

PROJECT DISSERTATION REPORT ON

ANALYSIS OF EMPLOYEE ATTRITION AND

STRATEGIES FOR EMPLOYEE RETENTION IN

THE IT SECTOR

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CERTIFICATE

This is to certify that Ms. Kanika Saini (2K20/UMBA/16), Ms. Mudita Nimje (2K20/UMBA/21), Ms. Pragya (2K20/UMBA/26) and Ms. Sonal Kalra (2K20/UMBA/65), students of MBA have successfully completed the project entitled, **“Analysis of Employee Attrition and Strategies for Employee Retention in the IT Sector”** under the guidance of Professor, Ms Shivangi Verma in the year 2022, in partial fulfilment of end semester examination conducted at the University School of Management and Entrepreneurship, New Delhi- 110095.

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DECLARATION

We hereby declare that this Major Report Project titled “**Analysis of Employee Attrition and Strategies for Employee Retention in the IT Sector**” has been taken by us as part of our studies in our MBA program of Delhi Technological University. The material in this project is based on our research work that has been acknowledged in the reference page. The work done in this project has not been submitted to any other University or Institute for the reward of any diploma/degree course.

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EXECUTIVE SUMMARY

Purpose- Attrition in the IT sector is currently in all-time high. It has a lot of reasons which are unique in every category. Currently India's some of top firms saw a big attrition rate for their IT sector, Infosys had an attrition rate of 25.50% while TCS and Wipro had a solid number of 15.30% and 22.70% respectively.

The study “**Analysis of Employee Attrition Causes and Strategies for Employee Retention in the IT Sector**” is all-inclusive logical methodological approaches to spot the various causes to understand why the employees in the IT Sector leave the organisation.

The study talks about the notion of attrition and the various effects related to it in the IT sector. The idea of the study is to understand as to what are the reasons due to which there is this huge amount of attrition in the IT sector currently. The study also discusses certain strategies for overcoming these causes for the attrition rate.

Methodology- The data for the study was gathered through a digital questionnaire. Data collected was put thorough measures of reliability and validity. The software tools used for analysis are SPSS and Excel.

Findings – The end findings mention that the most significant factors are compensation for the current role, company culture and recognition to improve employee retention.

Value – The study is one of the interesting studies which dives into the reasons for the so high attrition rate currently in the IT market of India. It also helps in better understanding the perspective of the employees as in what can be done or made better to retain the employees in the IT Sector.

TABLE OF CONTENTS

SERIAL NO.	TITLE	PAGE NO
1.	Chapter 1: Introduction	08
2.	Chapter 2: Literature Review	13
3.	Chapter 3: Research Methodology	31
4.	Chapter 4: Analysis	38
5.	Chapter 5: Conclusion	48

CHAPTER 1: INTRODUCTION

The retention of expertise people has come to be an increasing number of essential for a corporation's overall performance withinside the contemporary environment, mainly withinside the provider enterprise wherein many humans interact. Knowledge employee talents and abilities have come to be a crucial aggressive benefit in ultra-modern commercial enterprise environment.

All professionally controlled companies make a concerted attempt to attract, preserve, and broaden the expertise pool they serve. Human sources have come to be an increasing number of essential, first due to their shortage and, second, due to a growing call for from a developing wide variety of commercial enterprise devices in search of advanced employees. In this setting, an organization's ability to preserve key and professional personnel turns into vitally essential.

Retaining a worker withinside the organization is known as worker retention. This is accomplished on the corporation both without delay or indirectly. When an employer symptoms and symptoms a felony bond with its personnel for a fixed quantity of time, the worker is probably without delay retained. This might also additionally reduce attrition to a few degrees; however, it additionally will increase the Recruiting rate, ensuing withinside the submit final open for an extended length of time.

- Employee attrition refers back to the lack of employees because of lots of reasons, together with resignation and retirement.
- Attrition may be as a result of both voluntary or involuntary actions.
- Each enterprise has its personal set of applicable attrition rates, which may variety among professional and unskilled employment.
- Employee attrition is frequently regarded as having a economic value because of the expenses related to education new staff.
- Employee attrition can also be used to a corporation's benefit in unique situations, together with counting on it to lessen exertions charges without issuing mass layoffs.

- The reasons of Employee Attrition are: - Retirement, Financial, Life events, Career progression, Evolution of the organization, Industry shift, Skills gap
- The elements affecting Employee Attrition are: - Age, Economy, Perks and benefits, Industry, Lack of profession mobility and challenges, Slow profession boom of inner capabilities, Workplace, Huge degree of strain and also absence of work and personal life equilibrium, job timings, dullness of the same routine, Insufficient education and improvement opportunities, Lack of activity clarity
- The methods to deal with Employee Attrition are: - Succession planning, Organizational restructuring, Refocusing, Temporary people, Methodology

The fast digitization withinside the wake of the pandemic has pushed the call for for IT talents. From early profession IT experts to mid and senior-stage executives, the IT tech area is brimming with possibilities proper now. Additionally, the groups are supplying large hikes to keep talents. Many experts are transferring far from conventional IT groups to start-ups with quicker boom possibilities.

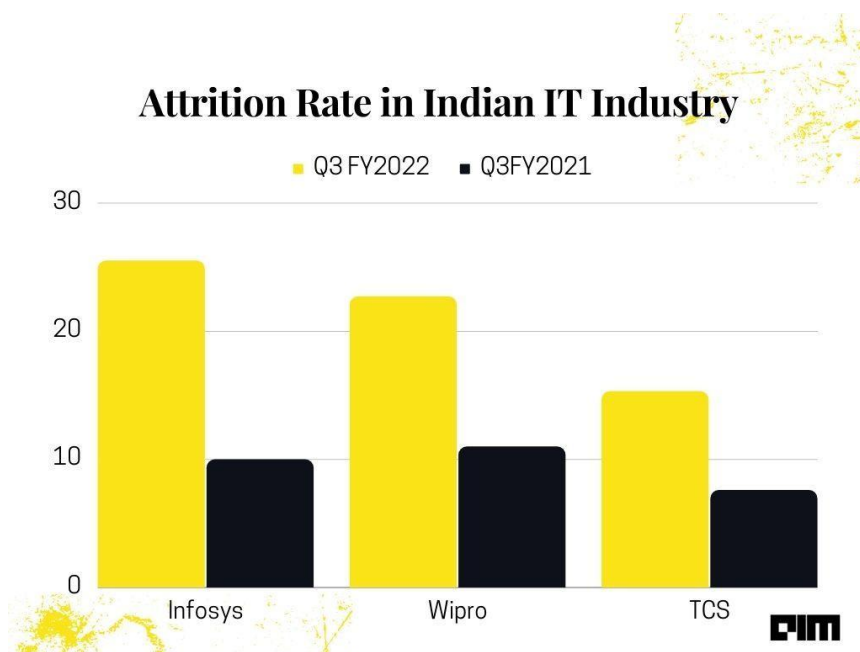


Image source: company reports

“Engagement with the enterprise has visible the maximum effect withinside the beyond few months. Organisations were in experimental mode globally to strive and decrease the distance growing lots greater overhead throughout paintings tiers and now no longer being capable of in reality interact with their ecosystem. There’s a number of industrial exhilarations nowadays withinside the market. This may be visible now no longer only for IT however additionally for commercial enterprise roles,” stated Dipesh Lakhotia, head of analytics, Britannia Industries Limited.

