

Attrition in the Information Technology (IT) Industry using HR Analytics

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Abstract

The Information Technology (IT) Industry is growing rapidly and transforming the business standards of tomorrow. IT Industry has already gained a lot of traction at the global level shifting towards the fourth industrial revolution (industry 4.0) by adhering to cutting-edge technologies through digital transformation. As per the reports received for India, IT spending is expected to reach US\$94 billion in 2020 itself. But it is seen that high attrition rates or the turnover ratio of employees is impacting the performance of the IT Industry drastically. While a certain rate of attrition is natural and even desirable as it aids organizations in infusing new talent and managing margins, attrition that is regrettable (critical talent, high performers, employees trained in latest technology areas) leads to a major cause of concern as the cost associated with replacement can be great and the time lost in recruiting new employees may affect business. The authors have conducted both qualitative and quantitative exploratory research to understand the various factors that affect employees' decision when they decide to leave or stay. Survey/interviews/focused group discussion of 140 respondents from different industries in which the majority of respondents were from IT Industry were conducted. Cronbach alpha, One sample T-test, Group tests and independent sample tests were applied to check the validity of the constructs. Reliability test relating to compensation, organisation culture, career development, work life balance was done. It was concluded and also suggested that the organisations that have good culture, positive working conditions and career growth have less attrition and better employee morale as compared to their counterparts.

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1. Introduction

*"Our Assets walk out of the door each evening.
We have to make sure that they come back the
next morning."*

~Mr. N. R. Narayan Murthy

When Mr. Narayana Murthy, ex-chairman of the Information Technology giant, Infosys, gave the above statement, he captured the biggest challenge of the industry in just one sentence. The global Information Technology industry is expected to be

a \$5.2 trillion industry by the end of 2020 with majority of revenue coming from America followed by Europe and Asia as per a report by International Data Corporation. As the sector continues to grow, it calls for a wide supply of talent to meet the increasing demand. Talent is needed not just to accommodate the growth pressure but also to compensate for the loss caused by attrition. While a certain degree of turnover is desirable as it allows infusion of fresh blood, attrition beyond a certain level is a cause of concern as it leads to increased recruitment and

training and development costs. This is a service-based industry where employee costs form a significant component of the total costs. The growth spree driving the industry implies more and more players entering the market which would intensify the already rampant competition for talent among the major players. Demand clearly outweighs the supply and hiring environment is becoming more difficult by the day.

2. Literature Review

Literature review was done to analyze the available content on the subject and have a conceptual understanding so that the research can be planned in a better manner and be more relevant.

- Empirical studies (e.g. Harris, 2000; Kinnear & Sutherland, 2000; Maertz & Griffeth, 2004; Meudell & Rodham, 1998) stated the different factors quoted by employees which they perceive to be a reason for attrition.
- In the book “Emerging Issues in Human Resource Management, an Indian perspective” its 10th chapter ‘Attrition: A Behavioural Perspective’ written by Brinda Balkrishnan, the author describes the results of a comparative survey of employee attrition between ITES, IT and manufacturing sector. It was found in that survey that advanced career prospects, preferences for location, poorly defined career paths, compensation were the main reasons for high turnover in the manufacturing sector.
- Organizational culture in Indian organizations: an empirical study, International Journal of Indian Culture and Business Management, Rakesh Kumar Agrawal – IIM Kashipur states first step towards employee retention is to unambiguously state what is organizational culture, along with the ethics, beliefs and practices that govern the organization’s environment. Compatibility between the culture and employee is extremely important. Thus, Culture is an important factor for retention.
- Karen E. Mishra, Gretchen M. Spreitzer and Aneil K. Mishra Topic: Human Resource Management and Industrial Relations Reprint 3927; winter 1998, Vol. 39, No. 2, pp. 83–95. Dr K. Malar Mathi and G. Malathi state that preventing the issue of attrition is not something impossible. If employees are truly dedicated and sincere towards their work, attrition can be tackled. The entire life-cycle of an employee right from recruitment to exit interviews need to be optimized in order to reduce turnover.
- Studies conducted by Caramollah Daneshfard & Kokab Elsadat Ekvaniyan (2012) says there is a direct relationship between employee satisfaction and commitment towards the organization.
- Chandramohan and Vasanthikumari (2006) did a research on "Attrition: A Predicament for ITES in India" and figured out that increasing attrition rate is a significant challenge for HR managers as a high number of individuals (mostly fresh graduates) don’t understand the seriousness of their job. Upon understanding the expectations of the organization, they leave due to pressure of work. Higher female percentage adds to attrition rate. The authors also highlighted operational costs, recruitment costs, lost productivity and lost sales costs.
- Batt R (2002) examined the relationship between HR involvement and attrition taking a sample of call centers in the United States. The results depicted leaving rate of 14%. High involvement of HR department was negatively correlated with leaving rate ($r = -.28$) greatly, and leaving rate was negatively correlated

