A STUDY ON STRATEGIES ADOPTED TO OVERCOME THE EMPLOYEES ATTRITION RATE IN CI GLOBAL TECHNOLOGIES

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Abstract : This study is conducted to examine the study on strategies adopted to overcome the employees attrition rate in ci global technologies. The objective of the study to find the various factors of employee leaving the organization. For the purpose of this study employees were selected through random sampling technique. To achieve the objectives, data were collected through a structured quaternary probing various accept of employee attrition rate. Results of this survey were then analyzed using simple percentage, chi-square and ANOVA. The data analysis showed the employees were mostly implemented whenever they were applicable.

I. INTRODUCTION

A reduction in the number of employees through retirement, voluntary/involuntary resignation or death is called Attrition. Employers generally consider attrition a loss of valuable employees and talent. However, there is more to attrition than a shrinking workforce. As employees leave an organization, they take with them much- needed skills and qualifications that they developed during their tenure. On the other hand, junior professionals with promising qualifications can then succeed into higher level positions or business owners can introduce more diversity in experience or expertise.

Voluntary Attrition

Voluntary attrition takes place when the employee leaves the organization by their own will. Pull factors like higher emoluments elsewhere, better opportunities of growth and promotion etc. are responsible for this kind of attrition.

Involuntary Attrition

Involuntary attrition takes place when the employees leave the organizations due to some negative forces or push factors like faulty promotion policy, biased performance appraisal etc.

Compulsory Attrition

It takes place due to the rules and regulations of the government and that of the organization as well. It includes attrition taking place due to attaining the age of retirement, completion of tenure etc.

Natural Attrition

It takes place due to the causes and factors that are beyond the control of the individual and organization as well. These factors may include end of life, insanity etc.

Causes of Attrition

Internal Causes

These causes are pertaining to the internal environment of an organization. Therefore, they are controllable.

Salary

- Insufficient
- Delay in payment
- No / delayed increment
- Wage compression
- Biased promotion
- No / delayed promotion

Transfer

- Forceful transfer
- Transfer to a place employee is not willing to go

Workplace Infrastructure & Amenities

- Lack of hygiene
- Lack of basic facilities like water, canteen hygiene

Task

- Monotony of task
- Task – labor mismatch

- Team issues
- Lesser job autonomy

Lack of Flexible Workforce
- Lack of flexibility in timing, choice of task etc.
- Employees incompetency / unwillingness to learn and understand

Lack of Job Security
- Fear of being expelled/ retrenched/terminated
- Faulty performance appraisal
- Underestimation of performance
- Power distance & politics
- Communication gap between management and workforce

External Causes

These are the causes which are beyond the control of an organization as they belong to the external environment. These causes may be related to:
- Better pat
- Chances of promotion
- Better perks
- More fringe benefits in other organizations

Individual/Personal Causes
- End of life
- Marriage
- Pregnancy
- Shift of family
- Mental imbalance
- Over - sensitivity
- Wish to go abroad
- Attrition of the group members

II.   NEED OF THE STUDY

The success of any organization depends largely on the workers, the employees are considered as the backbone of any company. The study was mainly undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce attrition level.

III.   POPULATION AND SAMPLE

3.1   Population

The population comprises of 1200 employees.

Sample Size

The sample size taken for study is 139 employees.

Sampling Technique

The type of sampling can be either probability sampling or non-probability sampling. The suitable technique applicable for this study is Non-probability sampling and the sampling design being used here is Purposive sampling method.

Purposive Sampling

Instead of obtaining information from those who are most readily or conveniently available, it might sometimes become necessary to obtain information from specific target groups. The sampling here is confined to specific types of people can provide the desired information, either because they are the only ones who have it, or they conform to some criteria set by the research provide findings of different kinds. Purposive sampling enables researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population. However, in most studies the sample size is determined effectively by two factors: (1) the nature of data analysis proposed and (2) estimated response rate.

Sampling Design

All the items under consideration in any field of inquiry constitute a 'universe' or 'pollution'. The items so selected constitute what is technically called a sample. The sample of a study can have a profound impact on the outcome of a study. It is simply referred as the participants in a research study i.e., the new employees of the organization which is taken under study is referred as sample. A sample design is defined as the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. It is made up of two elements - Sampling Method and Estimator. Sample design may as well lay down the number of items to be included in the sample i.e., the size of the sample.

3.2   Data and Sources of Data

Data Design

Data is a gathered body of facts. It is the central thread of any activity. Understanding the nature of data is most fundamental for proper and effective use of statistical skills.

Type of Data Used

When working with statistics, it's important to recognize the different types of data used in the survey Here the type of data used are Categorical data and Numerical data.

Data Source

The required data was collected by both the primary and secondary sources. Primary data refer to information obtained first-hand by the researcher on the variables of interest for the purpose of study. Secondary data refer to information gathered from sources that already exist.

Primary Data

Data collection method: Survey method

Data collection tool: Questionnaire

Secondary Data

Books, Journals, Articles, Related Websites, Company details (internal sources).