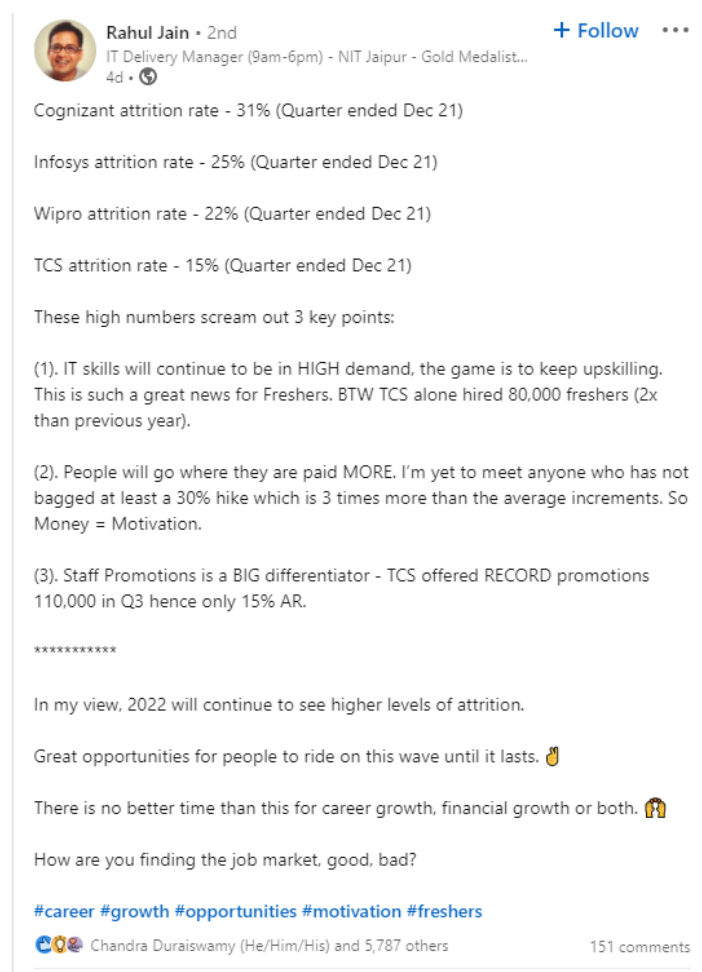


Image source: <https://www.linkedin.com/in/connectwithrahuljain/>

“The skills drain and the disruption during the last years has led leaders to begin wondering and making plans their agency as a greater self-sustaining entity that is capable of paintings seamlessly with minimum dependence on individuals,” he added.

AI is primed for boom, and could open up a number of possibilities for India's IT skills pool. The call for will outstrip supply, and skilled applicants with accurate area information may have a number of alternatives to pick out from. According to Nasscom president Debjani Ghosh, the lack of virtual skills in India is main to excessive attrition prices and extended wages.

Job landscape

By 2025, new jobs will emerge and others will be displaced by a shift in the division of labour between humans and machines, affecting:

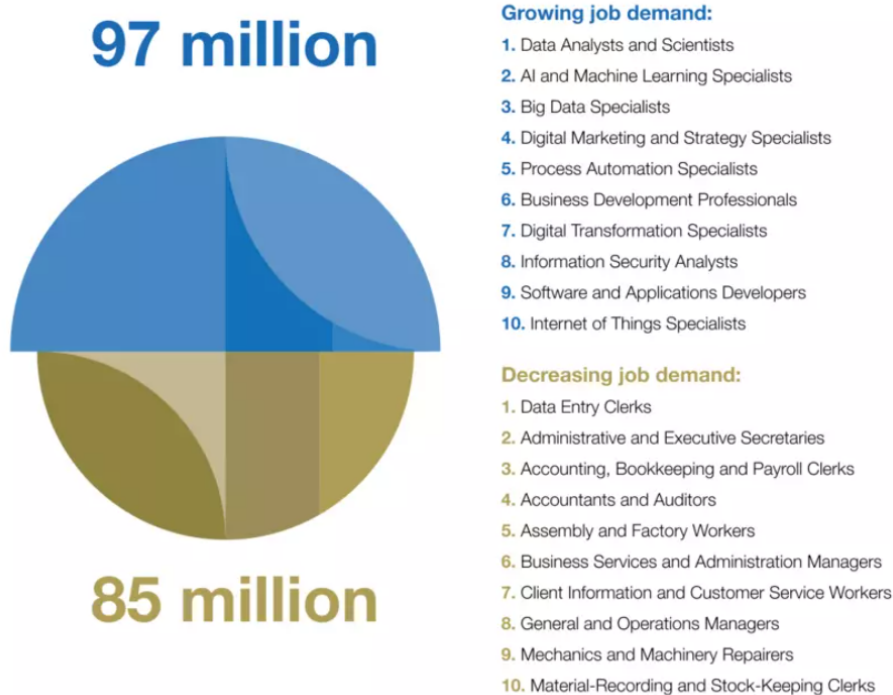


Image source: World Economic Forum

The shift to far off paintings has without a doubt modified the mindset. “Job safety as an idea has additionally misplaced its which means over time.

1. Background

Employee retention is a process in which employees are encouraged to stay with the organization for as long as possible or until the project is completed. Retention is an important component of an organization's overall talent management strategy, which is defined as "the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs" (Lockwood,2006).

Employee turnover is a well-documented phenomenon. In the context of human resources, it refers to a company's characteristic; the rate at which an employer hires and fires employees. There are a variety of reasons why people move from one organization to another. Turnover is the term used to describe the loss of employees from a company. Losses due to death, disability, downsizing, or layoffs are examples of involuntary turnover. Voluntary turnover accounts for losses caused by voluntary separations.

Employee attrition refers to the reduction in the number of employees in a company. Employee attrition has been a known challenge in the IT industry for the last two decades. Employees leave organisations for a variety of reasons. Some of the reasons include the demand for a high salary, changes in technology or role, professional challenges, and so on. High attrition costs the company money across multiple attributes and functions. The costs of recruitment, training, and development add to the overall cost of employees.

The root cause of this attrition could be a misalignment between organizational expectations and employee expectations of one another. The purpose of this study was to examine the reasons for attrition as well as to comprehend what employees expected from the organization. The data collected from experienced IT professionals in various categories based on their experience level and

position in the organizational hierarchy was used in the research. The research questions focused on employee expectations and major reasons for attrition.

2. Problem Statement

The current study is being conducted to assess the various causes of employee attrition in the Indian information technology sector. Attrition in IT Sector is increasing at a great pace and it's necessary to combat that and find out the root cause for the same.

3. Objectives of the Study

- i.** To analyse the major factors causing attrition in IT sector
- ii.** To evaluate the effect of each factor (independent variables) on attrition rate in the IT sector
- iii.** To suggest Employee Retention Strategies for IT sector
- iv.** To study Regression and Correlation analysis to understand the relationship between the independent variables and Attrition

4. Need of the Study

This research can assist determine why workers want to leave jobs and what variables contribute to employee dissatisfaction. In India's IT industry, attrition is at an all-time high. TCS had a 15.30 percent attrition rate in the quarter ending December 2021, while Infosys and Wipro had 25.50 percent and 22.70 percent, respectively. As we know IT Sector is the biggest to the Indian economy and therefore it is important to study the reasons and suggest strategy to retain the employees.

5. Scope of the Study

- i.** Identifying the root causes of attrition can help the organization from future damage in terms of talented employee pool

- ii. The study lets us know the employee's preference for a job change and the dissatisfaction areas
- iii. This study is confined to IT Sector
- iv. The study provides suggestions and strategies to improve employee retention

CHAPTER 2: LITERATURE REVIEW

Hom and Griffeth (1995) said in a single examine that a technique that encourages personnel to live longer or till they're completely glad is referred to as worker retention. Wysocki, B (1997) quoted the Society of Human Resource Management's view that worker retention is the maximum talked-approximately problem in cutting-edge scenarios. Drucker (1999) said that personnel who voluntarily surrender hobby reason capacity retention problems.

At the identical time, Trip, R. stated that during phrases of income, the voluntary income of massive groups is large projects. I could make income. Spontaneous or involuntary and ii. Beneficial or inoperable. Spontaneous fluctuations are related to voluntary worker turnover from the business enterprise. Employees themselves select to depart the business enterprise or go away the business enterprise. In case of unwilling fluctuations, the business enterprise expels personnel. In different words, personnel reluctantly go away the business enterprise. This may be because of bad ordinary overall performance, conflict, or random employment. If you go away a poorly acting business enterprise, the miles might be counted as worthwhile sales. When the incorrect artist leaves, their miles are categorized as dysfunctional sales and are highly-priced for the business enterprise.

Terence et al. , (2001) discovered that there are numerous motives for employees to depart voluntarily. Some are non-public and a few are endorsed via way of means of organizational elements. Personal motives including private own circle of relatives issues, profession booms, and appealing hobby gives. Organizational elements consist of loss of merchandising opportunities, mistreatment of personnel, and discrepancies among private and organizational values. Total sales are a high-fee problem for any

business enterprise or personality. In addition, miles are quoted approximately miracles being foretold and sudden effects being left for extreme thought (that is, purpose). Shock may be massive, negative, or unbiased. Positives consisting of gives of hobby and the possibility of pregnancy, negatives including announcing good-bye to friends, low ordinary overall performance rating, etc.

