

CORPORATE EMPLOYEES ATTRITION ANALYTICS

ABSTRACT

Employee attrition is referred as reduction in number of employees in an organization. For IT industry, employee attrition has become a known challenge since last 2 decades. Employees leave the organization for various reasons. A few reasons are, demand of high salary, change in technology or role, professional challenges etc. High attrition leads to expense over multiple attributes and functions in the company. Recruitment, Training and Development costs increases overall cost on the employees.

The core reason of this attrition could be mismatch in expectations of organization and expectations of employees from each other. This study aimed to analyze the attrition reasons as well as understand the expectation of employees from the organization.

The research used the data that was collected from experienced IT professionals in different categories based on their experience level and position in the organization hierarchy. Research questions covered the inputs on employee expectations and major attrition reasons.

Keywords: IT Industry, Attrition, Recruitment, Retention

INTRODUCTION

Employee attrition is gradual yet deliberate reduction of employees in an organization. This decline in number of employees over a period is defined as Rate of Attrition. Employees leave company due to non fulfilment of the expectation from the organization in return of the service towards their job.

Employees leave the organization for various reasons. The cause could be higher salary in other organization, family mobility, technology preference, higher position etc. This dissatisfaction prevails at individual level and no organization can have control over it. However, attrition leads to losses and extra expense to the organizations. Organizations spend lot of time, resources and efforts in training and developing the employees to increase the efficiency level of their work. If employee leaves the company, he needs to be replaced with another one. This process demands same investment of time, efforts, and resources in recruiting a new one and train him. Most of IT organizations today are being hit badly with

That is why it is important for organizations to know the attrition reasons and the techniques that could avoid or reduce the rate of attrition.

One of the fundamental retention techniques could be to maintain healthy relationship with employees. Employee-employer relationship plays a vital role at any workplace. A strong and healthy employer-employee relationship results in employee feeling respected, encouraged, and supported. Satisfied employees are more likely to work their hardest and stick with their jobs for the long duration.

Lack of learning opportunities happen to be parallel reason for employees to leave the role. Many such requirements mismatch may lead to attrition. This paper is an attempt to know the expectations of employees and employers at various levels on different aspects of employment. The paper also aims to know the attrition reasons in the industry.

REVIEW OF LITERATURE

Corey Harris (Walden University 2018) researched on “Employee Retention Strategies in the Information Technology Industry” and mentioned that “Productivity declines when employees voluntarily leave an organization”

Dr. Shikha N. Khera¹ , Ms. Karishma Gulati² (Delhi 2012), concluded in their study on “Human Resource Information System and its impact on Human Resource Planning: A perceptual analysis of Information Technology companies” that Being an information system of human resources, it can store voluminous data about the employees, that not only helps in identifying the occupied and unoccupied positions but also whether the person at particular position is fit for the job or not.

Hardik P. K. (2016) , researched on “a study on employee attrition: with special reference to Kerala IT Industry”. His research examined the relationship between organizational factors and attrition of IT professional’s. The result can conclude that the organizational factors played significant role in predicting the variance in turnover intention (attrition) of Kerala IT professionals. Therefore, the HR managers in IT organizations may take into consideration the problems with organizational factors of their workers to reduce the turnover intention of the skilled employees.

Bodjrenou Kossivi, Ming Xu, Bomboma Kalgora (May 2016) published “Study on Determining Factors of Employee Retention”. The study concluded: Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents. but also the necessity to retain them for a long term. Broad factors are development opportunities, compensation, work-life balance, management/leadership, work environment, social support, autonomy, training, and development.

S.Guru Vignesh, V.Sarojini, S.Vetrive (Jan 2018),in “Employee Attrition and Employee Retention Challenges & Suggestions” state that, retention plans are an inexpensive way of enhancing workplace productivity and engaging employees emotionally. Proficient employees keep the quality up and business operations run smoothly along with the cost saving in the longer run.

OBJECTIVES OF THE STUDY

- 1: To analyse the reasons of employee attrition in the IT industry
- 2: To analyze perceptions of managers and candidates on expectations of candidates from the organization.

DATA COLLECTION AND RESEARCH METHODOLOGY

This section refers to the data collection methods and data sources used to carry out this study.

Data Collection:

The study is conducted among working IT professionals of two different categories. This categorisation mainly was focused on experience level and role in the organisation. It was important to know the views of candidates who seek for the job for various reasons as well as the views of interviewers involved in the process of hiring the candidates. The research study involves reference of both primary and secondary data.

Primary Data

Primary data is collected through a field survey with the help of a structured self-administrated Questionnaire. The survey consisted of close ended questions by the means of convenience sampling. The scaling technique installed in the questionnaire is 5-point rating scale. Total 120 respondent were IT professionals belonging to the organisations from Nagpur, Pune and Mumbai cities in Maharashtra.

Secondary Data

Secondary data is collected by referring to the Journals, research papers and published data in the form of books and newspapers.

Type of Research

The research paper adopted the descriptive research design methodology

CONCLUSIONS

Research findings suggest that attrition reasons in IT organizations primarily revolve around professional growth and challenges in the organization. Although economic factors happen to be the most influential factor, professionals may settle for second best criteria of their preference that is career growth and supportive work policies in the organization.

On the other hand, candidates who aspire to have a better job than the one in hand are more interested in securing the next job. Young talent wants to work on latest technology and functional domain. IT professionals who are young career makers are less influenced by Brand name or geographical area. Most of the IT professionals look for challenging role and position in the organization. Candidates as well as senior professionals believe that challenging work motivate them to maintain the interest in the work life.

Employees as well as organizations must be clear with their expectations regarding the job profile. Any sort of mismatch leads to discrepancy and employees may fail to perform at their job. This eventually leads to attrition. Organizations should state the requirements and expectations unambiguously. This helps candidates decide upon to accept the job position or not. This eventually avoids further conflicts in the employment terms. Further this research can make more detailed conclusions over “mapping of candidates’ expectations with organizations’ requirement” by collecting the data focusing on all the steps of recruitment and selection process.

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