

## Employee Attrition & appropriate strategies with reference to TCS, Bengaluru

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### Abstract

The attrition is the biggest challenge facing by present era organizations. Especially Software companies face high attrition rate and it is a big challenge for the HR Manager. Attrition rate reflects the Organization's strengths & weaknesses. Every organization faces the difficulties in retaining the present employees as well as attracting new and potential candidates. Managing the attrition is also a cost high to the Organization. Organizations invest on employee's salaries, benefits, bonus, training programs. Attrition has two faces like one is finance involved in it, second is retaining talented & experience people. The research study is conducted to find out the main causes and measures to retain the employee at TCS Bangalore.

Keyboards-Attrition, Retaining Employee, Retention, Manager, IT sector

### 1. Introduction:

Attrition may be defined as gradual reduction in membership as through retirement, resignation or death. In today's Indian economy, contribution of IT sector is huge. They play a vital role in the growth of Indian economy. IT sector is quickest wealth & job making industries comparing to other industries. Salaries and packages will be more at the entry level itself. Individual employee contribution will lead to high productivity & performance of the organization. As employees are the core reason, the HR Team should take more concern on problems faced by the employees in organization.

Attrition is burning topic in software companies. Even though salaries are best, but still attrition rate is high. The most common way of measuring employee attrition is Employee Turnover Ratio.

$$\text{Employee Turnover Ratio} = \frac{\text{Total numbers of leavers over a period}}{\text{Average total number employed over the said period}}$$

Good will of the Organization will suffer due to attrition. If an employee leaves the organization in the midst of the project, the new may not be able to fill the vacuum of the talented employee and also delayed in the completion. India is one of leading in the software companies with technically competent employees around 1.5 Million Engineer Graduates come out every year, nearly 2 lakh diploma holders 60,000 enter IT sector.

For the last decade, the Indian IT sector is the leading employment provider of the country. Around 4 millions are employed in IT sectors or BPO's. Now -a -days skilled employees are in high demand because Organization can save the cost of training. Every Organization has its own norms for acceptable attrition rates. They vary from organization to organization.

### 2. Objectives

- 1) To study the attrition problems in software companies
- 2) To know the causes for attrition
- 3) To provide suggestions /measures to reduce the attrition.

### **3. Literature Review :**

Sengupta S. & group (2012) opine that IT& BPO industry in our country is increasing with a great speed. In spite of high growth this industry is facing high attrition rate. In this study, they made an attempt to find the other aspects of attrition by exploring the factors that lead to it.”

Chandrasekhar, K. (2011) says that human resource is one of the valued assets in any company, even in the computer age. Even in the age of automation, to operate or to feed programs one needs human. There is no substitute to human resource. Attrition is the major problem against man power progress. As attrition rate is growing, the productivity & profitability is decreasing especially in IT sectors which has lead to research, to find the factors for attrition. This helps to find the factors which directly and indirectly affecting attrition.”

Booth (2007) published in international journal labour turnover in the retail industry and role of individual, organizational & environment. This paper tries to find the main variables that influence labour turnover. Research reveals the environment factors influencing organizational factors like culture of the organization and values. Individual variables are concerned with decision making. Statistical approach is used in this research to give the findings.

Lahoti. H Jyoti (2014) says to survive managers must organise employee performance with customers satisfaction and loyalty. It was found HR management practices are in the initial stage of development. The facilities provided to employees and their performance appraisal measures always motivate to achieve the best.

Sanveet (2013) concluded that there is solution for attrition management for each company in contrary each organization has to build its own motivational system based on their organization individual goals. The solutions vary.

David (2015) has found types of reasons for attrition in IT sector like excessive stress due to, high work pressures of completion, work load has forced employee to quit the job, lack of trust towards the employers and no motivation and no retention.”

James& Mathew (2012) suggested few relations strategic like rewards, recognition, Training & Development opportunities, career planning, mentoring, and time flexibility, and performance appraisal annually, day care facilities. The best solution is to understand what employee’s expectation from his job & organization is.

Goswami and Jha (2012) has found that planning for the future should closely consider why attrition is occurring in the present. If the organization ignores the attrition, then they are ignoring the biggest asset of the organization.

Kyndtel Al (2009) has found that an organization should stress on learning of employees, styles of leadership and age has good relationship with employee retention.