Fairness, consisting of partner relocation, extrude of control, etc. Maqsood Haider et al. (2005) Excellent in a survey at Telecom Place, declaring that opposition for locating and maintaining abilities is turning into an increasing number of fierce, and powerful worker practices are worker retention and incredible directness. It states that it has something to do with it. In addition, it's far broadly analyzed that lifestyle and reimbursement have a giant effect. Training and talent improvement negatively affect worker retention.

Abeysekera (2007) discovered that employees practices including hobby, hobby valuation, paintings lifestyles stability and profession opportunities, supervisory sources and repayments, and sensible records at the effect on worker retirement intentions are those repayments. It has a amazing effect at the worker turnover rate, which become evaluated withinside the studies that caused the hobby evaluation. Holto et al. (2008) Note that, as quoted there, the elements that precipitated employees to live and go away had been exclusive.

Hay Group (2009) discovered that worker involvement entails elements including willpower and discretionary effort. Commitment is associated with personnel extra regarding employees' values in area of outdoor factors which have effects on the employees whether or not or now no longer to stay or to depart. In exclusive words, this study turn out to be concentrated withinside the path of internal factors which makes the employees to stay or move away.

Chitra Devi and Latha (2011) had done a research on employee retention in IT area. The principal intention of the research is to choose out why employees are migrating one from companies to a few different i.e. reasons for migration and to study the retention blessings. Discriminate assessment tool emerge as used and resulted that the arena has to recognition on reimbursement, interest delight and interest safety as the ones were some of the essential tools used for retention of employees in companies.

Tripathi et al. (2011) attempted to study the problems faced via the professional institutions i.e. personal and government institutions and the factors to overcome the issues faced via them. Analysis with apprehend to personal and government institutions for Level of interest delight, tenure of running, running surroundings, running hours, interest switches and its reasons, college loyalty and tenure of provider and retention tools were encouraged in this appearance at. Pay Dissatisfaction, lack of career boom possibilities, uncomfortable artwork surroundings, unsecured interest, Loyalty is a determinant of a teacher's mind-set in the direction of an institution. Check out the motives given approximately why left the school to your present day profession and why they ended their profession.

Sadaf Zahra et al. (2013) Conducting a Pakistani college survey, price range, supervisor leadership, consultant way of life law are a number of the maximum crucial elements for earnings goals, body of workers evaluate with recognition and repayment Is to be done. I found out that I would not forget about a lot. From this we are able to finish that lots much less flexibility and better color publicity will have an effect on the way of life of cherished ones. Apart from this motivation, aggressive salaries, tracking guides, management, and expert improvement necessities can discourage leaving the company.

Record of the Certified Personnel Education Association d. H. CIPD (2015) has recognized the worker out issue as a push and pulls issue. When Gary Desiler and Biju Valkki talk the direction to absolute retention, while retention problems are resolved, they provide revenue increases, leases, careers, directions, flexibility, touchy social policies, and worker practices. To do. He defined that excessive performance, binding contracts, etc. can take steps to enhance retention on offers.

Duby S.K. (2016) Considering the executed assessment of exploratory additives, we suggest the usage of the approach of the vital problem. The cause for the identified earnings is essentially primarily based totally completely on i's elements

1. Fines for administrative practices
2. Low earnings
3. Lack of guide from my cherished ones, bosses, circles,
4. coping functionality is low
5. Poor execution environment

6. Communication

7. Fear of interest.

Kossivi and Kalgora (2016) used numerous findings to this point to analyze various factors of attachment, along with developmental opportunities, way of life stability, rewards, and managed bureaucracy extracted factors along with environment, autonomy, schooling and reform, and welfare. In their view, surveillance and manipulate are higher studied, and elements, along with organizational tradition, autonomy, schooling, and improvement, are much less studied. He stated the Scope of the very last research changed into on the way to gain destiny primarily based totally at the beauty of the workforce.

Vijayalakshmi V (2012) sought to research the elements that impact worker retention withinside the Indian car industry. The motives for the research are as follows: See Car Company Employee Retention Practices ii. Discover the identical vintage pleasure of workforce in displays inside conventional contexts. Monitor the supplied instructional and improvement possibilities and their effectiveness iv. Check the factors of reward. The units used for that reason are Chirectangular evaluation, regression evaluation, Mann Whitney evaluation, Kruskal-Wallis evaluation, and evaluation of variance.

Frankeiss (2008) located that rules and practices associated with the scope of ability management, recruitment, and preservation can play a critical position in lowering turnover on this context. Oracle Whitepaper (2012) widely states that hiring the proper guys or women is the high-quality manner to preserve employees. Beard well and Wright (2012) reviewed a company's systematic method to recruitment and choice and highlighted the capacity for lowering workforce turnover.

Development and retention possibilities:

One of the important thing factors of retention is the possibility for development. The following studies focuses particularly on possibilities for development. Horwitz et al., (2003), in a single look at, an critical detail of worker retention further to worker retention is private, however as a substitute a promoting possibility that graces workforce involvement and as a result the final results of worker retention. I investigated.

Illeris (2003) emphasised the getting to know-business enterprise technique version. This will surely make sure great getting to know of workforce in the portray surroundings. Kroon (2013) recognized that possibilities for development ought to growth worker involvement in maintaining workforce withinside the organization.

Compensation and deduction:

There are many research investigating the connection among reimbursement and deduction. Some research has had a remarkable impact on salary, at the same time as others have not. Tremblay et al. In a look at through a collection of researchers, (2006) located that salaries associated with average overall performance had been an critical aspect in figuring out worker retention.

Milkovich and Newman (2004) said that economic reimbursement is an crucial a part of worker retention. Hytter (2007) concluded in a single look at that there can be a hyperlink among reward and attachment. Some research has had little impact on deductible payments. Valley of servants. (2009) Research has located that rewards and benefits make contributions to attachment. Daniel Esemegbere (2010) investigated Nigerian officials

And concluded that suitable incentives want to be set to keep able personnel for basic overall performance. Pitts et al. , (2011) determined that reimbursement predicts worker turnover. Onyango (2014) mentioned that there's a big correlation among direct and oblique financial reimbursement and worker retention.

Working Environment and Coupling:

Based in this consideration, Horwitz (2003) set up that the guffawing running surroundings is a beneficial detail of cohesion. Ellet et al. , (2007) recognized that flexibility performs an essential position in worker retention. Abrams et al. , (2008) placed greater emphasis on portray for an surroundings in which employers can examine and paintings. Tiwari (2012) advocated that groups in an competitive surroundings pass their paintings surroundings ahead through adopting some of strategies that may be systematically related to HR practices.

Leadership and Retention Rate:

Many research have proven that controlled style has extra benefits. Deery (2008) advocated that one of the strategies to beautify retention and determination is providing on the interest training opportunities to employees. Sarah Leidner et al., (2013) in this study, it's miles highlighted that for promoting employee devotion to the company HR practices play an vital function. It is decided in this study that providing better training to humans consequences in employee loyalty.

Job Satisfaction and Retention:

Davy et al., (1991) in reality stated the relationship amongst interest protection, interest pride and retention and highlighted that the consequences of loss of self assurance among employees consequences into interest dissatisfaction. Abraham (1994) even as comparing effectiveness of teaching, it's miles evidenced that faculties with immoderate and medium degree of pride have been more effective than humans with low degree of interest pride.

Koh and Goh (1995), highlighted the massive factors which have an impact on turnover intentions which have been interest pride with understand to career growth, identity of employer and monetary rewards and consequences showed that the higher pride over the ones factors motives lower turnover intentions. Vijaya Mani (2010) in a study To study worker hobby pleasure and motivation used scorecard. It is determined that if personnel are disenchanted, it is conflict for the company to keep the informed humans withinside the employer.

Performance charge determinations and Retention:

Both the company in addition to worker is benefited out of regular basic overall performance appraisal. It allows personnel to understand their energy and weakness. It furthermore allows to choose out out the overall basic overall performance hole the diverse real and the set general. It allows the character in addition to the employer in which they're. Based at the overall basic overall performance comments, basic overall performance of personnel may be progressed. Performance appraisal allows in growing

financial (pay) in addition to non-financial blessings like rewards, reputation, profession improvement, control aid and so on which can be a number of the critical elements in figuring out the worker to live or go away the employer.

