

A REVIEW ON THE CONTRIBUTING FACTORS TO EMPLOYEE ATTRIBUTION

¹Madhavi Bolla, ²Akula Venkatesh, ³O Amaralingeswara Rao, ⁴Borra Gopi Krishna
1,2,3Assistant Professor, 4PGStudent, Dept. of Master of Business Administration, Newton's Institute of Engineering, Macherla, Andhra Pradesh, India.

ABSTRACT

Employee attrition is a problem faced by all companies irrespective of the industry they belong to. The rate of attrition is increasing day by day. Attrition incurs both tangible and intangible costs to the company. In this study, we made an attempt to find the factors which motivates an employee to leave the organization. Primary data is used to conduct this study. The primary data was collected through a well structured questionnaire. The tool used for analyzing and interpreting the responses obtained from questionnaire was MS Excel. This study helps the management of the organizations to understand the factors that push employees out of the organization so that they can design effective HR policies which pull employees towards the organization.

Keywords: Employee attrition, HR policies, Pivot tables, Pivot charts, MS Excel

INTRODUCTION:

Decrease in the number of employees in an organisation due to retirement, resignation, illness and death is called attrition. There are two types of attrition. They are voluntary attrition and involuntary attrition. Voluntary attrition is of two types, they are functional attrition and dysfunctional attrition. Exit of employees performing well is called functional attrition and the exit of employees who are not performing well is called dysfunctional attrition. The attrition caused by dismissals, serious illness and retirement is called involuntary attrition. (augustin et al., 2012). When an employee who is performing well leaves an organisation, it is a big loss to the organisation as it causes both tangible and intangible costs to the organisation. Tangible costs are costs incurred to recruit a new employee and train them. Intangible cost is, when an employee leaves an organisation, the company or organisation is losing all the skill, knowledge and experience which are possessed by that employee (augustin et al., 2012). So it is very much essential that every organisation should keep a track of attrition in their organisation and find the reasons that cause attrition and take suitable measures by framing effective human resource policies.

REVIEW OF LITERATURE

Many researchers conducted studies to understand this phenomenon of attrition and find the factors that cause attrition in an organisation. Researchers conducted the study and found that compensation package, career development, place of work, extended work hours, relationship with superiors, family circumstances, work load, principles of fairness and equity regarding rewards and recognition are some of the reasons for attrition in automotive company (augustin et al., 2012). It is found by researchers that emotional labour, interpersonal tension, work-life balance and work overload are some of the important factors leading to turnover in hotel industry (kavitha et al., 2019). Attrition is also one of the major problems in SME's. It is found by researchers that the working conditions, organisational philosophy, career progression and procedural justice are the major reasons of attrition in SME's (Bibhu Prasad et

al., 2011). IT industry is not an expectation to attrition. It is found by researchers that autocratic management, target pressure, monotonous job, work stress and no freedom to update and upgrade are the major reasons for attrition (K. Malar Mathi et al.,). Another survey conducted by researchers found that no opportunity for growth and development, no proper compensation and benefits, improper behaviour of superiors are some of the reasons for attrition in IT industry (antony et al ., 2016). Attrition is one of the major problem in ITeS call centre industry. It is found by researchers that lack of career advancement opportunities, lack of promotions, lack of transparent appraisal system, non-conducive policies and procedures, health and psychological problems, better job opportunities in other industries, work-life imbalance due to long working hours, night shifts, insufficient leaves, boring and monotonous work, work-load and targets, uneasy relationship with peer employees and superiors, lack of recognition, social esteem and support, desire to pursue higher education are some of the reasons for attrition (Neeraj et al., 2011). Retail industry is suffering in the clutches of attrition. It is found by researchers that lack of competitive pay, lack of proper compensation and benefits provided, high targets, work-life imbalance, job monotony, long working hours, strict leave policies and unclear guidance about the career development opportunities are probable reasons for attrition (Sneha ., 2020).