### **4. Research Methodology:**

Descriptive research methods are used for describing the present situation in the company and analytical research to analysis the results by using research tool.

**Sampling**

Company Name : T.C.S, White Field  
 Place : Bengaluru.  
 Sample Size : 50 employees from each company  
 Sampling techniques : Questionnaire  
 Sources of data : Primary source - questionnaire  
 Secondary Source : Magazines, Journals and Internet

**5. Data Analysis and Interpretation**

**1. Absence of conducive work place environment is a reason for attrition.**

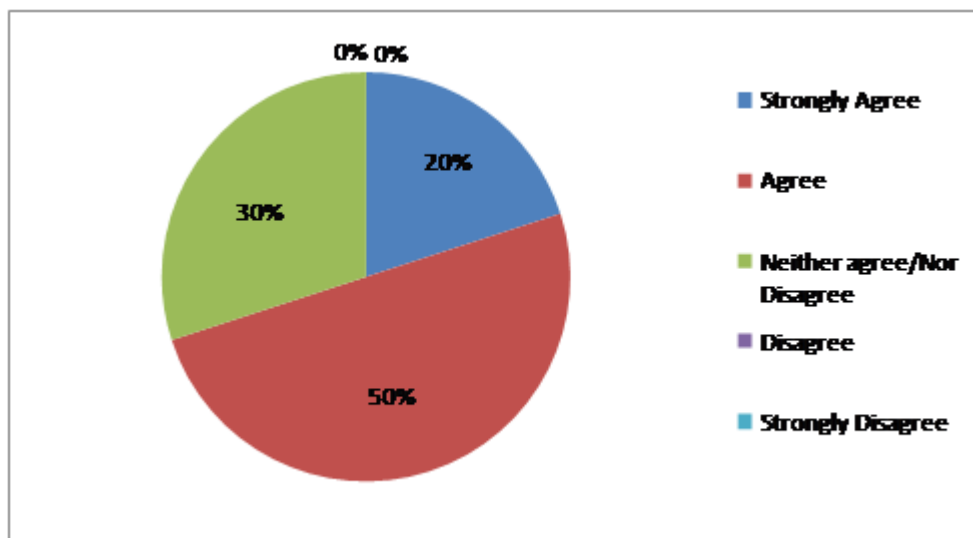
Table shows employee’s opinion towards Absence of conducive work place environment is a reason for attrition.

Table no: 01

Sl. #	Opinion	No. of respondents	Percentage
01	Strongly Agree	10	20
02	Agree	25	50
03	Neither agree/Nor Disagree	15	30
04	Disagree	00	00
05	Strongly Disagree	00	00
Total		50	100

Source: primary data

Chart 01



**Analysis:** From the above table it is clear that 20% strongly Agree, 50% Agree 30% neither agree/Nor Disagree 0% Disagree & Strongly disagree towards absence of conducive work place environment is a reason for attrition

Interpretation: Majority of the employees Agree that absence of conducive work place environment is a reason for attrition.

**2. Odd working hours is a reason for attrition.**

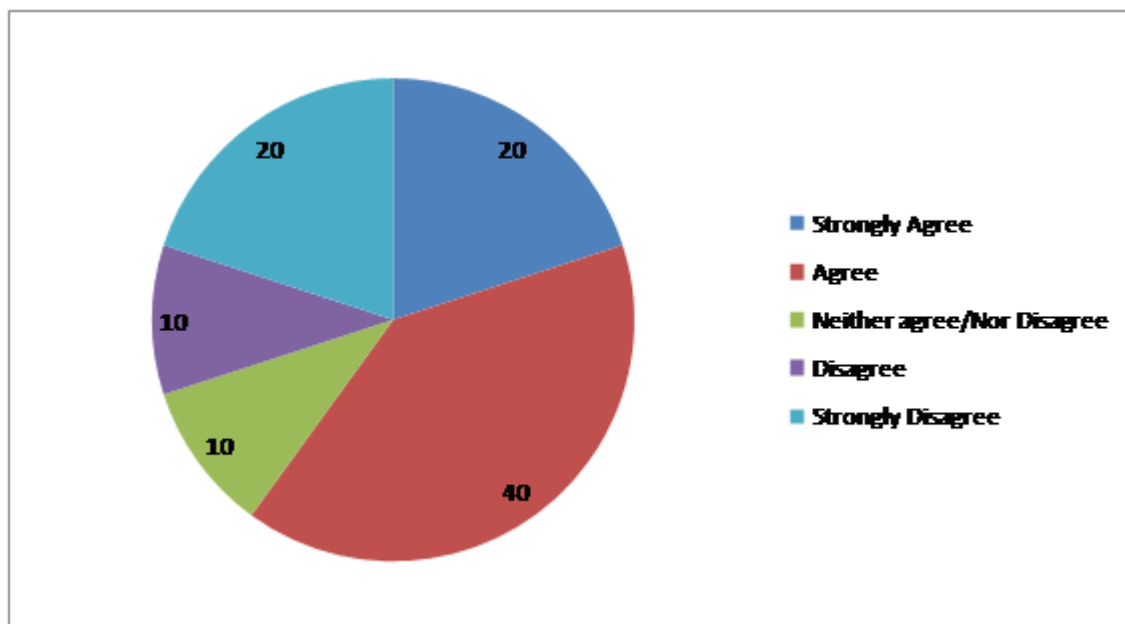
Table shows employee’s opinion about Odd working hours is a reason for attrition

