees of small organizations. Also indicated that offering benefits improves employee retention. Study suggested that when a firm offers benefits, it decreases the chances of an employee's leaving in a given year by 26.2 percent and increases the chances of staying an additional year by 13.9 percent.

**Poornima (2008)** studied and explained that, non-monetary compensation practices followed by the industry and the preference shown by the employees towards them. The study attempts to create an influence that can be worked on the non-monetary compensation practices. It has also suggested some retention strategies to the IT sector while working on their non-monetary compensation practices.

**Chandrasekar K. (2011)** revealed that Human Resource is considered to be the most valuable asset in an Organization. It continues to play even in the computer age, when all feels that men have a little role to play. He has indicated that application of manpower has no substitute and therefore, it has a continuous role to play. The problem against the manpower development is attrition. The rate of attrition is increasing day by day so that production and profit decrease. Important is the continuously growing rate of attrition among the IT, ITES and other Software based companies. This has made the organisation to take up research studies based on their employees, especially to identify the factors of attrition. This research helps to know about the employees' attitude towards the company and the work by highlighting various other direct and also the indirect effects of attrition on production, cost, discipline and efficiency in the industry.

**Aziz Mehdi & Madhusudana (2012)** have identified the impact of human resource policies on attrition, the relationship between supervisor behaviour and attrition and also the mediating effect of organizational culture. They revealed significant reasons for employee attrition which are the role of the immediate supervisors, their leadership style, and their attitude, behaviour and value that can seriously impact an employee's commitment to the organization, their performance, their work life balance and their intentions to quit.

**Gupta, Vibha (2013)** involved in an exploratory research to assess attrition control systems in case of IT-BPO sector. In its first phase, the research identified the reasons for quitting the job through telephonic interviews with former employees; the main reasons for attrition were Offer of better remuneration, Night shifts and weekend work leading to dissatisfactory work-life balance, improper/inadequate training, lack of career prospects and deficient organizational culture. The second phase involved in circulating questionnaire among existing junior level employees to obtain their viewpoints on attrition related factors identified in the first phase. The research pointed out that in order to reduce attrition organization should (a) Restructure the Remuneration and Career Policies (b) Redesign the training programs (c) Introduce flexibility in work schedules although this is possible up to a limited extent and (d) Improve the organizational culture in terms of resolving complaints, encouraging cooperation and team work, recognition of good performance, valuing new ideas and promoting professional growth.

**Khalid Ahmad (2012)** revealed the factors that can significantly impact employee retention in an organization and attempts to relate a number of the factors to major theories such as the Employee Equity Model, Herzberg's (Two-Factor) theory and Job Embeddedness theory. They also studied job embeddedness as a superior model that significantly explains employee retention. The sample size considered for his study was 53 respondents selected using simple random sampling technique and the questions were categorized under six major theories of employee retention chosen as Employee Equity Model, Herzberg's (Two-Factor) Theory and the Job Embeddedness Theory and the it implies that age Two-Factor theory, is still significant for managing employee retention in today's rapidly expanding service and knowledge-based organization.

**Nagadevara (2012)** has examined "prediction of employee attrition using work-place related variables". The primary objective of the study was to develop a predictive model for employee attrition based on workplace related variables, to evaluate the effectiveness of different classification models based on their predictive accuracy and to find the influence of workplace related factors on employee attrition. Survey was collected from a large Information Technology Multinational Company. The data were collected to check if the attrition of the boss of the employee has an impact on the employee's attrition by using Artificial Neural Networks. Study findings are an influence on workplace-related factors on employee attrition and ANN models. The study concluded that the attrition levels of the bosses of the employees influence the employee's decision to a significant extent.

**Kaur (2013)** indicated that IT field only is meeting attrition grade among 20-30 percent and that of a business process outsourcing (BPO) is around 30-35 percent. Destitute administration of workers by the MNC top managers is to be cursed for this as they are unable to accept the spirit of the Indian society dominant to frustration between Indian workers. Also he indicated that the officers are also not adequate suitable to maintain the workers employed with work.