OBJECTIVES

- 1) To find the factors that causes attrition in an organisation
- 2) To understand the factors that retains the employees.

RESEARCH METHODOLOGY

Primary data is used to conduct this research study. Primary data is collected through a well structured questionnaire. Responses were collected from 128 members from different industries and organizations. The questionnaire contains questions which include demographic details like age, gender, department, length of service in their present organisation, then employees are asked to choose the reasons which they feel causes attrition, later employees were asked to give their opinion regarding many statements relating to their work environment, work targets, company policies etc., The data collected through questionnaire is analysed through pivot tables in MS Excel. However, there are some limitations in our study. In this study, the respondents were from different organisations. The findings made would have been more efficient and more useful, if the responses collected or samples chosen were from same organisation.

DATA ANALYSIS:

Analysis of the data collected through questionnaire is done through pivot tables in MS Excel.

Promoting respect & fair treatment among all staff is a high priority of this office						
	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand total
Female	8		8		8	24
40 and above	8					8
Below 30			8		8	16
Male	40	16	16	24	8	104
30 to 40	8	8	8	16		40

40 and above	16					16
Below 30	16	8	8	8	8	48
Grand total	48	16	24	24	16	128

Table 1: Promoting respect & fair treatment among all staff is a high priority of this office

Out of 24 female respondents, 6.25% belong to the age group of 40 and above and 12.5% belong to the age group of below 30. Out of the 8 female respondents from the age group of 40 and above, all of them agreed to the given statement. Out of 16 female respondents belonging to the age group of below 30, 50% took a neutral stand towards the given statement and the remaining 50% strongly disagreed the given statement. Out of 104 male respondents, 38.46% belong to the age group of 30 to 40, 15.38% belong to the age group of 40 and above, 46.15% belong to the age group of below 30. Out of the 40 male respondents belonging to the age group of 30 to 40, 20% agreed, 20% disagreed, 20% took neutral stand and remaining 40% strongly agreed to the given statement. Out of the 16 male respondents belonging to the age group of 40 and above, all of them agreed to the given statement. Out of 48 male respondents belonging to the age group of below 30, 33.33% agreed, 16.67% disagreed, 16.67% took neutral stand, 16.67% of them strongly agreed and the remaining 16.67% strongly disagreed.

This office atmosphere is generally friendly					
	Agree	Neutral	Strongly agree	Strongly disagree	Grand total
Female	8	8		8	24
40 & above	8				8
below 30		8		8	16
Male	40	16	32	16	104
30 to 40	16	8	16		40
40 & above	8	8			16
below 30	16		16	16	48
Grand total	48	24	32	24	128

Table 2: This office atmosphere is generally friendly

Out of the 128 respondents, 18.75% are female respondents and 81.25% are male respondents. Out of the 24 female respondents, 33.33% belong to the age group of 40 and above and the remaining 66.66% belong to the age group of below 30. Out of the 8 female respondents belonging to the age group of 40 and above, all of them agreed to the given statement. Out of the 16 female respondents belonging to the age group of below 30, 50% took neutral stand and the remaining 50% strongly disagreed. Out of the 104 male respondents, 38.46% belong to the age group of 30 to 40, 15.38% belong to the age group of 40 and above and the remaining 46.15% belong to the age group of below 30. Out of the 40 male respondents belonging to the age group 30 to 40, 40% agreed, 20% took neutral stand, 40% strongly agreed to the given statement. Out of the 16 male respondents belonging to the age group of 40 and above, 50% agreed, 50% took neutral stand. Out of the 48 male respondents belonging to the age group

of below 30, 33.33% agreed, 33.33% strongly agreed and the remaining 33.33% strongly disagreed to the given statement.