with sales growth. The study indicated that good HR practices contribute to organizational performance and reduce turnover.

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3. Objective

The motive of the study is to figure out the parameters contributing towards more attrition in Information Technology industry and check for any differences in opinion and preferences between males and females regarding these parameters. The same method is used to figure out the differences in Information Technology and Manufacturing sector regarding the relevance of constructs.

4. Rationale

In light of the above literature, we can reason that the above studies have not fully explored the factors contributing to attrition in the IT sector. Also, no distinction has been made regarding the difference in attrition between males and females. The authors have detected certain lags and gaps in the literature available on the topic. So, the present study addresses the attrition concerns with respect to the changing expectations of the workforce and growing presence of females in the sector. The current research is different from other studies, to the best of our understanding and knowledge, because it uses more relevant constructs which lead to attrition in this volatile, uncertain and dynamic world. In addition, the

study also compares how the reason for attrition is different between IT and manufacturing sector.

5. Research Methodology

TYPE OF RESEARCH: PRIMARY QUALITATIVE

The 2 tools which were used to conduct qualitative research are:

- **Focus Group Discussions:**
 - No. of Respondents: 7
 - Diversity:
 - Male – 4
 - Female – 3
 - Industry to which they belonged:
 - IT – 4
 - Finance – 1
 - Education – 1
 - Power – 1
- **Interviews:**
 - No. of Respondents: 7
 - Diversity:
 - Male – 5
 - Female – 2
 - Industry to which they belonged:
 - IT – 5
 - Transportation – 1
 - Sales and Consulting – 1

QUANTITATIVE

The tool used to conduct quantitative research was:

- **Survey Questionnaire:**

A survey was floated consisting of several questions to understand the motivations behind attrition. The data captured was of respondents with work experience to understand their perspective.

- No. of Respondents: 126
- Diversity:
 - Male – 80
 - Female – 46
- Industry to which they belonged:
 - IT – 77
 - Manufacturing – 20
 - Consulting – 7
 - FMCG, FMCD & Retail – 4
 - BFSI – 2
 - Others – 16

Research Hypothesis

First Null Hypothesis regarding constructs: Ho:

The mean score of the variables/constructs $(\mu)=3(\text{neutral})$

Second Null Hypothesis regarding Gender: Ho:

The mean score for male and female is equal, $\mu(\text{male})=\mu(\text{female})$.

Third Null Hypothesis regarding Industry: Ho:

The mean score for IT and Manufacturing sector is equal, $\mu(\text{IT})=\mu(\text{mfg.})$

Constructs:

1. Organization Culture
2. Compensation
3. Career Development
4. Work life Balance
5. Welfare Facilities

6. Analysis

6.1 Qualitative Research

- Employees in IT sector work for 9-10 hours a day on an average, and even 12 hours a day sometimes which is more than the designated 8 hours a day work shift.
- Most respondents feel that HR has a very crucial role to play in dealing with attrition.
- Most organizations in IT industry provide flexible timing option. In today's fast-moving world of technological advancement, any software or programming related work can be done even at home and HR professionals are taking full advantage of it by providing flexi-timings which is also very lucrative from employees' perspective.
- Friction with supervisor and co-workers is another reason for attrition which often remains undocumented. Most of the projects have to be done in a team comprising of different level of managers and supervisors. So, it is natural to develop some bad taste which can also lead to attrition.