Table no: 02

Sl. #	Opinion	No. of respondents	Percentage
01	Strongly Agree	10	20
02	Agree	20	40
03	Neither agree/Nor Disagree	05	10
04	Disagree	05	10
05	Strongly Disagree	10	20
Total		50	100

Source: primary data

Chart 02



**Analysis:** From the above table it is clear that 20% strongly agree, 40% Agree, 10% neither Agree nor Disagree, 10% Disagree & 20% Strongly Disagree towards Odd working hours is a reason for attrition

Interpretation: Majority of the employees agree that odd working hours is a reason for attrition

**3. Stress & work life balance is a reason for attrition**

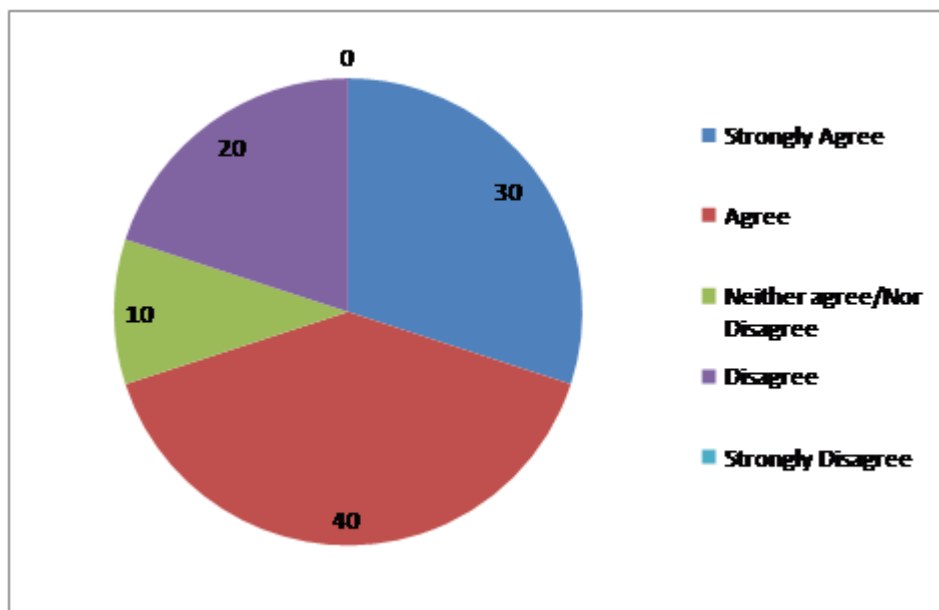
Table shows employee’s opinion about Stress & work life balance is a reason for attrition.

Table no: 03

Sl. #	Opinion	No. of respondents	Percentage
01	Strongly Agree	15	30
02	Agree	20	40
03	Neither agree/Nor Disagree	05	10
04	Disagree	10	20
05	Strongly Disagree	00	00
Total		50	100

Source: primary data

Chart 03



**Analysis:** From the above table it is clear that 30% strongly agree, 40% Agree, 10% Neither Agree nor Disagree, 20% Disagree & 00% Strongly Disagree towards Stress & work life balance is a reason for attrition

**Interpretation:** Majority of the employees Agree that Stress & work life balance is a reason for attrition.

**4. Increasing in number of industries is adversely affecting employee retention in the organization and is leading to higher attrition.**