Ingersol Company has advanced a 360-diploma online regular basic overall performance appraisal for regular basic overall performance assessment and that they had finished a survey with the employer heads being interviewed like TATAS, Hyundai Motors, Reliance Industries, Infosys, and so on. Jonathan P. et al. (2011) determined that it is required to get keep of that 'extra' to encourage the personnel to live.

Work-life stability and Retention:

The stability the diverse expert life and private life is one of the elements in worker retention. Hyman and Summers (2004) said on this examine that art work which goals interventions into personnel' non-public life need to exhaust them emotionally and stop stop end result into excessive strain the various personnel. Noor and Maad (2008), this examine decided out that pleasure withinside the path of art work-life stability effects in low turnover intentions.

Deery (2008) endorsed a few retention techniques which allows in balancing the non-public and expert life e.g. bendy running hours, ii. bendy running arrangements, iii. imparting appropriate enough property iv. schooling possibilities, v. accurate workload, vi. imparting appropriate enough breaks in a day, vii. Permission to take leaves i.e. carer's go away and sabbatical go away and so on. viii. Body of personnel praise, ix. inviting body of personnel households for body of personnel functions, x. fitness possibilities, and xi. powerful control practices.

Shrotriya (2009), it is proved on this examine that stability among expert and private life will growth the worker productiveness and competence which in flip need to stop end result into dedication and satisfactions. Branch (2011) contended that to beautify worker retention, encouraging a first rate art work-life stability come to be now not the best manner to keep personnel, however a first rate compensation shape in a aggressive variety, profession and improvement possibilities and a few awesome elements furthermore have a few have an impact on over it. Further, it is vital to have a stability

among non-public and expert art work that could beautify dedication withinside the path of the employer.

Khairunnezam Mohd Noor (2011), on this examine correlational evaluation and mediation evaluation were achieved. In correlational evaluation, it come to be determined that perceived art work-life pleasure have horrific effect that permits you to move away. In easy mediation evaluation which resulted that hobby pleasure & organizational dedication are partial mediators in proving the connection among art work-life stability and cause to move away amongst academics.

Employee Commitment and Retention:

Allen and Mayor (1990) determined that during groups, personnel with sturdy/excessive worker attachment or dedication have low turnover intentions on the equal time as in assessment to weak/terrible worker attachment or dedication. Fitz-enz (1990) determined in studies that worker dedication and retention can't be decided through a unmarried trouble and it is decided through many elements. Goulet and Frank (2002) finished a studies wherein organizational dedication in public, non-income and income sectors were studied and it come to be decided that the people from the income location come to be the maximum committed to their employer and subsequent committed come to be non-income and eventually the general public location personnel. Due to extrinsic and intrinsic

Motivation, the personnel from the general public & non-profits sectors had been predicted to have excessive organizational dedication however they have a take a examine resulted withinside the route of the expectancy. Rashmi (2016) defined that during a aggressive surroundings, survival of employer turns into very difficult due to the fact there may be growth in poaching of personnel and consequently its miles specifically important for retaining devoted personnel in groups.

Employee Engagement and Retention:

Mike Johnson (2004) in his eel-e book "The new recommendations of engagement" defined that one of the utmost organizational battles for the destiny 10 years and its miles the capability of the employer to interact personnel to art work with the monetary business enterprise of the employer successfully. This is the present day situation rely

presently i.e., withinside the twenty first century and nearly all of the agencies try to collect this to their volume. Gemma Robertson-Smith and Carl Markwick (2005) in IES Engagement survey 2005 said that interest pleasure, feeling valued and worried, same possibility, fitness & protection, widespread carrier, ethnicity, verbal exchange and co-operation are worker engagement drivers in agencies. Hemsley and Fraser (2008) stated that better worker engagement effects in low turnover of personnel' i.e. excessive retention, excessive productiveness and profits and move decrease lower back on investments.

Discussions:

Right person for the proper interest isn't most effective a massive project; however to hold them is likewise some distinct wonderful hard for HR specialists. To hold and furthermore to have dedicated personnel there aren't any any stylish HR practices determined in agencies. From the above reviews, its miles determined that a few research had been focused on inner elements and a few on outside elements influencing retention. Organizations furthermore have a take a observe techniques relying on the person of the financial enterprise and the essential thing feature to be completed thru HR branch. Singh, S. et al. (2010) determined on this have a take a examine that go out interviews are particularly immoderate top notch to select out the motives for an worker for leaving an business enterprise and which in flip may also need to lessen attrition stage and bring about boom in worker retention. Various researches have confirmed many techniques and advice to hold the proficient personnel as a manner to hold the informed art work strain.

Retention Strategies:

John Mason (2008) completed a studies and concluded that retention techniques now-a-days are diagnosed as essential one in maximum of the industries. He indexed out pinnacle ten retention techniques, those are as follows:

1. Treat personnel just like the manner one treats his/her treasured clients.
2. Make the worker to fall in stay with the employer/business enterprise in which associated with.
3. Frame sturdy techniques for retention which in the long run brings recruitment advantages.
4. Right person for the proper interest

5. Money is the use of strain however it isn't the principle reason for personnel to live.
6. To decide why worker, live and move away, shape worker committees.
7. Leadership fashion of the manipulate.
8. Recognition
9. Fun in art work teams
10. Competitive advantage packages.

Daniel Esemegbere (2010) analyzed the organizational retention techniques and worker widespread universal overall performance in banking location and resulted that appropriate worker retention techniques assist in attaining the reason of the agencies.

The following techniques are suggestions within the have a take a examine:

1. Employee want to be encouraged thru manner of honest human remedy
2. Employees ought to be knowledgeable of on a everyday foundation the motives for taking actions.
3. Implementation of guidelines and practices reflect how manipulate has a view within the path of personnel and the way incredible the manipulate is with the personnel and its miles the capacity of the business enterprise to hold up the guarantees and the integrity.
4. Regular profits package deal will increase worker retention
5. Participation of personnel in choice making technique complements retention.

Recommendations:

The following are the tips positioned forth to hold personnel after reviewing numerous studies papers:

- i. Smart hiring is critical due to the truth the person to be decided on ought to be wholesome to the interest as nicely to the business enterprise's subculture and it's miles very essential to hold in thoughts the qualification, abilities and experience, diligence, manner of wondering required for the interest.
- ii. The subsequent essential one is to consciousness on training and
- iii. improvement. Identifying the education want and giving suitable education to the personnel reason them to decorate their abilities and encourage them to gain better positions.
- iv. It is the most responsibility of the HR experts to encourage, recognize and apprehend the paintings of the personnel.

- v. It is vital to behavior a survey to degree the delight diploma of personnel in agencies. The cause in the back of that is that this could assist in expertise the delight diploma of the personnel and steps may be taken to enhance the delight diploma.
- vi. It is particularly essential to behavior go out interview to pick out the motives in the back of leaving of personnel in agencies. This must assist in strengthening the techniques for worker retention Mutual consider some of the enterprise and worker ought to be created so that it will deliver a experience that personnel are a part of the employer and they're running not high-quality for his or her gain however furthermore for the gain of the employer and further to for the gain of the society.
- vii. HR managers can behavior surveys and interviews to pick out the difficulty of worker hobby withdrawal. Apart from this statement moreover can be beneficial in figuring out such trouble. This can be beneficial to cast off the bad elements of hobby and will boom the exceptional elements.
- viii. To keep away from monotony of labor in a few jobs, a laugh associated activities, games, get collectively, pressure control packages may be organized.
- ix. Work from domestic may be endorsed in organizations in which there may be no crèche facility that would boom the morale of the woman personnel.
- x. There ought to be a stability some of the worker's personal lifestyles and expert lifestyles i.e. artwork-lifestyles stability play a crucial feature in retention due to the truth this could bring peace to the personnel. Flexi-timings moreover can be endorsed a good way to enhance artwork-lifestyles stability.
- xi. Equality and equity remedy the various personnel need to create a feel that everybody is dealt with as one and the identical i.e. there may be no bias the various personnel. Employee retention is not an unexplored vicinity. Many experts, authors and researchers have examined, explored and studied many elements on this location of observe.