- Employee satisfaction surveys are more of an annual formality and they are done just for the sake of doing it.
- Higher education is a reason for attrition only if the organization and the employee are unable to agree on terms of the sabbatical.
- Work life balance came out as the most significant factor for attrition, more important than career advancement and work environment.
- Attrition in other industries is relatively less as compared to the IT industry.

As part of the research, the respondents were requested to give ranks to the following factors as per what they perceive to be the most important reason for attrition. (1 being most important and 5 being least important)

Interview Outcome:

Table 1.1

Construct	Pers on I	Pers on II	Pers on III	Pers on IV	Pers on V	Pers on VI	Pers on VII
Work Life Balance	5	5	5	3	5	1	3
Working Environment	2	3	2	4	3	3	5
Compensation	3	2	3	1	1	2	1
Career Advancement	1	1	1	2	2	4	2
Benefits	4	4	4	5	4	5	4

Focus Group Discussion Outcome:

Table 1.2

Construct	Pers on I	Pers on II	Pers on III	Pers on IV	Pers on V	Pers on VI	Pers on VII
Work Life Balance	1	2	1	3	3	1	4
Working Environ	3	3	5	2	1	3	1

ment							
Compensation	2	4	2	4	2	2	3
Career Advancement	4	1	3	1	4	4	2
Benefits	5	5	4	5	5	5	5

6.2 Quantitative Research

The set of questions in the questionnaire were grouped and the items were mapped to respective constructs. To check the validity of the items and whether the items are mapped correctly, Cronbach Alpha was calculated.

Scale: Compensation

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
.765	3

Table 2.1

Scale: Organization Culture

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
.755	9

Table 2.2

Scale: Career Development

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
.401	4

Table 2.3

Scale: Work life Balance

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
.529	4

Table 2.4

Scale: Welfare Facilities

Case Processing Summary

		N	%
Cases	Valid	126	100.0
	Excluded ^a	0	.0
	Total	126	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
.468	3

Table 2.5

- For the constructs, Compensation and Organization culture, the value of alpha is higher than 0.6 which implies the items related

to the constructs are valid and can be used for further analysis.

- The values for all the other constructs are in the range of 0.4 to 0.7 which is very close to the required value of 0.6 which validates that the items are representative of the constructs.

Descriptive Analysis:

The following tables (gender, age and industry) provides a descriptive analysis of the major variables considered in the study.

As it is clear from the table, the respondents include 63.5% males and 36.5% females with higher base of age group of 20-30 which is 78.6% followed by age group of 31-40, 19% and so on.

Also, the data was categorized into broad industry groups with the concentration of IT industry respondents being the highest with 61.1%, followed by Manufacturing industry, 15.9% and so on for other industries like Banking and Financial services, Consulting and FMCG/FMCD sectors.

Table 3.1

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	46	36.5	36.5	36.5
	Male	80	63.5	63.5	100.0
	Total	126	100.0	100.0	

Table 3.2

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	99	78.6	78.6	78.6
	31-40	24	19.0	19.0	97.6
	41-50	2	1.6	1.6	99.2
	Below 20	1	.8	.8	100.0
	Total	126	100.0	100.0	

Table 3.3

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Org_Culture_Mean	126	2.0847	.51360	.04576
Compensation_Mean	126	2.4021	.93268	.08309
Career_Development_Mean	126	2.0575	.53307	.04749
Worklife_Balance_Mean	126	2.1667	.60745	.05412
Welfare_Facilities_Mean	126	2.1667	.65557	.05840

Table 4.1

In which industry you have worked?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking, Financial Services & Insurance	2	1.6	1.6	1.6
	Consulting	7	5.6	5.6	7.1
	FMCG, FMCD and Retail	4	3.2	3.2	10.3
	IT	77	61.1	61.1	71.4
	Manufacturing (Oil & Gas, Mining, Automobile)	20	15.9	15.9	87.3
	Other	16	12.7	12.7	100.0
	Total	126	100.0	100.0	

Hypothesis

First Null Hypothesis:

To understand the attitude of respondents towards the key variables affecting the attrition rate, the null hypothesis is tested for each of the variables related to organization culture, compensation, career development, work-life balance and welfare facilities.

