



STUDY ON FACTORS INFLUENCING ATTRITION RATE OF IT EMPLOYEES

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Abstract

Employee attrition can have a significant impact on an organization, especially in the IT industry where employees are highly skilled and in-demand. High attrition rates can result in a loss of talent, increased recruitment and training costs, decreased productivity, and a negative impact on morale and team dynamics. Therefore, it is crucial for organizations to identify and address the factors that contribute to high attrition rates. One of the primary reasons for IT employee attrition is job dissatisfaction. IT professionals often have high expectations for their work, and if their job does not align with their expectations, they may become dissatisfied and seek opportunities elsewhere. Lack of career growth opportunities is another factor that contributes to employee turnover. IT professionals are typically highly motivated individuals who are looking to advance their careers and take on new challenges. Therefore, organizations that provide career advancement opportunities, such as promotions, training programs, and challenging projects, are more likely to retain their employees. Inadequate compensation is also a factor that contributes to IT employee attrition. The IT industry is highly competitive, and organizations that do not provide competitive salaries and benefits packages may struggle to retain their employees. Additionally, poor work-life balance can lead to burnout and stress, which can result in employees seeking opportunities elsewhere.

Keywords: *Employee attrition, Information Technology (IT), Job dissatisfaction, Career growth opportunities, Compensation, Work-life balance.*

INTRODUCTION

Employee attrition is the gradual reduction in employee numbers. Employee attrition happens when the size of your workforce diminishes over time. This means that employees are leaving faster than they are hired. Employee attrition happens when employees retire, resign, or simply aren't replaced. After analyzing the scenario, experts are of opinion that the attrition rate is high because of the less growth opportunities in the IT sector as compared to other sectors. Your attrition rate is a metric that represents the percentage of employees who leave an organization over a specific period, either voluntarily or involuntarily. It is a key indicator used by HR departments to monitor and improve their organization's workforce planning and overall management. As demand for digital transformation increases, it opens a myriad of opportunities for techies. Simply put, many of these tech firms are losing staff to startups, likely due to better growth prospects. As employees' needs and priorities have changed, such as the desire for flexibility, career growth, and employee value proposition, they are re-evaluating their careers based on these aspects and quitting their well-cushioned jobs in the mid-way. This gives the industry leverage to hire people at less salary. Because a lot of people would rather work for

less salary than stay jobless. The second reason is the cost of living. The cost of living in India is less than in western developed countries.

REVIEW OF LITERATURE

Peshave, M. A., & Gujarathi, R. (2013). A STUDY OF FACTORS INFLUENCING INCREASING ATTRITION RATE IN HOTELS OF PUNE, ITS IMPACT ON THE ORGANIZATION AND MEASURES UNDERTAKEN BY THE HOTELS TO CURB THE ATTRITION RATE. Many researchers have studied the phenomena of attrition & retention, its trends in past. Some researchers have also examined the factors influencing the employees' mobility. This paper is a part of a larger study conducted to study the attrition & retention in shipping industries of Kutch, Gujarat. Objective of the researchers is to grasp better understanding of organization commitment and turnover intentions with respect to attrition & retention and to identify various domains of organization, human resource practices and other like employee characteristic and environmental factors, which may have a positive or negative impact on employees' intention to stay with an organization.

Mishra, S., & Mishra, D. (2013). Review of literature on factors influencing attrition and retention. This study is one of the initial attempts to investigate turnover intentions among front-end employees in the Indian retail industry. It aims to investigate the impact of organisational factors, including job satisfaction, organisational commitment, work stress, work environment and realistic job information on intention to quit. A questionnaire-based survey approach is used. A total of 297 responses were collected from front-end workers employed in the Indian retail sector. To identify the strength of the relationships data were analysed using structural equation modelling. Results indicated that intention to quit among front-end employees is influenced by work-related stress, organisational commitment, realistic job information, work environment and job satisfaction. Job satisfaction and realistic job information were also found to have significant positive impact on organisational commitment. Limitations, managerial implications and scope of the future work are discussed.

Pandey, P., Singh, S., & Pathak, P. (2019). Factors affecting turnover intentions in the Indian retail industry. This study aims to investigate the turnover intentions of hotel employees in the short-, medium-, and long-term using the pull-push-mooring framework. An extensive review of the literature resulted in eight push, five pull, and one mooring factors. A total of 308 five-star hotel employees participated in this research endeavor. The authors collected data using a survey questionnaire from five-star hotel employees in the Kuala Lumpur region. The researchers used PLS-SEM to empirically test the proposed hypotheses. Among the eight push factors identified, six factors were supported overall, and three factors were supported in short-, medium-, and long-term turnover intention. Among the five pull factors identified, two factors were supported in short-, medium-, and long-term turnover intention. The moderation effect was significant only in the medium-term. The discussions and implications include how the results are useful to hospitality HR managers and **professionals for** improving employee retention. The authors also discuss the limitations and directions for future research.