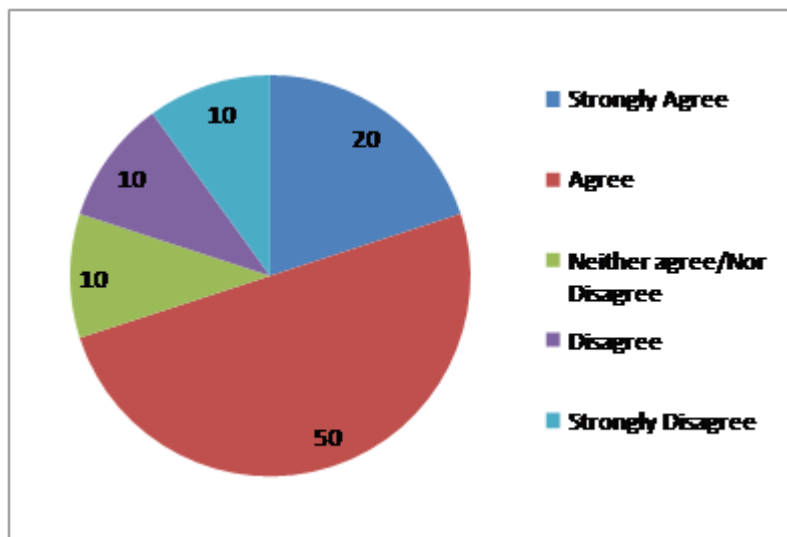
Table shows employee’s opinion about increasing in number of industries is adversely affecting employee retention in the organization and is leading to higher attrition.

Table no: 04

Sl. #	Opinion	No. of respondents	Percentage
01	Strongly Agree	10	20
02	Agree	25	50
03	Neither agree/Nor Disagree	05	10
04	Disagree	05	10
05	Strongly Disagree	05	10
Total		50	100

Source: primary data

Chart 04



**Analysis:** From the above table it is clear that 20% strongly agree, 50% Agree, 10% Neither Agree nor Disagree, 10% Disagree & 10% Strongly Disagree towards increasing in number of industries is adversely affecting employee retention in the organization and is leading to higher attrition

**Interpretation:** Majority of the employees Agree that increasing in number of industries is adversely affecting employee retention in the organization and is leading to higher attrition

## 6. Findings:

This research paper has helped to find various uncertain and certain facts about attrition. Through this survey and also research we have come to know several reasons for attrition in IT sectors like stress, high pressure of work, workload.

Findings are as follows:

- 1) Lack of growth, support and incentives.
- 2) Management In ability to recognized employee skills.
- 3) Many people agreed to the fact that lack of good salary hike, proper benefits, odd working hours are also main reason for attrition.
- 4) Certain policies did not support the staff.
- 5) Employee also agreed that there is no option like work from home especially for women.

- 6) Due credibility example due promotion, opportunities, on site etc.,

## **7. Suggestions:**

- 1) For the retention of a employee deserved recognition should be given and treated respectfully.
- 2) Building the trust among the employees & between levels of management.
- 3) Gender discrimination should be avoided.
- 4) Company should build working friendly environment.
- 5) Employees have to be awarded and recognized for their contribution.
- 6) Giving employees opportunity in terms of career growth.
- 7) Motivational seminar, good rewards should be given to boost their morale in intervals.
- 8) Establishing a cooperative environment rather than competitive environment.
- 9) Need to understand resources well like contribution hard work.
- 10) Personal & professional life balance should be made aware.

## **8. Recommendations**

### **Retention Strategies:**

- 1) Providing Relevant Talent- companies should think of training as career development
- 2) Job Enlargement- doesn't constrain them in particular position. Think for next step.
- 3) Fostering a culture of management concern- companies must help them develop their
- 4) Full potential. Rewarding managers- should be awarded for their technical and financial results
- 5) Clearly identify the people you want to keep

## **9. Conclusion:**

Attrition in IT sector is one of the buzzing issues. For HR Managers it is a challenge to deal with. Employees have to be retained by providing them stress busters, growth opportunities, fair treatment and deserved recognition. Salary has been a secondary choice for employees, what matters for them is a place that keeps up their interest and growth in balance with work and objectives, goals of the organization.

Hence it is concluded that the company should take steps to reduce attrition and motivate employee who will lead to retention of employees.

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