I feel am valued part of this office					
	Agree	Neutral	Strongly agree	Strongly disagree	Grand total
Female		16		8	24
40 & above		8			8
Below 30		8		8	16
Male	40	24	32	8	104
30 to 40	16	8	16		40
40 & above	16				16
Below 30	8	16	16	8	48
Grand total	40	40	32	16	128

Table 3: I feel am valued part of this office

Out of 128 respondents, 18.75% are female and 81.25% are male. Out of 24 female respondents, 33.33% belongs to the age group of 40 and above and 66.67% belongs to the age group of below 30. Out of the 8 female respondents belonging to the age group of 40 and above, all of them took neutral stand. Out of the 16 female respondents belonging to the age group of below 30, 50% took neutral stand and the remaining 50% strongly disagreed. Out of the 104 male respondents, 38.46% belongs to the age group of 30 to 40, 15.38% belongs to the age group of 40 and above and the remaining 46.15% belongs to the age group of below 30. Out of 40 male respondents belonging to the age group of 30 to 40, 40% agreed, 20% took neutral stand, 40% strongly agreed. Out of 16 male respondents belonging to the age group of 40 and above, all of them agreed to the given statement. Out of 48 male respondents belonging to the age group of below 30, 16.67% agreed, 33.33% took neutral stand, 33.33% strongly agreed and the remaining 16.67% strongly disagreed.

This office reasonably accommodates personal needs						
	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand total
Female		16	8			24
40 & above			8			8
below 30		16				16
Male	40	8	24	24	8	104
30 to 40	16		8	16		40
40 & above	8		8			16
below 30	16	8	8	8	8	48
Grand total	40	24	32	24	8	128

Table 4: This office reasonably accommodates personal needs

Out of the 128 respondents, 81.25% are male and the remaining 18.75% are female. Out of the 24 female respondents, 33.33% belong to the age group of 40 and above and the remaining 66.66% belongs to the age group of below 30. Out of the 8 female respondents belonging to the age group of 40 and above, all of them took neutral stand. Out of the 16 members belonging to the age group of below 30, all of them disagreed with the given statement. Out of the 104 male respondents, 38.46% belong to the age group of 30 to 40, 15.38% belongs to the age group of 40 and above and the remaining 46.15%

belongs to the age group of below 30. Out of the 40 male respondents belonging to the age group of 30 to 40, 40% agreed to the given statement, 20% took neutral stand and the remaining 40% strongly agreed. Out of the 16 male respondents belonging to the age group of 40 and above, 50% agreed to the given statement and the remaining 50% took neutral stand. Out of the 48 male respondents belonging to the age group of below 30, 33.33% agreed, 16.67% disagreed, 16.67% took neutral stand, 16.67% strongly agreed and the remaining 16.67% strongly disagreed the given statement.

I experience a sense of community in my office						
	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand total
0 to 2	16	8	24		16	64
30 to 40	8		8			16
40 & above		8	8			16
below 30	8		8		16	32
3 to 5	8		32	8		48
30 to 40	8					8
40 & above			8			8
below 30			24	8		32
6 & above				16		16
30 to 40				16		16
Grand total	24	8	56	24	16	128

Table 5: I experience a sense of community in my office

Out of 128 respondents, 50% are having 0 to 2 years of service in their present organization, 37.5% members are having 3 to 5 years of service in their present organization and 12.5% are having 6 years and above 6 years of experience in their present organization. Out of 64 respondents, who are having 0 to 2 years of service in their present organization, 25% belong to the age group of 30 to 40, 25% belongs to the age group of 40 and above and the remaining 50% belongs to the age group of below 30. Out of the 16 members belonging to the age group 30 to 40 and are having 0 to 2 years of experience in their present organization, 50% agreed and the remaining 50% took neutral stand. Out of the 16 members belonging to the age group of 40 years and above and are having 0 to 2 years of service in their present organization, 50% of them disagreed and the remaining 50% took neutral stand. Out of the 32 members belonging to the age group of below 30 years and are having 0 to 2 years of experience in their present organization, 25% of them agreed, 25% of them neutral stand and the remaining 50% strongly disagreed. Out of the 48 respondents who are having 3 to 5 years of experience, 16.67% belong to the age group of 30 to 40, 16.67% belongs to the age group of 40 years and above and the remaining 66.67% belongs to the age group of below 30. Out of the 8 respondents belonging to the age group of 30 to 40 all of them agreed to the given statement. Out of the 8 respondents belonging to the age group of 40 years and above all of them took neutral stand. Out of the 32 respondents belonging to the age group of below 30 years, 75% took neutral stand and the remaining 25% strongly agreed. Out of 16 members who are having 6 years and above 6 years of service in their present organization, all of them belongs to the age group of 30 to 40 years. Out of these 16 respondents belonging to the age group of 30 to 40, all of them strongly agreed.

