



A STUDY ON IMPACT OF FACTORS AFFECTING WOMEN ATTRITION IN I.T SECTOR – WITH SPECIFIC REFERENCE TO STRATEGIES AND TECHNIQUES

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“Attrition’ is the prime problem faced by Indian IT industry” Women attrition is a gradual, natural reduction in female membership or personnel, as through retirement, resignation, death or due to any other reasons.

Attrition is a critical issue and pretty high in the industry these days. It’s the major problem which highlights in all the organizations. Though the term ‘ATTRITION’ is common, many would be at a loss to define what actually Attrition is, “Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be said as Employee Turnover or Employee Defection” Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. Retaining employees is a critical and ongoing effort. One of the biggest challenges in having managers in the place that understands it is their responsibility to create and sustain an environment that fosters retention. Staff requires reinforcement, direction and recognition to grow and remain satisfied in their positions. Managers must recognize this and understand that establishing such fundamentals demonstrates their objectives to support nature and motivate their employees. Companies in India as well as in other countries face a formidable challenge of recruiting and retaining talents while at the same time having to manage talent loss through attrition be that due to industry downturns or through voluntary individual turnover. Losing talents and employees result in performance losses which can have long term negative effect on companies especially if the departing talent leaves gaps in its execution capability and human resource functioning which not only includes lost productivity but also possibly loss of work team harmony and social goodwill. With attrition rates being a bane of every industry, companies are devising innovative business models for effective retention of talent. There are a lot of factors responsible for attrition such as inflexible timings, lack of compensation, career opportunities, personal & organizational factors etc, and employers are getting increasingly conscious of the factors that can keep an employee committed.

Objectives of the Study

1. To identify the factors contributing to attrition in the I.T sector.
2. To study the impact of women attrition on the organization productivity.
3. To ascertain the strategies & techniques of arresting women attrition among I.T Sector.

Literature Review

The study on “**Problems and Prospects of Women Employees in BPO Sector**: A Study of Some Select BPOs in Delhi and NCR” conducted by Sarang devot, S. S.Yadav, Rajender Kumar, Rakesh kumar Sharma looks into the Indian BPO industry which accounts for a revenue of US\$39.6 bn and has emerged as one of the largest private industries providing direct employment to 1.6 million professionals. The study discusses the major problems faced by women employees in the BPO sector, viz., health problems, lack of safety, sexual harassment, more working hours, lack of social security, etc. It also reveals the various reasons for the high attrition rate of the women employees of the Indian BPOs, and identifies the various factors which encourage women employees to opt for a career in the BPO sector.

The study is on “**The Biggest Challenge for HR Managers in Indian BPO Industry**” by Parul KHANNA and Hema GULATI of NATIONAL Association of Software & Service Companies (New Delhi, India), published in the Asia Pacific Journal of Research in Business Management. Jul2011, Vol. 2. According to the study conducted by NASSCOM and Everest India, the IT enabled services (BPO) industry is being looked upon as the next big employment generator. This sector has been growing at more than 35 percent over the past three years and currently estimated at US\$ 26-29 billion and could grow nearly five-fold to reach US\$50 billion in size by 2012. It is, no doubt, one of the toughest tasks for an HR manager in this sector, to bridge the ever increasing demand and supply gap of professionals. He has to find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the challenge of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR manager in India is, however, the high attrition rate which is approximately 30-35 percent at present. In this regard an earnest attempt has been made by reviewing the literature and the available reports on various dimensions of BPO industry to find out the list of challenges faced by the HR managers in the Industry. It concluded that attrition is the most challenging factor for all HR managers.

The article on “**ATTRITION THE BANE OF INDIA INC**” Published in the Business Today, July 2007, Vol. 16 Issue 14, reports on the findings from Assocham survey on “**Attrition Problem in a Growing Economy**” in **India**. The survey shows that **attrition** levels in Indian industry as a whole are higher than 20 percent at present. The service sector is the worst hit, with **attrition** rates as high as 40 percent, and the manufacturing sector with the figure of about 20 percent. Moreover, the problem is most acute with employees in the 26-30 age group with 2-4 years of work experience.

Methodology

To conduct the study during 2015-16 the following methods are adopted with a sample size of **40**.

- Survey method
- Observation during the interview.

Table 1: Demographic Profile of the Respondents
Age-wise Classification of Respondents

Age	Frequency	Percentage
21-25 years	11	27.5
26-30 years	21	52.5
31-35 years	07	17.5
36-40 years	01	2.5
Total	40	100

Interpretation: From the above table it can be stated that, 52.5 % of respondents are in the age group 26-30 years, 27.5% in 21- 25 years, 17.5% between 31- 35 years and 2.5 % of respondents are in the age group of 36-40 years’ category.

Table 2: Classification of Respondents Based on the Year of Experience

Experience	Frequency	Percentage
0-5 years	22	55
6-10 years	15	37.5
11-15 years	02	5
More than 15 years	01	2.5
Total	40	100

Interpretation: From the above table it can be observed that, 55% of the respondents got less than 5 years of experience, 37.5% with 6-10 years, 5 % with 11-15 years and 2.5 % with more than 15 years of experience in the same organization.