Eyster, et. al. (2008) stated that pastime flexibility on the aspect of worthwhile career and life options, is a vital incentive for all employees. Participation in Decision-Making and Retention Strategy Hewitt (2002) has referred to that cutting-edge businesses typically continues its employees well informed about all the essential affairs of its business organization and includes them in choice-making the least bit levels that might

make the maximum the talents of its employees. Supporting the view Noah (2008) decided in his research that employee involvement in choice-making helps in developing a experience of belongingness a number of the employees, which helps in developing a fantastic congenial working environment and contributes withinside the path of building a fantastic corporation-employee relationship.

Work-Life Balance and Retention Strategy Work-life balance is increasingly more extra essential for engagement and influences retention. Hyman et. al., (2003) in their empirical research withinside the United Kingdom decided that interventions of exertions wishes into private life (e.g. working withinside the direction of the week-end) resulted into heightened pressure and emotional exhaustion a number of the employees. Work-life balance is increasingly more extra essential for engagement and influences retention. In a examine achieved thru the Australian telework Advisory Committee (2006) it is been decided that 70% of businesses that incorporated teleport options stated a number of outstanding advantages, inclusive of prolonged business organization productivity and reduced costs, advanced employee flexibility and art work life balance, and prolonged employees participation.

According to Finn (2001) pastime satisfaction is the extent to which the employee is happy collectively alongside together along with his present artwork and the degree to which his need and goals happy are happy thru the pastime. Arnett, Laverie and McLane (2002) decided that employee satisfaction is associated with first rate employee behaviour consisting of getting a patron orientation. Job satisfaction can be a prime contribution element for the fulfillment of a provider company business enterprise. It is axiomatic that happy employees usually generally tend to purpose happy guests.

Opkara (2002) decided that pastime satisfaction is the cease end result of various factors like pay, selling, the artwork itself, supervision, relationships with co-human beings and opportunities for promotions. Crossman and Abou-Zaki (2003) moreover agreed that pastime satisfaction influences the satisfactory of the services the employees are offering.

Van Dick et. al., (2004) have identified pastime satisfaction as a predictor of turnover purpose; they argue that it's miles a mediating variable amongst organizational

identification and turnover purpose. According to their study, organizational identification feeds into pastime satisfaction which in turn, predicts turnover purpose. Guest (2004); Silla et. al., (2005) highlighted critical factors like low pastime safety, running conditions and the man or woman of labor, low wages and lack of selling, low pastime autonomy right now influences the volume of pastime satisfaction of employees.

Kim et. al., (2005); Willem et. al.,(2007) have been of the view that pastime satisfaction includes what employee feels and perceives about its pastime and what are their critiques on artwork, and whether or not or now no longer they revel in first rate or bad about the pastime.. According to Hong et. al., (2005), pastime satisfaction is one of the most often studied areas in organizational behaviour research, and it is also a crucial variable in every research and precept of organizational revel in range from pastime format to supervision.

Lu, While, and Barriball (2005) stated that the traditional model of pastime satisfaction makes a speciality of all the feelings that an man or woman has about his/her pastime. Buitendach and Witte (2005) on the other hand stated that extrinsic motivation refers to specific factors which include pays, co-human beings and artwork conditions. Vidal et. al., (2007) in his study tried to installation a dating amongst turnover and pastime satisfaction and has stated that it relates to the turnover and the position assigned to the employees on their cross back, further to the accuracy of their expectations and impacts their pastime satisfaction.

Al-Hussami (2008) stated that pastime satisfaction and dissatisfaction is based upon at the man or woman of the pastime further to on the expectation what's the pastime supply to an employee. Al-Hussami (2008) in his study has said that if employees are extra happy with their pastime it will enhance their ability of creativity and productiveness; it is also right now correlated with the patron satisfaction. According to him the low wages and lots much less pastime satisfaction are the crucial components which may be affecting the retention. The supervisory aid, lack of apprehend and motivation are also the attributes of the pastime dissatisfaction.

Abdul Rahman, Raza Naqvi and Ismail Ramay (2008) have located out that pastime satisfaction and organizational willpower had a bad effect on turnover intentions, at the same time as perceived possibility pastime opportunities had a large first rate correlation with turnover intentions and is the crucial element associated with turnover purpose among IT professionals in Pakistan. George et. al., (2008) expressed that pastime satisfaction is a fixed of several feeling and beliefs that a person has about his contemporary pastime. A guy or woman's degree of pastime satisfaction and attitudes about their jobs as a whole can range from immoderate satisfaction to immoderate dissatisfaction. People also can have attitudes about several factors of their jobs which include the kind of artwork they do, their co-human beings, supervisors or subordinates and their pay.

In a research study thru Mahmoud ALHussami (2008) on pastime satisfaction among nurses, it is been concluded that there exists a first-rate correlation existed many of the, pastime satisfaction and specific variables like organizational willpower, organizational aid, degree of training, and transformational management. Nurses are more likely to be devoted to the organization at the same time as they are provided a proportionate amount of pastime autonomy and equitable workloads.

In research, Rizwan Qaiser Danish and Ali Usman (2010), they have expressed and decided that promotional opportunities, proper reward and compensation, pastime safety and proper supervision further to cooperation from the supervisor can act as accurate motivator for the employees and can purpose pastime satisfaction. Lane et. al., (2010) decided that pastime satisfaction is a complex phenomenon it is inspired thru factors like profits, running environment, autonomy, communication and organizational willpower.

Another critical study made thru Dr. Samina Nawab and Komal Khalid Bhatti (2011) on have an effect on of compensation on employee satisfaction in educational place located out that compensation manage can effect Job satisfaction and employees' organizational willpower. For the usage of employee's completely, capacity organization can use employee compensation as technique for enhancing employee's Job satisfaction.

Another critical research study made thru Ahmad Faisal Mahdi et. al., (2012) on a sample of 32 executives and non-executives employees it is been decided that every intrinsic further to extrinsic components of pastime satisfaction have a bad impact on turnover purpose of employees. It has been decided that, the intrinsic satisfaction is substantially inversely correlated with turnover purpose in contrast to the extrinsic satisfaction.

In an empirical study completed thru Alamdar Hussain Khan et. al., (2012) withinside the self-maintaining medical institutions of health department of Pakistan it is been concluded that factors of pastime satisfaction which include pay, selling, pastime safety and safety, running conditions, pastime autonomy, dating with co-human beings, dating with supervisor, and nature of the artwork substantially have an impact at the volume of pastime satisfaction.

Javad Eslami and Davood Gharakhani (2012) mentioned in their study of characteristic of pastime satisfaction on organizational willpower that pastime satisfaction have first rate and large consequences on organizational commitments Employee Turnover Price (1977) defines the term “turnover”: the ratio of the variety of organizational people who have left withinside the route of the period being considered divided thru the not unusual place variety of humans in that organization withinside the route of the period. Many researchers have tried to answer the question as to what determines humans’ purpose to stop thru investigating viable antecedents of employees’ intentions to stop. Until date, there has been little consistency in findings, it is partly due to the style of employed protected thru the researchers and the shortage of consistency in their findings. Therefore, there are various reasons why humans stop from one organization to a few different or why humans depart organization.

Chruden (1980), Testa (2008) in their studies have decided that immoderate turnover charges of expert professionals can pose as a danger to the industrial company or organization, due to human capital (the kind of competencies, education and know-how) cost. Notably, given the natural specialization of expert professionals, the ones employees are probable to be reemployed withinside the equal company thru a competitor.

Price and Muller (1981) decided that pastime dissatisfaction inspired actual turnover in a roundabout manner through its direct effect on turnover purpose. Schervish (1983) come to be of the view that accurate close by labour market conditions beautify organizational stability. The fundamental motives of immoderate labour turnover in an organization are poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance techniques, or lack of motivation. All the ones factors suggest that there can be no proper manage practices and policies on personnel subjects therefore the employees are not recruited scientifically, selling insurance of the organization isn't always communicated to the employees properly, no grievance techniques are there withinside the organization and as such the employees makes a choice to stop.