Conflict among staff in my office is managed effectively						
	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand total
30 to 40	8		16	16		40
Male	8		16	16		40
40 & above	8		16			24
Female			8			8
Male	8		8			16
Below 30	24	8	8	8	16	64
Female		8			8	16
Male	24		8	8	8	48
Grand total	40	8	40	24	16	128

Table 6: Conflict among staff in my office is managed effectively

Out of the 128 respondents, 31.25% belongs to the age group of 30 to 40, 18.75% belongs to the age group of 40 years and above and 50% belongs to the age group of below 30 years. Out of the 40 respondents belonging to the age group of 30 to 40, all of them are male. Out of these 40 male respondents, 20% agreed, 40% took neutral stand and 40% strongly agreed. Out of the 24 respondents belonging to the age group of 40 and above, 33.33% respondents are female and the remaining 66.67% are male. Out of the 8 female respondents, all of them took neutral stand. Out of the 16 male respondents, 50% agreed, 50% of them took neutral stand. Out of the 64 respondents belonging to the age group of below 30 years, 25% of them are female and 75% are male. Out of these 16 female respondents, 50% of them disagreed and the remaining 50% strongly disagreed. Out of these 48 male respondents, 50% agreed, 16.67% members took neutral stand, 16.67% members strongly agreed and the remaining 16.67% members strongly disagreed the given statement.

This office has policies that are supportive of its staff						
	Agree	Disagree	Neutral	Strongly agree	Strongly disagree	Grand total
Female	8	8			8	24
40 & above	8					8
below 30		8			8	16
Male	24		40	32	8	104
30 to 40	8		16	16		40
40 & above	8		8			16
below 30	8		16	16	8	48
Grand total	32	8	40	32	16	128

Table 7: This office has policies that are supportive of its staff

Out of the 128 respondents, 18.75% are female and 81.25% are male. Out of the 24 female respondents, 33.33% belongs to the age group of 40 and above and 66.67% belongs to the age group of below 30. Out of the 8 female respondents belonging to the age group of 40 and above, all of them agreed. Out of the 16 female respondents belonging to the age group of below 30, 50% disagreed and the remaining 50% strongly disagreed. Out of the 104 male respondents, 38.46% belongs to the age group of 30 to 40, 15.38% members belong to the age group of 40 and above and the remaining

46.15% belongs to the age group of below 30. Out of the 40 male respondents belonging to the age group of 30 to 40, 20% agreed, 40% took neutral stand, 40% strongly agreed. Out of the 16 respondents belonging to the age group of 40 and above, 50% agreed and the remaining 50% took neutral stand. Out of the 48 male respondents belonging to the age group of below 30, 16.67% agreed, 33.33% took neutral stand, 33.33% strongly agreed and the remaining 16.67% strongly disagreed.