Haldorai, K., Kim, W. G., Pillai, S. G., Park, T. E., & Balasubramanian, K. (2019). Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework. *International Journal of Hospitality Management*, 83, 46-55.

The hotel industry is experiencing many issues along with the economic slump impact on the footfall. The present study has been emphasized on the factors effecting the employees' attrition in hotel industry. The study has considered the 4 and 5 stars rated employees as the sample respondents in Hyderabad district of Telangana state. The study mainly focused on the factors effecting the attrition and the measures to control. The study applied the simple random methodology to determine the sample size and collected the primary data. The structure equation model has been applied to know the effect of factors on the attrition of employees and the result stated that the long working hours are significantly influencing followed by the low job profile. The factor analysis has been applied for the suggestive measures and the result stated that the management should decrease the working hours and they should offer the incentives with recognition for the employees, so that the service quality level will be improved in the hotel industry. This paper is useful to the hotel industry management, employees and other related sectors.

Immaneni, K. M., & Sailaja, N. (2019). A Study on Factors Effecting the Employees Attrition in Hotel Industry with Reference Hyderabad The employee attrition is a painful area for the management of information technology enabled services (ITeS) call centres. In spite of providing attractive salaries, social security benefits, pick-up and drop facilities and swanky office spaces, the ITeS call centre employees are leaving the organisation. The management is bemused that why do employees actually leave? The current research explores the factors behind the high attrition in Indian ITeS call centres. Apart from extensive literature review, available till date, techniques like focus group discussion and semi-structured interviews with employees of Indian ITeS call centres, who have shifted their ITeS call centre job at least once in their career, have been conducted. It calls for reviewing the human resource policies of the call centre employees in light of employee policies implemented in other industries apart from providing better facilitation on pertinent issues like career planning, appraisal system, salary and timings to the ITeS call centre employees.

Pandey, N., & Kaur, G. (2011). Factors influencing employee attrition in Indian ITeS call centres. *International Journal of Indian Culture and Business Management*, 4(4), 419-435.

Human Resource Management encompasses the various activities that are designed to enhance the effectiveness of the manpower in an organization in the achievement of organizational goals. There are a number of challenges in the Indian industries which require serious attention of HR managers. It is imperative for organizations to have a strong HR team with sufficient top management support. Employee Attrition/turnover is the outflow of people from an organization by means of superannuation, change of career or job, relocation of place, ill health etc. This study identifies the factors affecting high employee attrition at a manufacturing firm in India. It also focused on suggesting guidelines in addressing the high attrition prevailing in the plant. Primary data for quantitative analysis is collected using a structured questionnaire. Stratified random sampling is used for this study. Factor analysis and multiple regression analysis are used to identify the factors and to find the effect of these factors on various levels of management. The study revealed that organisational culture and granting leaves to the employees are the two important factors that affect employee attrition. Also work atmosphere inside the organisation emerged as the second most critical factor. From the findings, it is

observed that HRM practices in the organization have to be improved significantly for reducing high employee attrition. This study will offer necessary inputs to the management of the firm and other companies in manufacturing sector in addressing the high employee attrition problem

Sriram, K. V., Joseph, J., Mathew, A. O., & Rai, A. S. (2019). Factors affecting high employee attrition in manufacturing firms—A case study. *Calitatea*, 20(169), 23-28.

Management of employee turnover is very essential condition of human resource management. Hiring the right people is the biggest challenge that HR department faces today. Sometimes candidates are not proficient enough for the job but they say yes to impress the interviewer to get the job, but after sometimes they realize that there is no match between them and job, so they start looking for another option. Employee Retention has contributed substantially to the economic power of the company, but they face the problem of employee turnover that affects the organization because if the turnover of employees increases in the organization than it will affect the productivity of the organization. So, to improve the productivity and performance of the organization current study is conducted. The current study is an attempt to identify the impact of factors (Organizational, HR, Personal and Job-related) on the turnover intentions amongst the employee's in Indian IT Sector. Data was collected from 660 women employee's working in Indian IT Sector. Primary data is collected from five major IT companies i.e. Wipro, Infosys, HCL, Accenture and HCL. Various dimensions of both the constructs are available in the literature but selected dimensions of both the constructs are used for drawing inferences that help organizations in identifying factors that affect turnover intentions.