Table 3: Respondent’s Opinion on Organizational Factors Contributing to Attrition

Items	Strongly Agree		Somewh at Agree		Neutral		Strongly Disagree		Somewh at Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
Employee attrition is the greatest HRM challenges faced by the organization	11	27.5	19	47.5	7	17.5	1	2.5	1	2.5	1	2.5
Female employees are more prone to attrition	9	22.5	18	45	7	17.5	2	5	2	5	2	5
Job rotation is adopted frequently within the same company for enhancing skills.	10	25	15	37.5	9	22.5	3	7.5	2	5	1	2.5
Overall the organizations environment is good and has conducive to work	13	32.5	17	42.5	8	20	1	2.5	0	0	1	2.5
The attrition within the organization is triggered on account of the environment	8	20	15	37.5	11	27.5	2	5	3	7.5	1	2.5

Interpretation

Table - 3 reveals the respondents' opinion on organizational factors contributing towards attrition.

From the table it can be noted that, 47.5% of the respondents somewhat agree on the statement 'employee attrition is the greatest HRM challenge faced by the organization', 27.5% strongly agree, 17.5% neutral, 2.5% no response, 2.5% strongly disagree and 2.5% somewhat agree.

Table 4 states that, 45% of the respondents somewhat agree on the statement 'female employees are more prone to attrition whereas 22.5% strongly agree, 17.5% feels neutral, 5% strongly agree, 5% somewhat disagree and 5% does not express any response on the same.

With regard to the statement 'job rotation is adopted frequently within the same company for enhancing skills' 37.5% somewhat agree, 25% strongly agree, 22.5% neutral, 5% somewhat disagree and 7.5% strongly disagree. 2.5% of the respondents does not give their response to the statement.

With respect to overall organization environment as good and conducive environment, 42.5% somewhat agree, 32.5% strongly agree, 20% neutral, 2.5% strongly disagree and 2.5% does not give their response for the statement.

From the table 4 one can infer that, 37.5% of the respondents somewhat agree towards the statement 'attrition within the organization is triggered on account of the environment whereas 27.5% felt neutral, 20% strongly agree, 7.5% somewhat disagree, 2.5% strongly disagree and 2.5% doesn't give their response

Table 4: Respondents Opinion on Compensation

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
I feel fairly compensated for my work as compared to other similar positions within the organization	7	17.5	17	42.5	10	25	3	7.5	2	5	1	2.5
Salary & other incentives provided are comparable to the competitors and hence reduce job hopping.	5	12.5	18	45	10	25	4	10	2	5	1	2.5
Every task is rewarded with monetary benefits	4	10	14	35	15	37.5	4	10	2	5	1	2.5
Monetary benefits and rewards cover every task performed for the organization	3	7.5	17	42.5	13	32.5	4	10	2	5	1	2.5

Interpretation

Table 4 highlights the respondents' opinion on compensation. It can be noted that, 42.5% somewhat agree, 25% felt neutral, 17.5% strongly agree, 7.5% strongly disagree, 5% somewhat disagree and 2.5% does not provide any response towards compensation provided.

From the table 4 it can be inferred that, 45% of respondents somewhat agree towards the statement 'salary and other incentives provided are comparable to the competitors and hence reduce job hopping', whereas 25% felt neutral, 12.5% strongly agree, 10% strongly disagree and 5% somewhat disagree and 2.5% does not give any response towards the statement.

With regard to compensation, 37.5% felt neutral, 35% somewhat agree, 10% strongly disagree, 10% strongly agree whereas 5% strongly disagree that supervisor is providing a timely and helpful feedback.

Table 5: Respondents Opinion on Personal Factors

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
Personal factors are the major reasons for attrition	7	17.5	16	40	12	30	2	5	1	2.5	2	5
I feel I am a valued & respected part of the organization	8	20	16	40	10	25	3	7.5	2	5	1	2.5

I get support & cooperation from organization during emergencies in my personal life	7	17.5	13	35	10	25.1	4	10	2	5	3	7.5
My personal life is no way affected by my job timings or any other factor of the office	12	30	16	40	10	25	1	2.5	1	2.5	0	0
Day care centers are provided for the children's of female employees for better concentration of the job	11	27.5	20	50	7	17.5	1	2.5	1	2.5	0	0
Due consideration is given to personal issue when allocating tasks or performing jobs among women employees	9	22.5	14	35	11	27.5	3	7.5	2	5	1	2.5

Interpretation

Table 5 highlights the respondents' opinion on personal factors. It is observed from the table that, 40% and 30% somewhat agree and expressed neutral feel respectively towards the statement 'personal factors are the major reasons for attrition'. Whereas 17.5% strongly agree, 5% strongly disagree and the same percentage has not given their response followed by 2.5% somewhat disagreeing on the statement.