Major reasons of attrition in company							
Reasons	30 to 40		40 & above		Below 30		Grand Total
	Female	Male	Female	Male	Female	Male	
Absence of conducive workplace environment		8			16	24	48
Odd working hours		8		8	8	16	40
Lack of career growth		24		8	8	16	56
Lack of proper compensation		16		8	8	24	56
Stress and work life balance		16			16	16	48
Employee's expectation of the job		16				8	24
Direct manager						8	8

Table 8: Major reasons of attrition in company

Out of the total respondents, 37.5% felt that ‘absence of conducive working environment’ is one of the reasons for attrition. Out of these 48 members, 66.67% are male and 33.33% are female. Out of 32 male respondents, 75% of them belong to the age group of below 30 and the remaining 25% belongs to the age group of 30 to 40. Out of the 16 female respondents, all of them belong to the age group of below 30. Out of the total respondents, 43.75% felt that ‘lack of career growth’ is one of the reasons for attrition. Out of these 56 members, 85.71% are male and the remaining 14.28% are female. Out of these 48 male respondents, 33.33% belong to the age group of below 30, 50% belongs to the age group of 30 to 40 and the remaining 16.67% belongs to the age group of 40 and above. Out of the 8 female respondents, all of them belong to the age group of below 30. Out of the total respondents, 31.25% felt that ‘odd working hours’ is one of the reasons for attrition. Out of these 40 respondents, 80% are male and the remaining 20% are female. Out of the 32 male respondents, 50% belongs to the age group of below 30, 25% belongs to the age group of 30 to 40 and the remaining 25% belongs to the age group of 40 and above. Out of the 8 female respondents, all of them belong to the age group of below 30. Out of the total respondents, 37.5% felt that ‘stress and work life balance’ is one of the reasons for attrition. Out of these 48 respondents, 66.67% are male and 33.33% are female. Out of these 32 male respondents, 50% belongs to the age group of below 30, 50% belongs to the age group of 30 to 40. Out of these 16 female respondents, all of them belong to the age group of below 30. Out of the total respondents, 43.75% felt that ‘lack of proper compensation’ is one of the reasons for attrition. Out of these 56 members, 85.71% are male and the remaining 14.28% are female. Out of these 48 male respondents, 50% belong to the age group of below 30, 33.33% belong to the age group of 30 to 40 and the remaining 16.67% belongs to the age group of above 40. Out of these 8 female respondents, all of them belong to the age group of below 30. Out of the total respondents, 18.75% felt that ‘employee’s expectation of the job’ is one of the reasons for attrition. All of them are male. Out of the 24 male respondents, 33.33% belongs to the age group of below 30 and 66.67% belongs to the age group of 30

to 40. Out of total respondents, 6.25% felt that 'employee's direct manager' is one of the reasons for attrition.

FINDINGS & RESULTS:

Majority of the respondents felt that promoting respect and fair treatment among all staff is a high priority of their office. Very few respondents felt that, they are not valued part of their office. Majority of the respondents felt that their office's atmosphere is generally friendly. Majority of the respondents felt that their office reasonably accommodates personal needs. Majority of the respondents took neutral stand when they responded to the statement that they experience a sense of community in their office. Very few respondents felt that conflict among staff in their office is not managed effectively. Majority of the respondents took neutral stand towards the statement that their office has policies that are supportive of its staff. It is found that lack of career growth and lack of proper compensation are the prime reasons for attrition. It is also observed that absence of conducive working environment, stress and work-life balance, odd working hours and their direct managers are also some of the major reasons for causing attrition.

SUGGESTIONS:

Top management and HR managers should focus on learning and development of the employees and ensure that their employees are equipped with all the required skills of the time. Employee should be given good compensation package. Organisation should quantify all the contribution made by the employees and should give back to them in the form of salary, incentives and benefits. Management should take care of working environment in the organization. There should be good inter-personal relationships between the employees in the organization. Organisation should set targets which can be attained by the employees. Management should make the working hours flexible. Managers or supervisors should maintain good relationships with their subordinates.

CONCLUSION:

Attrition is an important issue which cannot be neglected. It causes a great loss to the company in the long run. The solution lies very much in the hands of the top management and HR managers as they are the people who design HR policies. When designing HR policies, top management should take into consideration, factors that cause attrition of employees, so that the policies can be designed in such a way that the attrition can be minimized. Our study helps the top management and HR managers in understanding the reasons of attrition and design effective HR policies.

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