Many researchers which include DeMicco and Giridharan (1987); Dyke and Strick (1990); Cantrell and Saranakhsh (1991); Denvir and McMahan (1992) have mentioned that hobby need to be paid to the issue of turnover because of the truth turnover has some large consequences on groups. Zedek and Mosier, (1990) have mentioned that the issue of employee turnover has been very important and critical to managers, researchers and human beings. Idson and Feaster (1990) have stated that huge groups can provide employees with better possibilities for improvement and higher wages and therefore ensure organizational attachment.

Jackson (1981) and Steer (1991) have stated in their studies that immoderate turnover is due to sadness with the artwork, inadequate compensation, dangerous and perilous conditions, unrealistic expectations, beside the factor strategies or gear, and poor candidate screening. Other motives are lack of career opportunities and disturbing conditions, dissatisfaction with the pastime-scope or struggle fare with manage. Alexander et. al., (1994) come to be of the view that in groups wherein there was a immoderate degree of inefficiency there was moreover a immoderate degree of frame of people turnover.

From the element of view of Susskind at el., (2000) turnover problem should be dealt with careful strategies totally that specialize in human beneficial aid issues. According to Abassi et. al. (2000) employee turnover is the rotation of human beings throughout the labor market; amongst groups, jobs and occupations; and many of the states of

employment and unemployment. Zuber, (2001) decided that employees are more likely to stay at the same time as there can be a predictable artwork environment and vice versa. Zuber moreover stated that instable organization have a immoderate degree of employee turnover. Trevor (2001) posit the view that practical humans whose typical overall performance is proper in their jobs are believed to get extra employment opportunities than those of not unusual place or poor employees and as such are more likely to leave their jobs.

Kevin et. al. (2004) has stated that notwithstanding the truth that, there can be no widespread framework for understanding the employee's turnover technique but a substantial range of factors are useful in predicting employee turnover. In the view of Firth et. al. (2004), the revel in of pastime related strain (pastime strain), the range factors that purpose pastime related strain (stressors), lack of willpower withinside the organization; and pastime dissatisfaction make employees to stop.

Manu et. al. (2004) argued that for monetary reasons employees stop from organization. Using monetary model, they showed that humans stop from organization due to monetary reasons and people can be used to assume the labour turnover withinside the market. Costello (2006) come to be of the view that after corporations hire the superb humans, new competencies hired and veterans are enabled to gain company desires,maximizing the investment of each employee. Taking the time to be aware of employees and making them revel in involved will create loyalty, in turn decreasing turnover, bearing in thoughts increase.

Henry Ongori (2007) has concluded in his study that employees are the long-term investments in an organization and as such manage should encourage pastime redesign-project autonomy, project significance and project identification, open e-book manage, empowerment of employees, recruitment and preference must be completed scientifically with the purpose of maintaining employees and lowering employee turnover. Zheng and Lamond (2009) have decided out that education, size, period of operation and the man or woman of the company are substantially related to turnover.

Babak et. al., (2010) decided in their study that beneath have an effect on of globalwide industrial company lifestyle now business enterprise do understand the cost of loosing

employee even in a country wherein immoderate degree of unemployment prevails and that they (employers) are the usage of special techniques like decentralization and effective rewards to overcome employee turnover. A.C. Benedict et. al., (2012) has concluded in their study on consequences of turnover that labour turnover, if now not controlled could have its disastrous consequences. It can, now not simplest add to the cost of the organization but the departing employees can also lure the existing employees out of the organization. The more turnover ought to make it tough for the organization in the usage of accurate and new employees. E. Deepa and M. Stella (2012) has located out in their study that to reduce the employee turnover fee in an organization, it has to pay interest extra on running condition and Safety measures which in turn allows the organization to maintain their employees.

CHAPTER 3: RESEARCH METHODOLOGY

1. Research Design

The selection of research design depends upon the purpose of experiment, variables to be manipulated and the conditions under which the experiment is to be conducted. On the basis of types of objective studies, the current research study adopted is both Descriptive and Exploratory in nature as for fulfilling primary objectives of the study we need to review the existing literature and understand.

2. Data Collection

For our research project we have collected Primary Data. Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys. It is collected with the research project in mind, directly from primary sources. We had circulated the form among people working in the IT Industry. The data was collected using google forms in the form of responses to our questionnaire

3. Sampling Technique

- i) **Sampling Technique:** Probability sampling was used to study the attrition rate among employees in the IT Industry.
- ii) **Sampling Unit:** Targeted individuals from the age group 20-60 Years who are working in the IT Sector
- iii) **Sample Size:** A total sample of 201 respondents was collected
- iv) **Duration:** 2 Months

4. Data Analysis Tool

We have conducted the research and analysis using Linear Regression and Correlation Analysis with the help of Excel and SPSS.

Age *

- 20-30 Years
- 30-40 Years
- 40-50 Years
- > 50 Years

Relationship Status *

- Single
 - Married
 - Divorced
-

How many years of experience do you have ? *

0.6 - 2 Years

2 - 4 Years

4 - 6 Years

6 - 8 Years

> 8 Years

What is your seniority ? *

Junior Level

Mid Level

Senior

Is this your 1st company ? *

Yes

No

What prompted you to seek for an alternative employment ?

- Type of Work
- Compensation
- Lack of Recognition
- Company Culture
- Quality of Supervision
- Working Condition
- Family Circumstances
- Career Advancement
- Overseas Assignment

Size of the previous company ? *

- < 100 Employee
- 100 - 500 Employees
- 500 - 1000 Employees
- > 1000 Employeess

...

What prompted reason to quit the previous organization ? *

- Unsatisfactory Salary
- Adversarial Atmosphere
- Inflexible Working Hour
- Location
- Lack of Autonomy
- Family Circumstances
- Lack of Career Growth
- Uncooperative Peer Group
- Uncooperative Superior

Were you **dissatisfied** with your previous job ? *

- Yes
- No

If yes then **did** you bring it to your superiors notice ? ^

- Yes
- No

Was there any action taken ? *

- Yes
- No

What level of support **did** you receive from superior and peers ? *

- | | | | | | | |
|-----------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------|
| | 1 | 2 | 3 | 4 | 5 | |
| Excellent | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Poor |

How much were you satisfied with your superior - subordinate relationship at the previous organization ? *

	1	2	3	4	5	
Highly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Poorly

How would you rate the work culture and practices of the organization ? *

	1	2	3	4	5	
Excellent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Poor

Was there open and free communication in the organization ? *

- Yes
- No

Were your achievements recognized by the previous organization ? *

- Yes
- No

Were you satisfied with the compensation and benefits package at the previous organization ?

- Yes
- No

Did the organization invest on regular training and development programs for the employees ?

- Yes
- No

Did the following was a part of your compensation and benefits package ? *

	Yes	No
Health Insurance	<input type="radio"/>	<input type="radio"/>
Performance Bonus	<input type="radio"/>	<input type="radio"/>
Paid Sick Leave	<input type="radio"/>	<input type="radio"/>
Paid Parental Leave	<input type="radio"/>	<input type="radio"/>
Childcare Facility	<input type="radio"/>	<input type="radio"/>
Wellness Program	<input type="radio"/>	<input type="radio"/>
Over-time Bonus	<input type="radio"/>	<input type="radio"/>
Work from Home	<input type="radio"/>	<input type="radio"/>

Did the organization invest on regular training and development programs for the employees ?