Ho: The mean score of the variables (μ)=3.

This amounts to testing the hypothesis that the respondents are neutral for the particular variable. This is tested against the alternative hypothesis that the respondents have a favorable($\mu < 3$) or unfavorable($\mu > 3$) opinion about the particular variable.

As it is clear from the above table, the mean value of all the variables considered are less than 3 (Strongly Agree was 1 and Strongly Disagree was 5).

Thus, we the null hypothesis is rejected as the means are less than 3. This implies that the

respondents find all these variables a major reason for attrition.

Normality

Table 4.2

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Org_Culture_Mean	.084	126	.029	.982	126	.039
Compensation_Mean	.111	126	.001	.947	126	.000
Career_Development_Mean	.146	126	.000	.959	126	.001
Worklife_Balance_Mean	.116	126	.000	.970	126	.006
Welfare_Facilities_Mean	.162	126	.000	.944	126	.000

Since, the test of normality from both the methods namely, Kolmogorov-Smirnov and Shapiro- Wilk gives the value of significance lower than 0.05, it implies that the **rejection of null hypothesis is valid.**

One Sample Test

Table 4.3

	t	df	Sig. (2-tailed)	Mean Difference	
				Difference	95% Confidence Interval of the Difference Lower
Org_Culture_Mean	-20.005	125	.000	-.91534	-1.0059
Compensation_Mean	-7.196	125	.000	-.59788	-.7623
Career_Development_Mean	-19.846	125	.000	-.94246	-1.0364
Worklife_Balance_Mean	-15.399	125	.000	-.83333	-.9404
Welfare_Facilities_Mean	-14.269	125	.000	-.83333	-.9489

For One-Sample Test too, all the significance scores are lower than 0.05 therefore, **the null hypothesis must not be accepted.**

Second Null Hypothesis regarding Gender:

H₀: The mean score for male and female is equal, $\mu(\text{male}) = \mu(\text{female})$

To get an idea about how the different genders perceive the phenomena of attrition regarding the same constructs in the industry. Whether, they are same or different. Our hypothesis states that they have no difference in opinion whatsoever with regards to the major factors/constructs.

Table 5.1

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Org_Culture_Mean	Male	80	2.1153	.51859	.05798
	Female	46	2.0314	.50602	.07461
Compensation_Mean	Male	80	2.4417	.98623	.11026
	Female	46	2.3333	.83740	.12347
Career_Development_Mean	Male	80	2.1188	.58728	.06566
	Female	46	1.9511	.40695	.06000
Worklife_Balance_Mean	Male	80	2.1781	.60220	.06733
	Female	46	2.1467	.62266	.09181
Welfare_Facilities_Mean	Male	80	2.1208	.60528	.06767
	Female	46	2.2464	.73513	.10839

Table 5.2

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Org_Culture_Mean	Equal variances assumed	.182	.670	.882
	Equal variances not assumed			.888
Compensation_Mean	Equal variances assumed	2.479	.118	.626
	Equal variances not assumed			.654
Career_Development_Mean	Equal variances assumed	7.169	.008	1.713
	Equal variances not assumed			1.885
Worklife_Balance_Mean	Equal variances assumed	.346	.557	.278
	Equal variances not assumed			.276
Welfare_Facilities_Mean	Equal variances assumed	.226	.635	-1.035
	Equal variances not assumed			-.982

The significance value in most of the cases (leaving one for Career Development), is higher than 0.05, therefore, this hypothesis must be accepted, and it implies that both male and female have no difference in opinion regarding these constructs as a contributing factor for attrition.

Third Null Hypothesis regarding Industry:

Ho: The mean score for IT and Manufacturing sector is equal, $\mu(\text{IT}) = \mu(\text{mfg.})$

Which means, for each construct, the respondent think that it is an equally important parameter for the attrition rate in both the sectors namely, IT and Manufacturing.