3.3   Theoretical Framework

Walker (2001) had identified seven factors which boosts retention. These factors are compensation and appreciation of the work performed, recognition of capabilities and performance contributions, challenging work, good communication, opportunities to learn, positive relationships with colleagues, and good work-life balance. Even the compensation given to them (which is ideally above Indian standards) is not reducing their turnover.

Ramlall (2003) accentuated that inadequate compensation, payment below prevailing market rate and inadequacy in the internal and external equity was the common reason because of which employees leave an organization. Mano-Negrin and Tzafrir (2004) claim that employees leaves their organization because of the economic reasons, and one can use these reasons to understand and further envisage the employee turnover in the market. Adhikari (2009) identified the factors affecting employee attrition in the IT and ITES industry. The paper identified four factors. Work related issues have the greatest impact on attrition. The other three being employer related issue, skill of employees and the compensation. Compensation seemed to have the least effect on attrition.

Zahra et al., (2013) have highlighted the significance of commercialization of education which leads to faculty turnover. As the numbers of Universities are increasing there is a paradigm shift which is increasing the staff turnover because of abundant opportunities.

Vinit et al., (2013) highlighted that factors like appraisal, openness, training, and flexibility act as key influencers for employee turnover. Thus these are the parameters on which an employee thinks before deciding to leave an organization. Saleem and Affandi (2014) investigated the impact which Human Resources practices have on the employee attrition. Fairness of rewards and growth opportunities were considered to be the key factors influencing the employees" decision to leave an organization.

3.4   Research Methodology

Research Methodology is a way to systematically solve the research problem. It is generally defined as the systematic, theoretical analysis of the methods applied to a field of study and comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It may be understood as a science of studying how research is done scientifically and the methods adopted in the research study. Methodology adopted in this project work is descriptive type. The data has been collected form secondary sources such as journals, articles, books, questionnaire and portfolios.

3.5   Statistical Tools

Descriptive Analysis (Percentage Analysis)

Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful manner. They are simply a way to describe our data. Here the collected data was tabulated and analyzed using percentage analysis. Descriptive techniques often include constructing tables of means and quantiles, measures of dispersion such as variance or standard deviation, and cross-tabulations or "crosstabs" that can be used to examine many disparate hypotheses.

Percentage analysis

Percentage method is the most common method used. It helps the researcher to make a comparison with two or more series of data and also to describe. This method to represent raw streams of data as a percentage for better understanding of collected data. This relationship is comparative relative terms.

Anova

Inferential Analysis (Statistical Tools)

Inferential statistics makes inferences about populations using data drawn from the population. Instead of using the entire population to gather the data, which is done by collecting a sample or samples from the millions of residents and make inferences about the entire population using the sample.

The collected data was tabulated and analyzed using the following statistical tools.

- ANOVA.
- Chi-square test.

Chi-Square Test

The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories. This analysis in statistics is used to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore, it is a measure to study the divergence of actual and expected frequencies. It makes no assumptions about the population being sampled.

The formula for computing Chi – Square (χ^2) is as follows.

$$\chi^2 = \{(O\text{-}E)\,2 \,/\, E\}$$

is the Observed Frequency in each category **E** is the Expected Frequency in the corresponding category.

IV. RESULTS AND DISCUSSION

Chi-Square Tests

Table 4.1: chi-square result

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi -Square	78.852 [a]	9	.000
Likelihood Ratio	96.034	9	.000
N of Valid Cases	139		

8 cells (50.0%) have expected count less than 5. The minimum expected count is .65.

Interpretation:

Since the value is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant relationship between the qualification and the respondent for professional work place.

ANOVA

Table 4.2: table showing the relationship between gender and work load for the employees

SPSS Output:

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Gender	1.96	139	.204	.017
	Workload	2.44	139	1.325	.112

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	gender & workload	139	-.117	.170

Paired Samples Test

		Paired Differences					t	df	Sig. (2tailed)
		Mean	Std. Deviation	Std. Error Mean	95% ConfidenceInterval of the Difference Lower	Upper			
Pair1	gender – workload	-.482	1.364	.116	-.711	-.253	- 4.167	138	.000

Descriptive

gender

N		Mean	Std. Deviation	Std. Error	95% ConfidenceInterval for Mean		Minimum	Maximum
					LowerBound	UpperBound		
1	56	1.98	.134	.018	1.95	2.02	1	2
2	14	1.93	.267	.071	1.77	2.08	1	2
3	21	2.00	.000	.000	2.00	2.00	2	2
4	48	1.92	.279	.040	1.84	2.00	1	2
Total	139	1.96	.204	.017	1.92	1.99	1	2

gender

	Sum of Squares	df	Mean Square	F	Sig.
BetweenGroups	.164	3	.055	1.320	.270
Within Groups	5.577	135	.041		
Total	5.741	138			

Interpretation:

Since (p > 0.05), we accept the null hypothesis and reject the alternate hypothesis.Since, there is no significant difference between gender and the work load for the employees.

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