- Yes
- No

Was the previous role have innovation and excitement ? *

- Yes
- No

How would you rate the learning opportunities in the previous role ? *

1 2 3 4 5

Excellent Poor

How many hours of the day did you spent working at your previous role ? *

- < 6 Hours
- 6-9 Hours
- > 9 Hours

How would you rate the work life balance at your previous job ? *

1 2 3 4 5

Excellent Poor

What according to you is the major factor for attrition in the IT Industry ? *

- Economic Factors - Salary and Perks
- Professional Aspirations - Technology, Domain, Role and Designation, Onsite opportunity
- Professional Difficulties- Inadequate Training, Poor performance, Difficult Manager, Stressful timelines, No i...
- Personality Factors - No motivation, High urge of change to tackle the boredom and fatigue
- Family Mobility - Need to cater dependent family members in different geographical location, Marriage, Cha...
- Other reasons - Health issues, Higher education

Kindly suggest some way to reduce attrition in the IT Industry

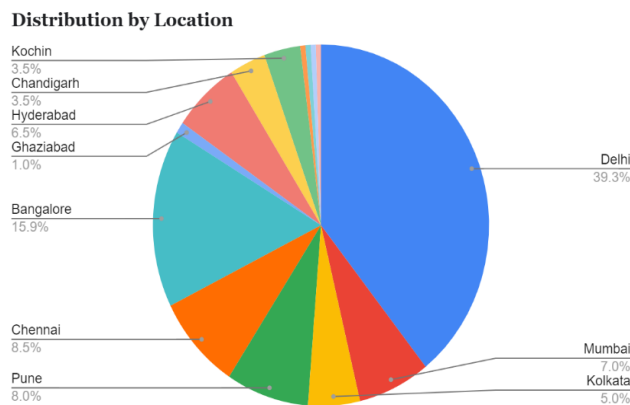
Long answer text

Source: primary research questionnaire

CHAPTER 4: DATA ANALYSIS

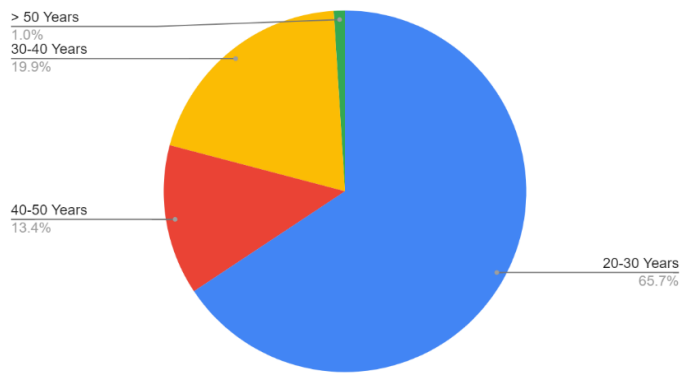
Primary research data analysis

- 1) The following shows distribution by location, we can see maximum of the population that is 39% of the population is working in Delhi followed by Bangalore, Chennai and Pune.



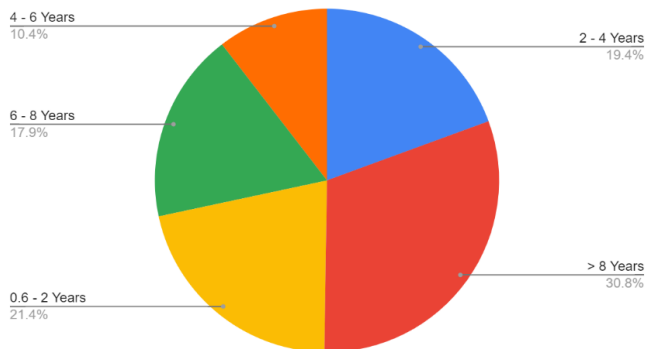
- 2) The following shows distribution of age, maximum of our population that is 65.7% of the population lie between the age group of 20-30 followed by 30-40.

Distribution of Role



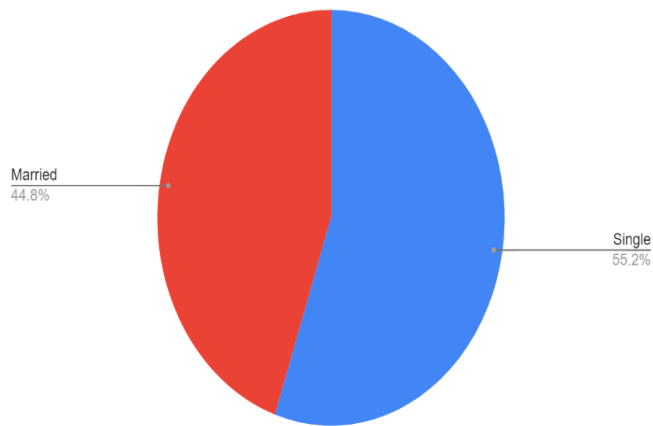
3) Maximum population has an experience of > 8 Years therefore falling into the senior role followed by population with experience of 0.6-2 Years

Distribution of Experience



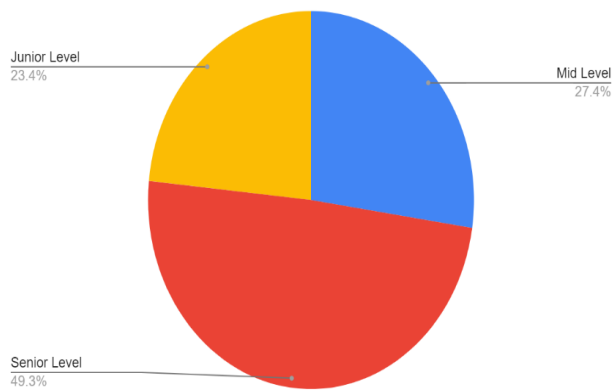
4) Around 55.2% of the population are single and rest are married

Distribution according to Relationship Status



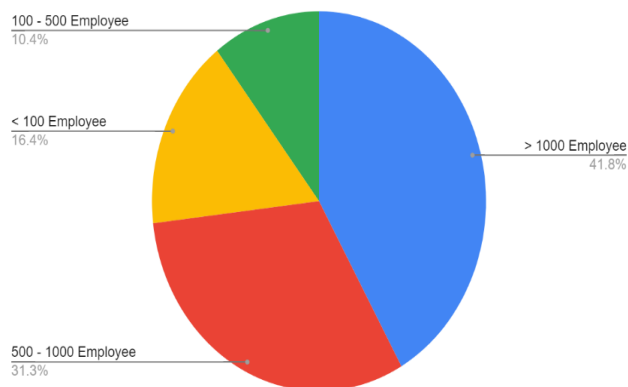
5) Maximum of the population call into the Senior Level followed by Mid and Junior level Employees

Distribution according to seniority

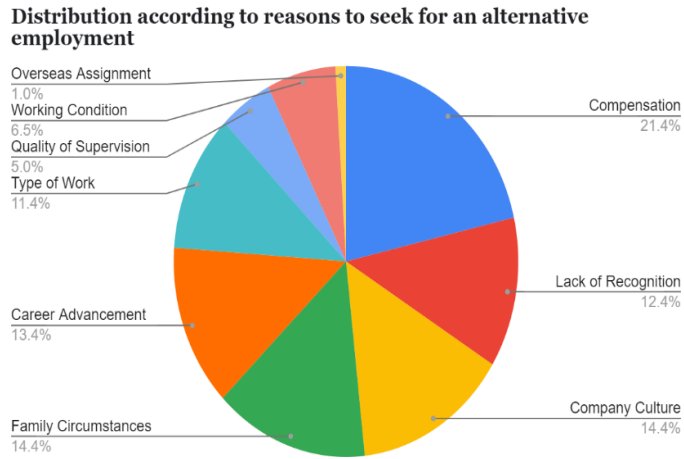


6) Maximum of the Employees work for the organisation > 1000 Employees followed by population working in organisation with 500-1000 Employees

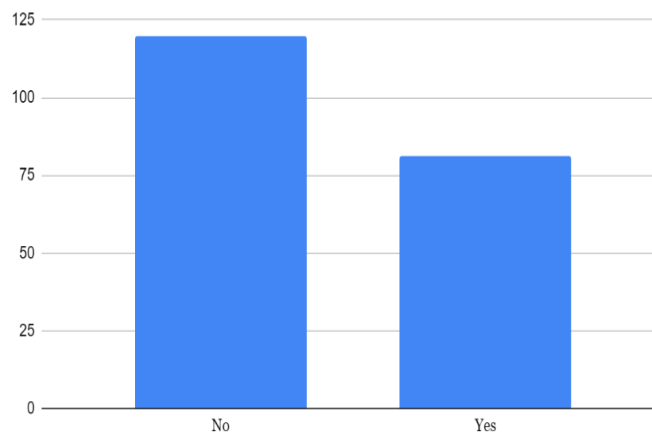
Distribution according to size of the previous organization