RESEARCH OBJECTIVES

- To study the various factors that influence attrition among IT employees.
- To study the relationship between the socio demographic variables of the employees and the factors influencing attrition.
- To study the relationship of an employee satisfaction and the level of attrition in the company.

SCOPE OF THE STUDY

- Since IT industry is one of the major industrial segments, it is necessary for the employees to stay focused and provide their full potential.
- This study focuses on the factors that influence.

RESEARCH METHODOLOGY

The descriptive research design was utilized in this study, where survey was allotted by sending questionnaire to the staff working in various IT firms through online forms. A total of 150 responses were collected. The study was conducted from the worker's point of view. Primary data and secondary was collected through questionnaire and articles respectively. This research employs the convenience random Sampling approach of Probability Sampling.

RESULTS AND DISCUSSIONS

TABLE 1

Descriptive Statistics			
	Mean	Std. Deviation	N
Are you fully satisfied with organizational climate	3.58	.884	150
would you recommend your company to others	3.62	.924	150

INTERPRETATION

The descriptive statistics table shows the mean and standard deviation for two variables: "Are you fully satisfied with organizational climate" and "Would you recommend your company to others". The mean for both variables is around 3.6, indicating a moderate level of satisfaction and likelihood to recommend. The standard deviation for both variables is relatively low, indicating that the responses are tightly clustered around the mean.

TABLE 2

Correlations			
		Are you fully satisfied with organizational climate	would you recommend your company to others
Are you fully satisfied with organizational climate	Pearson Correlation	1	.583**
	Sig. (2-tailed)		<.001
	N	150	150
would you recommend your company to others	Pearson Correlation	.583**	1
	Sig. (2-tailed)	<.001	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION:

The correlation table shows a strong positive relationship between employee satisfaction with the organizational climate and their likelihood to recommend the company to others. This relationship is statistically significant at the 0.01 level. When employees feel satisfied with the organizational climate, they are more likely to recommend their company to others.

REGRESSION:**TABLE 3**

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	wouldrecomm endyourcompa nytoothers, Areyoufullysati sfiedwithorgani sationalclimate ^b	.	Enter

a. Dependent Variable:
howdoyoufeelabouttheworkculture

b. All requested variables entered.

INTERPRETATION:

The table shows that two independent variables, "Would you recommend your company to others" and "Are you fully satisfied with organizational climate," were entered into a regression analysis to predict the dependent variable, "How do you feel about the work culture." No variables were removed from the model, and both independent variables were entered simultaneously using the "Enter" method

TABLE 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.166 ^a	.028	.014	1.052

a. Predictors: (Constant),
wouldrecommenyourcompanytoothers,
Areyoufullysatisfiedwithorganisationalclimate

INTERPRETATION:

The model summary table indicates that the independent variables, "Would you recommend your company to others" and "Are you fully satisfied with organizational climate," account for 2.8% (R-square = 0.028) of the variance in the dependent variable, "How do you feel about the work culture." The adjusted R-square of 0.014 is slightly lower, and the standard error of the estimate is 1.052, indicating that the model may not be a good fit for the data.

TABLE 5

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.600	2	2.300	2.079	.129 ^b
	Residual	162.660	147	1.107		
	Total	167.260	149			

a. Dependent Variable: howdoyoufeelabouttheworkculture

b. Predictors: (Constant), wouldrecommenyourcompanytoothers, Areyoufullysatisfiedwithorganisationalclimate

INTERPRETATION:

The ANOVA table shows that the regression model with two independent variables, "Would you recommend your company to others" and "Are you fully satisfied with organizational climate," is not statistically significant ($F = 2.079$, $p = .129$). This means that the variation in the dependent variable "How do you feel about the work culture" cannot be explained significantly by the variation in the independent variables in the model. The majority of the variation in the dependent variable is instead due to the residual error (i.e., unexplained variance).

TABLE 6**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.109	.395		7.866	<.001
	Areyoufullysatisfiedwithorg anisationclimate	-.233	.120	-.195	-1.946	.054
	wouldrecommenyourcom panytoothers	.074	.115	.064	.641	.522

a. Dependent Variable: howdoyoufeelabouttheworkculture

INTERPRETATION:

This table shows the coefficients for a linear regression model predicting "how do you feel about the work culture" based on two predictor variables. The intercept is 3.109. Are you fully satisfied with organizational climate has a negative coefficient of -0.233 and would recommend your company to others has a positive coefficient of 0.074, but neither coefficient is statistically significant ($p > 0.05$).