Table 5.3

Group Statistics

	I_Recode	N	Mean	Std. Deviation	Std. Error Mean
Org_Culture_Mean	1	77	2.0678	.51493	.05868
	3	20	2.0722	.29787	.06661
Compensation_Mean	1	77	2.3290	.93736	.10682
	3	20	2.3333	.74927	.16754
Career_Development_Mean	1	77	2.0455	.51893	.05914
	3	20	2.2250	.60099	.13438
Worklife_Balance_Mean	1	77	2.1591	.62554	.07129
	3	20	2.1375	.27476	.06144
Welfare_Facilities_Mean	1	77	2.2381	.72317	.08241
	3	20	2.0000	.41885	.09366

Since, most of the responses were from IT and Manufacturing sectors, that's why only these two sectors are considered for the study denoted by 1 and 3 respectively in the column under I_Recode.

Table 5.4

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Org_Culture_Mean	Equal variances assumed	4.218	.043	-.037
	Equal variances not assumed			-.050
Compensation_Mean	Equal variances assumed	1.682	.198	-.019
	Equal variances not assumed			-.022
Career_Development_Mean	Equal variances assumed	.376	.541	-1.334
	Equal variances not assumed			-1.223
Worklife_Balance_Mean	Equal variances assumed	14.171	.000	.150
	Equal variances not assumed			.229
Welfare_Facilities_Mean	Equal variances assumed	5.436	.022	1.409
	Equal variances not assumed			1.909

For each construct, the significance value is different. For some, its value is less than 0.05 and for some, it is more than 0.05. Therefore, in this case, the hypothesis will be rejected or accepted depending upon the significance value.

7. Findings

For each hypothesis and constructs, the findings are as follows:

First Null Hypothesis:

Ho: The mean score of the variables/constructs (μ)=3.

Each test gives the value of significance lower than 0.05, which implies **rejection of the null hypothesis**. That is, the attitude of respondents is not neutral regarding any construct and they have a favorable opinion (<3 as in table) about each construct.

Second Null Hypothesis regarding Gender:

Ho: The mean score for male and female is equal,
 $\mu(\text{male})=\mu(\text{female})$

Organization Culture: (Sig value is 0.670) This means, accepting of the null hypothesis. Both males and females think that Organization culture is equally important in both the sectors.

Compensation: (Sig value is 0.118) This means, accepting of the null hypothesis. Both males and females think that Compensation is equally important in both the sectors.

Career Development: (Sig value is 0.008) This means, rejection of the null hypothesis. Both males and females don't think that Career Development is equally important in both the sectors.

Work life Balance: (Sig value is 0.557) This means, accepting of the null hypothesis. Both males and females think that importance of work life balance is equal in both industries.

Welfare Facilities: (Sig value is 0.635) This means, accepting of the null hypothesis. Both males and females think that Welfare Facilities are equally important in both the sectors.

Third Null Hypothesis regarding Industry:

Ho: The mean score for IT and Manufacturing sector is equal, $\mu(\text{IT})=\mu(\text{mfg.})$

Organization Culture: (Sig value is 0.043) This means, rejection of the null hypothesis. The respondents don't think that Organization Culture is equally important in both the sectors.

Compensation: (Sig value is 0.198) This means, accepting of the null hypothesis.

The respondents think that Compensation is equally important in both the sectors.

Career Development: (Sig value is 0.541) This means, accepting of the null hypothesis. The respondents think that Career Development is equally important in both the sectors.

Work life Balance: (Sig value is 0.00) This means, rejection of the null hypothesis. The respondents don't think that balance between work and personal life is equally important in both industries.

Welfare Facilities: (Sig value is 0.022) This means, rejection of the null hypothesis. And the respondents don't think that Welfare Facilities is equally important in both the sectors.

8. Conclusion

The study shows the impact of the identified constructs on the problem of attrition. The results show that career advancement and working environment have a critical impact in a person's decision to stay or quit the company followed by compensation and balance between work and life. Benefits emerged as the least important factor but it still needs to be taken care of. It is a hygiene factor as per Fredrick Herzberg two factor motivation theory. The presence of benefits might not make the employees stay, but their absence might make them leave. Also, the expectations of employees in IT industry and manufacturing industry are different regarding the different parameters, what is a major factor for attrition in one industry, might not be significant in the other.