**Wakida, Edith, Lawther & Wendell (2014)** have mentioned that motivating employees for better job satisfaction and performance is very crucial. It will also take a long way to retain talented employees.

**Kadam, Thakar (2014)** mentioned that most of the employees (42%) vacate the job owing to frustration with salary, 23% staffs vacate the job owing to absence of career growth, 2% staffs vacate the job owing to alteration to other region while 8% workers vacate the job owing to quality of job. Attrition is due to frustration with salary, absence of career growth, Affiliation with other co-workers, working durations, and working atmosphere. Higher studies, individual problem, difficulties with administration, venue of the company, maternity are the individual logics. Decrease in counts occurs in mass between fresh candidates. Ninety one percentage of staffs indicated that fresh staff attrition standard is immense.

**Farooque, Habibuddin (2015)** explored numerous causes for the high rate of attrition. In his research work conducted in the national capital Delhi reveals that the attrition rate will be doubled by 2020. Causes for the attrition are inadequate salary, stress in the job and lack of career growth opportunities.

**Saakshi Kaushik, HarshitaVerma and Shivani Sharma (2015)** identified that organisational culture, working conditions; career growth opportunities, work pressure and mutual trust are the reasons for attrition in fast growing industry like IT. Research work suggested that employees can have friendly organisational culture with low pressure and higher opportunities for career growth.

**Venkatesh Kumar & Uma Maheswari (2015)** for their research work, they have collected primary data from 100 IT on following factors; employee path, rewards and motivation. The results from the study revealed that to prevent attrition and to retain the employees, the organizations should provide best salary, higher education, performance rewards and also certain steps required to solve employee problems in shifts.

**Sunanda K (2017)** has found the impact of employee attrition in the work place. Stated that attrition is a severe concern among IT professionals and certain steps should be taken to reduce it. She indicated that work load, very less monetary benefits and job performance are some of the reasons for attrition. The study has revealed that employees are leaving the organisation because of lack of career development, organisation culture, work condition and lack of loyalty and trust. Research work has concluded that if the organisation has higher growth in career opportunities, then employees will retain in the same organisation for certain period of time.

## FINDINGS
- Work pressure and availability of flexible working hours are the major influencing factor for attrition.
- It is clear that IT employees are frequently job hopping, mostly for career growth. Career growth is emphasised highly.
- Salary plays the major role in attrition.
- Job satisfaction is very important to retain employees.

## RECOMMENDATIONS
- Employer–employee relationship can be handled in proper way.
- Reward system can be transparent.
- Human resource policies can be framed in such a way that the basic needs and requirements of the employees are satisfied.
- The companies can recognise employees for their outstanding performance.
- Compensation policy is very important to satisfy the employees by freeing them from financial crunch.
- Flexible work time can be introduced to retain employees.
- Provide career opportunities considering the overall development of an employee.
- Introduce different retention techniques such as job rotation, internal reshuffling of jobs and giving additional responsibilities.

## CONCLUSION
Today, the most anticipated challenges in IT sector are attracting talent with critical skills, retaining them and enhancing workforce productivity. To meet these challenges Human resource department should act as a custodian of talent capital with effective strategic role. Software companies need to wake up to the new reality and cannot blindly expect employees to continue to be bound to the organization for their lifetime. Employees are really optimistic about their opportunities to progress in new jobs and feel to recognize themselves in high demand positions.

It is the crucial time for organizations to hold on to talented staffs. Apart from the retention efforts, regular challenge, developmental opportunities, friendly working environment and other benefits are essential for talent retention. Organizations which have good employee engagement, fair pay, transparency and communication system, are likely to have lesser attrition than those who do not prioritize these aspects. It is true that, employees no longer feel shy for switching jobs to maximize personal opportunity and career renewal. But a continuous concentrated effort by organisation can help to reduce attrition and to retain talented staff.

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