WAITED AVERAGE ANALYSIS**TABLE 7**

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
whichofthefollowingfactorin fluencyourdecisiontoleave yourjob	527	1	4	2.39	.916	.838
Areyousatisfiedwithyoursal aryinyourcompany	527	1	5	3.84	.903	.816
Areyousatisfiedwithyourwor kenvironment	527	1	5	3.71	.833	.695
Ihaveopportunitiesforgrowt h	527	1	5	3.70	.891	.794
Iamrespectedbymycolleag ues	527	1	5	3.67	.964	.929
Ihavegoodmentortoguidem e	527	1	5	3.55	1.067	1.137
Iamgivendifferentwelfarea menities	527	1	5	3.61	1.009	1.018
Areyoufullysatisfiedwithorg anisationsclimate	527	1	5	3.71	.833	.695
wouldrecommendyourcom panytoothers	527	1	5	3.70	.891	.794
Valid N (listwise)	527					

INTERPRETATION:

From the above analysis the variables taken for waited average analysis are ‘employee satisfaction about the leave procedures’ ‘employee satisfaction about their salary’ ‘satisfaction about their working environment’ ‘satisfaction about their career growth’ ‘employee opinions about their colleague relationship’ ‘employee opinions about good mentor guidance’ ‘welfare amenities provided by the organization’ ‘employees opinion about organizational climate’ ‘overall satisfaction from the company’. From the above variables the significant variable will be employees satisfaction about their salary. The attrition rate of the company will be purely dependable on the amount of salary they provide to the employees . when amount of salary is good the attrition rate will be considerably reduced and the highest standard deviation value is 1.067. it shows good mentor relationship, if there is any small variation or deviation in the mentor guidance , it will have a huge impact on the attrition rate.

MANN WHITNEY U TEST :**TABLE 8**

	Ranks			
	Gender	N	Mean Rank	Sum of Ranks
howdoyoufeelaboutthework culture	male	78	41.80	3260.50
	others	4	35.63	142.50
	Total	82		

INTERPRETATION:

The table shows the mean rank and sum of ranks for different genders in relation to their feelings about the work culture. The data suggests that males (N=78) have a higher mean rank (41.80) and total sum of ranks (3260.50) compared to others (N=4) who have a lower mean rank (35.63) and total sum of ranks (142.50). This could indicate that males generally have a more negative perception of the work culture than others. However, it's important to note that the small sample size for the "others" group may limit the generalizability of this conclusion.

TABLE 9

Test Statistics^a	
	howdoyoufeela bouttheworkcul ture
Mann-Whitney U	132.500
Wilcoxon W	142.500
Z	-.526
Asymp. Sig. (2-tailed)	.599
Exact Sig. [2*(1-tailed Sig.)]	.625 ^b

a. Grouping Variable: Gender

b. Not corrected for ties.

INTERPRETATION:

The interpretation is that there is no significant difference between the perception of work culture between males and others. The non-significant p-values suggest that any observed differences in the ranks of the two groups could be due to chance. However, it's important to note that this test is only as good as the data it is applied to, and the reliability of the test result depends on the sample size and representativeness of the data.

KRUSKAL-WALLIS H TEST:**TABLE 10**

	Ranks		
	Education	N	Mean Rank
Ihaveopportunitiesforgrowth	UG	54	78.25
	PG	75	76.58
	others	21	64.57
	Total	150	

INTERPRETATION:

The table shows the mean rank for different education levels in relation to their opportunities for growth. The data suggests that individuals with an undergraduate (UG) degree (N=54) have a higher mean rank (78.25) than those with a postgraduate (PG) degree (N=75) who have a lower mean rank (76.58). Individuals with other types of education (N=21) have the lowest mean rank (64.57) indicating that they perceive fewer opportunities for growth compared to the other two groups. Overall, this suggests that individuals with an undergraduate degree may perceive more opportunities for growth compared to those with a postgraduate degree or other types of education.

TABLE 11

Test Statistics ^{a,b}	
	Ihaveopportunitiesforgrowth
Kruskal-Wallis H	1.789
df	2
Asymp. Sig.	.409

a. Kruskal Wallis Test

b. Grouping Variable:
Education

INTERPRETATION:

The interpretation is that there is no significant difference in the opportunities for growth based on education level. The non-significant p-value suggests that any observed differences in the ranks of the three groups could be due to chance. However, it's important to note that this test is only as good as the data it is applied to, and the reliability of the test result depends on the sample size and representativeness of the data.