9. Managerial Implication

Attrition continues to be one of the biggest problems troubling the business world more specifically the IT Industry. The cost associated with an employee leaving is not just in terms of money but also in terms of talent, time and knowledge capital. The costs increase many folds when the person leaving is a critical talent or/and

a high potential. The study has great application for managers as it provides them with an insight on the areas in which they need to work on to ensure that employees remain committed to the organization and perform their job sincerely. Managers can take help of the analysis and findings of the study and use them to customize the retention policies for their organization. It will aid them in deciding whether to focus on internal or external causes of attrition. It will also help them design targeted strategies catering to specific gender and industry. It answers certain very pertinent question such as, 'what all should the company focus on when dealing with attrition', 'what one factor should be the key priority when designing the retention plan considering the budget constraints' et al. The most critical implication of this research is that it depicts how HR Analytics can be used by managers to get solutions to the issues they face on a regular basis and adopt streamlined approaches to deal with the root of the problem.

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10. Declaration of Conflicting Interests

The authors declare no potential conflicting interests in matter of research, authorship and/or publication of this study.

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13. Kindly rate the following factors as per their importance for retention of employees. (Rating out of 5, 5 being highly important, 1 being not at all important)
14. Organization Culture
15. Compensation
16. Career Development System
17. Performance Management System
18. Quality of work life
19. Nature of Job
20. Leadership Style
21. Welfare Facilities
22. How many hours a day do you work on an average?
23. Do you carry your work home?
24. Does your organization provide any recreational facilities? If yes, what?
25. Does your organization provide certain benefits like free food, payment of mobile bill, vehicle etc.?
26. Do you think your organization provides compensation:
27. As per industry standard
28. Less than industry standard
29. More than industry standard
30. Rank the following as per what do you think is the most probable reason for attrition.
31. Work Life Balance
32. Working Environment
33. Compensation
34. Career Advancements
35. Benefits

• **Survey Questionnaire**

1. Gender:
 - a. Male
 - b. Female
2. Age:
 - a. Below 20
 - b. 20-30
 - c. 31-40
 - d. 41-50
 - e. Above 50
3. Do you have any prior work experience?
 - a. Yes

Annexure

• **Questionnaire (Interview/ Focus Group Discussion)**

1. How many years of work experience do you have?
2. Is this your first job, if not, how many organizations have you worked in your career?
3. Your organization is a part of which industry?
4. How much do you think is attrition a threat to your organization?
5. Rate the relative importance of some internal and external causes of attrition. (1 being most important)
6. Work goes unrecognized
7. Little chances to move ahead
8. Friction with supervisor and coworker
9. Availability of better career opportunities
10. Easy availability of equal or better paying jobs
11. How far do you think can HR department contribute towards tackling attrition?
12. Does your organization conduct employee satisfaction survey?

b. No

4. In which industry have you worked?
 - a. IT
 - b. Consulting
 - c. Manufacturing (Oil&Gas, Mining, Automobile)
 - d. Banking, Financial Services & Insurance
 - e. FMCG, FMCD and Retail
 - f. Other
5. For how much time have you worked in your last organization?
 - a. Less than 1 year
 - b. 1-3 years
 - c. 3-5 years
 - d. More than 5 years
 - e. My current organization is my first organization
6. Did your organization conduct an assessment in the form of survey to measure the satisfaction level of the employees?
 - a. Yes
 - b. No
7. Rate the relative importance of some internal and external causes of attrition.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do advancement opportunities have a direct effect on employees' decision of leaving the job?					
Are Benefits offered by the organization necessary to retain the employees?					
Do you think Career Change is an important reason for turnover?					
Do you agree that Commuting time or Distance is an important factor for attrition?					
Do stand still career or no career path affects the turnover decision?					
Do you agree that Insufficient Challenges in a Job make you think of changing the company?					
Do dishonest and unethical leaders affect your Job?					
Do you think Spouse relocation affects the Turnover?					
Do you think Work stress is the main reason for changing the company?					
Does the Geographical Location affect your decision of staying in the company?					
Does Conflict with immediate supervisor or coworkers have a direct effect on the turnover decision?					
Does Poor Team Work affects work life which leads to turnover?					
Do Inflexible working hours and work-life imbalance have a direct effect on Turnover Decision?					
If you are not allowed to do the job in your own way, you feel bored and dissatisfied and intend to leave the job?					
Does Unfair pay increase affect turnover decision?					
Does hostile environment for both the genders have great effect on Turnover?					
Does Job Elimination affect Turnover?					
If Job responsibility is not given, do you feel like leaving the Job?					
Does unfair performance appraisal process have great effect on Employee turnover?					
Do you agree that unempathetic leadership affects the retention rate?					
Do you agree that Organizational Politics affects employee retention?					
Do you agree that if there is no social connectedness and harmony among employees, they tend to leave?					
Do you think your organization provides compensation as per industry standard?					
Do you think easy availability of equal and better paying jobs affect attrition?					