With reference to the statement, 'I feel I am valued and respected part of the organization' 40% somewhat agree, 25% neutral, 20% strongly agree, 7.5% strongly disagree, 5% somewhat disagree and 2.5% does not give their opinion on the same. With regard to support and cooperation from organization during emergencies in personal life' 35% somewhat agree, 25.1% neutral, 17.5% strongly agree, 10% strongly disagree, 7.5% does not give their opinion and 5% somewhat disagree.

From the table we can confirm that, 40% and 30% somewhat agree and strongly agree respectively towards the statement 'My personal life is no way affected by my job timings or any other factor of the office' followed by 25% neutral, 2.5% strongly disagree and other 2.5% somewhat disagree towards the same statement.

Table 5 represents the day care center supporting female employees towards concentrating in the job, where 50% somewhat agree, 27.5% strongly agree, 17.5% neutral, 2.5% strongly disagree and 2.5% somewhat disagree with the statement.

Relating to respondents' opinion on consideration for personal issues when allocating tasks or performing jobs, 35% somewhat agree, 27.5% neutral, 22.5% strongly agree, 7.5% strongly disagree, 5% somewhat disagree and 2.5% does not give their opinion on the given statement.

Table 6: Respondent's Opinion on Performance and Productivity of Organization

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
Attrition rates affects the performance of the companies	14	35	13	32.5	8	20	1	2.5	1	2.5	3	7.5
Women attrition has direct impact on Productivity of the organization	7	17.5	18	45	9	22.5	1	2.5	2	5	3	7.5
Organization faces huge losses due to attrition	10	25	15	37.5	10	25	1	2.5	1	2.5	3	7.5
Factors mostly affected are sales revenues, cost of hiring & training new employee, waiting period etc.,	9	22	18	45	8	20	1	2.5	1	2.5	3	7.5
Organization has mechanisms to deal with attrition of women employees	8	20	15	37.5	12	30	1	2.5	1	2.5	3	7.5

Interpretation

From the table- 5 it can be highlighted that, 35% of respondents strongly agree where as 32.5% somewhat agree, 20.% neutral, 7.5% did not respond, 2.5% strongly disagree and 2.5% somewhat disagree to the statement 'Attrition rates affects the performance of the companies'.

With reference women attritions direct impact on productivity of the organization 45% somewhat agree, 22.5% expressed their opinion as neutral, 17.5% strongly agree, 7.5% no response, 5% somewhat disagree and 2.5% strongly disagree.

With regard to huge losses due to attribution, 37.5% somewhat agree, 25%strongly agree, 25% neutral, 7.5% does not give any response,2.5% somewhat disagree, and 2.5% strongly disagree towards the same.

From the table we can describe that, 45% and 22% of respondents somewhat agree and strongly agree towards the statement 'sales revenues, cost of hiring & training new employee, waiting period are affected by attrition' followed by 20% neutral, 7.5% no response, 2.5% strongly disagree and 2.5% somewhat disagree on the statement.

With reference to the statement 'Organization has mechanisms to deal with attrition of women employees' 37.5% somewhat agree, 30% expressed their feel as neutral, 20% strongly agree, 7.5% somewhat disagree, 2.5% strongly disagree and 2.5% somewhat disagree.

Table 7: Measures Adopted by Organizations in Retaining Employees

Measures adopted	Percentage
Enhanced remuneration	35
Flexible working hours	5
Continuous training programme	0
Pressure relievers	5
Education (learn while you earn)	15
Growth opportunities	40
Total	100

Table 7 indicates that 45% of employees feel that growth opportunities has motivated them to continue in the organization & 35% attribute better pay package as the reason. Moreover learn while you earn, flexible working hours, working from home option, stress buster like gym are the other motivating factors has helped the organization in reducing attrition. The organization has learnt to respect & value human capital & they continue to do that for their growth & survival.

Table 8: Descriptive Statistics and Cronbach Alpha Reliability

	Mean	Std. Deviation	Cronbach's Alpha
Organizational Factors	3.73	.799	0.72
Compensation	3.33	.816	0.69
Personal Factors	3.58	.975	0.70
Performance and Productivity	3.63	1.022	0.87
Strategies for retaining women	3.57	.817	0.88

Suggestions

1. Conducive environment should be provided which helps the employees to have healthy relationship among others.
2. Management should give due consideration in handling conflicts and problems that arises among the employees which makes them feel respected and valued part of organization.
3. Effective monetary benefits should be given in form of rewards for every task assigned to make which satisfies and motivates them to take up each and every task.
4. Female Employees should be provided with ample opportunities to develop their career and also motivate them to take higher studies which makes them more confident.
5. Organization should provide co-operation and support to the female employees in attaining their personal problems by providing flexible timings, handling emergencies, work life balance etc.
6. Organization should adopt effective retention strategies as attrition has direct impact on the production of the organization. Retention strategies could help in overcoming these losses to certain extent.