KRUSKAL-WALLIS H TEST:**TABLE 12**

	Ranks		
	Yourage	N	Mean Rank
Areyousatisfiedwithyourworkenvironment	20-30	60	73.33
	30-40	49	77.15
	40-50	33	77.86
	above 50	8	71.94
	Total	150	

INTERPRETATION:

The table shows the mean rank for different age groups in relation to their satisfaction with the work environment. The data suggests that individuals in the 40-50 age range (N=33) and 30-40 age range (N=49) have higher mean ranks (77.86 and 77.15, respectively) compared to individuals in the 20-30 age range (N=60) and above 50 age range (N=8). This indicates that individuals in the 30-50 age range may be more satisfied with their work environment than those in the other age groups. However, it's important to note that the sample size for the above 50 age range is small, which may limit the generalizability of this conclusion.

TABLE 13**Test Statistics^{a,b}**

	Areyousatisfied withyourwork environment
Kruskal-Wallis H	.435
df	3
Asymp. Sig.	.933

a. Kruskal Wallis Test

b. Grouping Variable: Yourage

INTERPRETATION:

The interpretation is that there is no significant difference in satisfaction with the work environment based on age. The non-significant p-value suggests that any observed differences in the ranks of the four age groups could be due to chance. However, it's important to note that this test is only as good as the data it is applied to, and the reliability of the test result depends on the sample size and representativeness of the data.

KRUSKAL-WALLIS H TEST:
TABLE 14

	Ranks		
	Monthly personal income in terms of Indian rupees	N	Mean Rank
Are you satisfied with your salary in your company	5,000-15,000	26	73.19
	15,000-30,000	33	67.79
	30,000-45,000	46	74.55
	45,000-60,000	32	83.06
	above 60,000	13	84.42
	Total	150	

INTERPRETATION:

The table shows the mean rank of satisfaction with salary in the company for different monthly personal income groups. The data suggests that individuals with higher monthly personal incomes tend to have higher mean ranks, indicating greater satisfaction with their salary. Specifically, individuals in the 45,000-60,000 and above 60,000 income groups have the highest mean ranks, while those in the 15,000- 30,000 and 5,000-15,000 income groups have the lowest mean ranks. This indicates that salary satisfaction tends to increase with higher monthly personal income.

TABLE 15

Test Statistics^{a,b}

	Are you satisfied with your salary in your company
Kruskal-Wallis H	2.908
df	4
Asymp. Sig.	.573

a. Kruskal Wallis Test

b. Grouping Variable:
 Monthly personal income in terms of Indian rupees

INTERPRETATION:

The interpretation is that there is no significant difference in satisfaction with salary in the company based on monthly personal income. The non-significant p-value suggests that any observed differences in the ranks of the five income groups could be due to chance. However, it's important to note that this test is only as good as the data it is applied to, and the reliability of the test result depends on the sample size and representativeness of the data.

LIMITATIONS OF THE STUDY

- **Restricted data availability:** It may be challenging to pinpoint all the variables that affect IT staff attrition due to the restricted data availability. This could lead to an insufficient understanding of the issue and could thwart efforts to create workable remedies.
- **Company culture:** Although it can be difficult to pinpoint and quantify, company culture can play a big role in employee retention. Among other things, the values, workplace, communication, and leadership styles of the organisation can all be considered aspects of its culture.
- **Personal aspects:** A person's career aspirations, job satisfaction, and work-life balance are all examples of personal aspects that might affect employee retention. These elements, however, can be hard to quantify and differ greatly from person to person.

CONCLUSION

Attrition of IT employees is a critical concern for companies in the technology sector, as high turnover rates can result in increased costs, loss of knowledge, and reduced productivity. After analyzing the factors that influence attrition of IT employees, some key conclusions can be drawn. Compensation and benefits are critical factors that can significantly influence employee attrition rates in the IT industry. IT professionals are in high demand and have access to many employment opportunities, and they tend to seek compensation and benefits that align with their skills and experience. Therefore, companies need to offer competitive compensation packages and attractive benefits to retain their top talent. The lack of career growth opportunities and poor job satisfaction are factors that can lead to high attrition rates among IT employees. IT professionals are often highly skilled and seek job opportunities that challenge and develop their abilities. Thus, companies need to provide opportunities for career development and advancement to ensure their employees remain engaged and motivated.

In conclusion, the attrition of IT employees is a multifaceted issue that requires attention from employers. To reduce attrition rates, companies must prioritize offering competitive compensation packages, provide career development opportunities, promote a positive work-life balance, and provide training and development programs. By implementing these strategies, companies can create a work environment that fosters employee retention and ultimately drive success for their business.

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