8. Kindly rank the following factors in order of their importance for employee retention as per you. (1-Most Important, 5-Least Important. For e.g. if Compensation is most important for you then select 1 against compensation, if career development is 2nd then select 2 and if welfare is least important than select 5 against welfare)

	1	2	3	4	5
Organization Culture					
Compensation					
Career Development					
Work Life Balance					
Welfare Facilities					

Summary of Responses to Question 8 of the survey

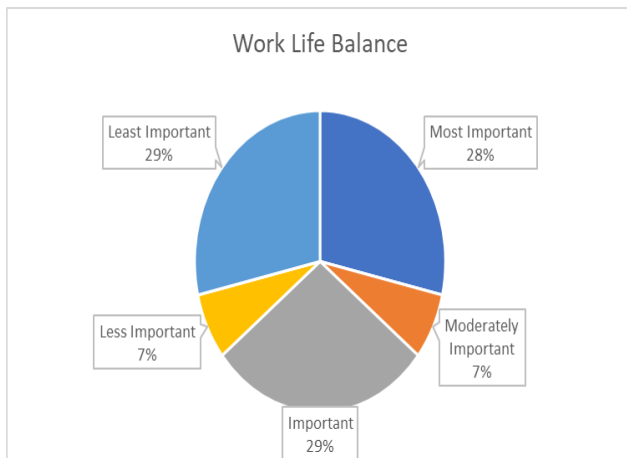


Figure 1.1

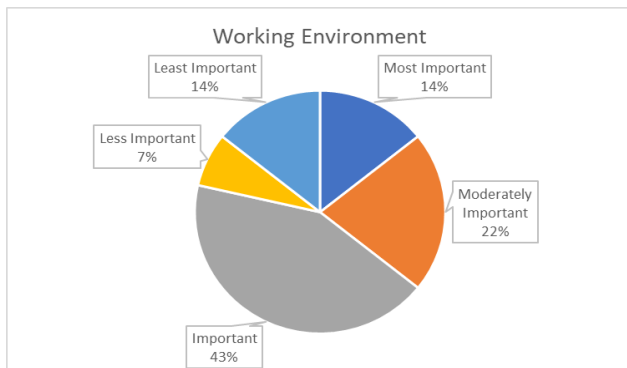


Figure 1.2

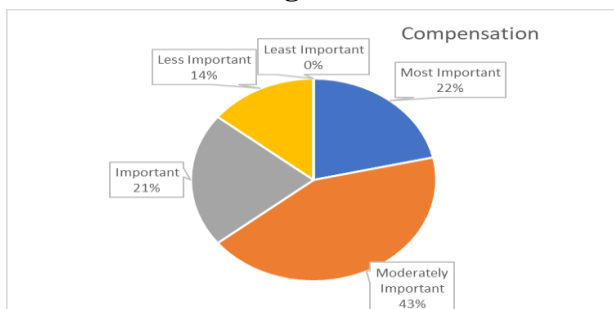


Figure 1.3

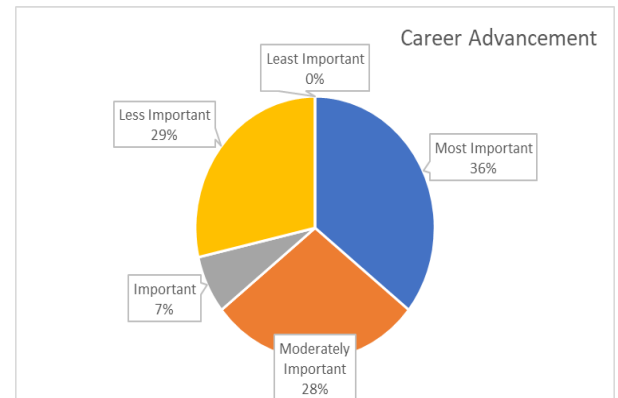


Figure 1.4

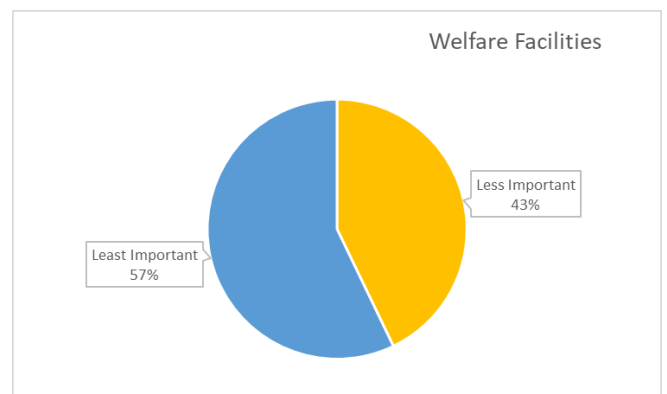


Figure 1.5

Mean Value of Constructs

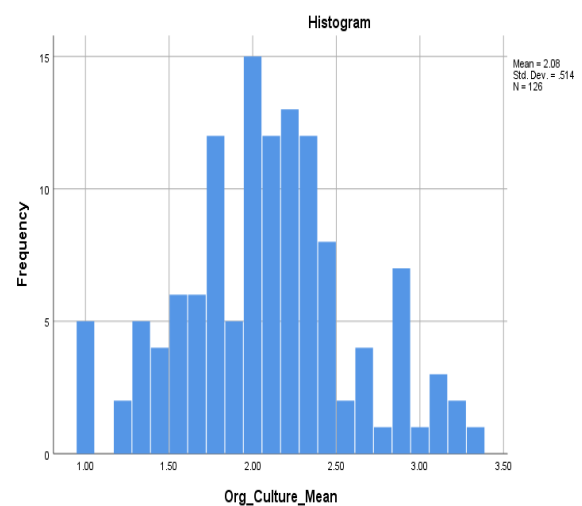


Figure 2.1

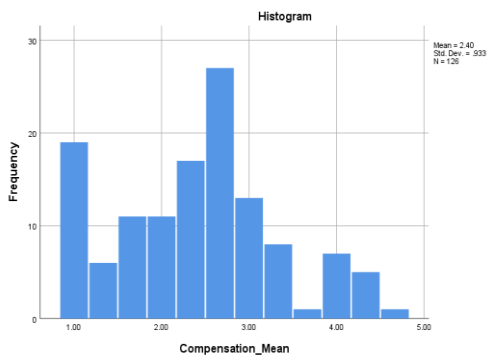


Figure 2.2

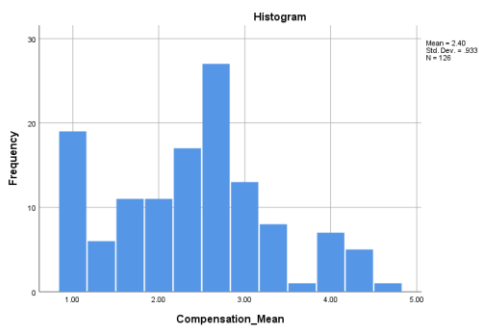


Figure 2.3

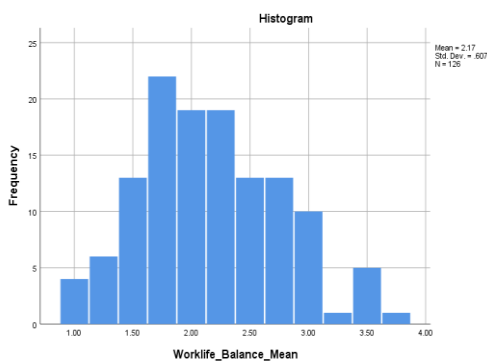


Figure 2.4