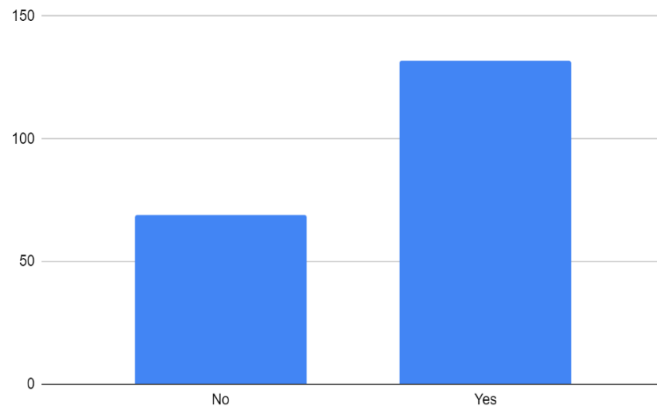
7) Reason why people seek for an alternative employment happens to be Compensation, Lack of Recognition, Company Culture, Family Circumstances followed by Career Advancement



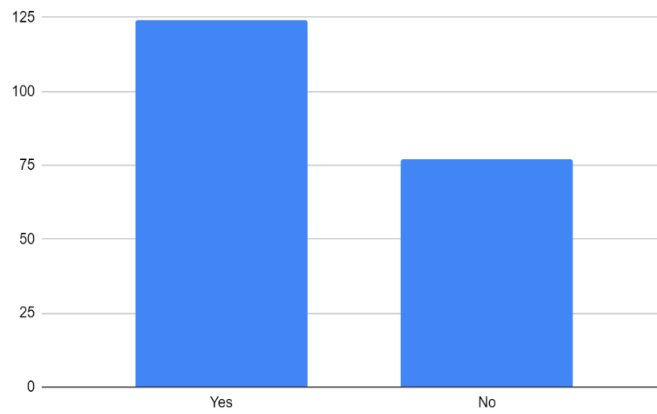
Were you satisfied with the compensation and benefits package at the previous organization ?



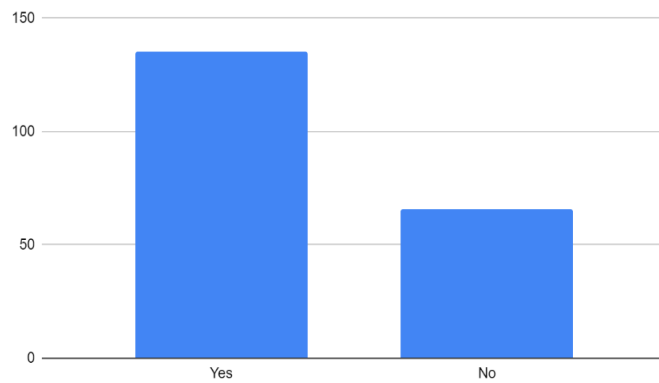
Was there open and free communication in the organization ?



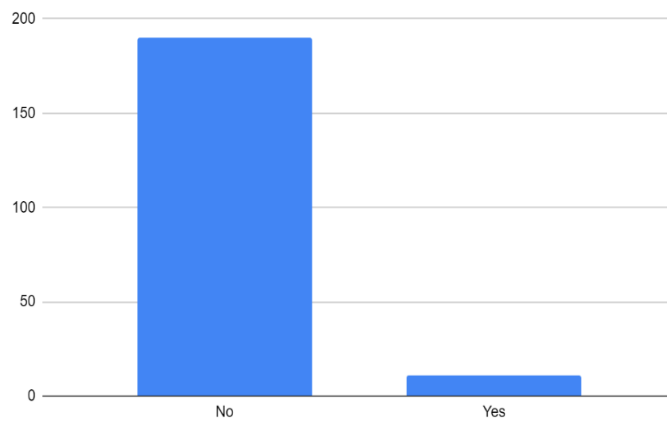
Were your achievements recognized by the previous organization ?



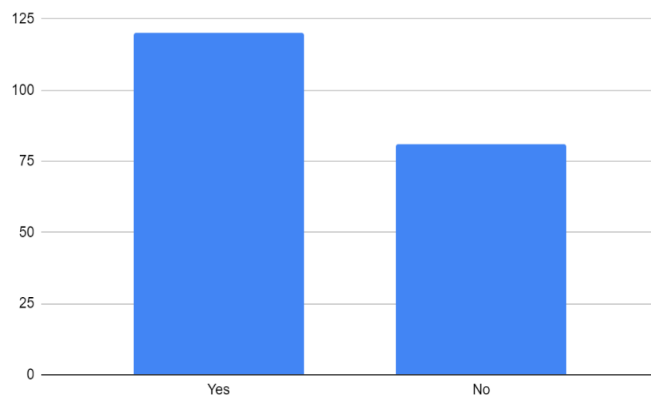
Did the organization invest on regular training and development programs for the Employee ?



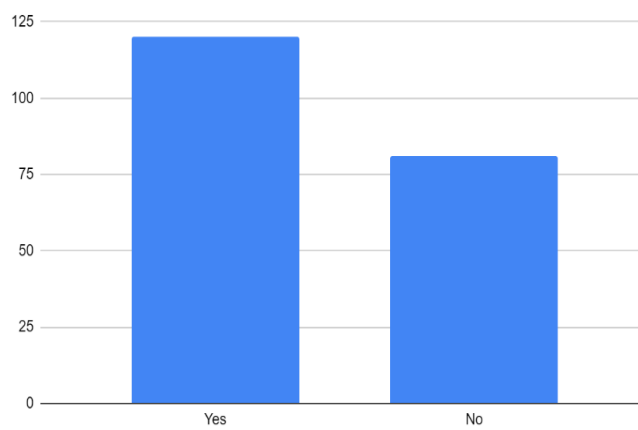
Did the organization provide you with an onsite opportunity ?



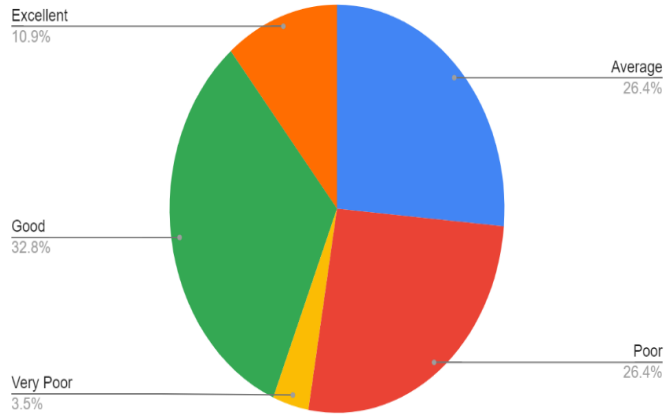
Was the role at previous organization challenging enough ?



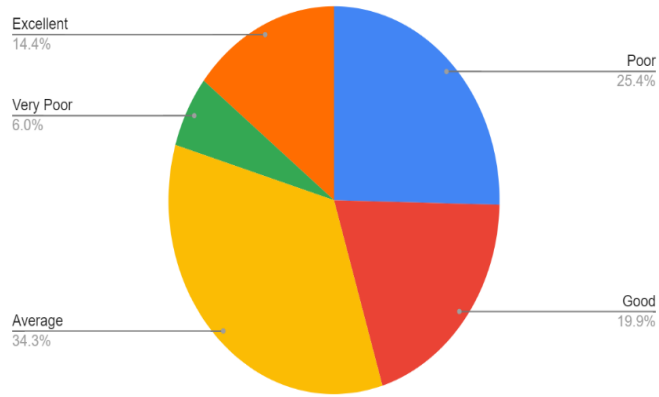
Was the role at previous organization challenging enough ?



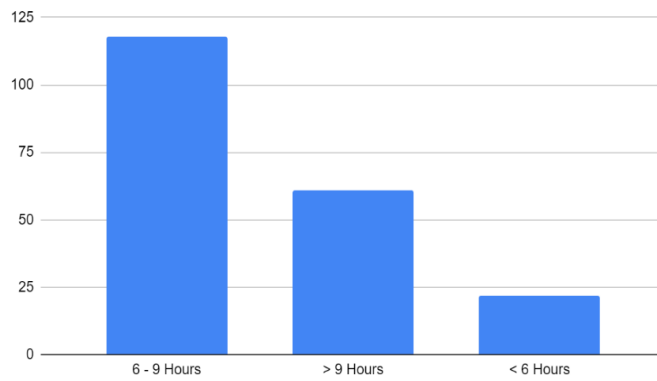
How would you rate the learning opportunities in the previous role ?

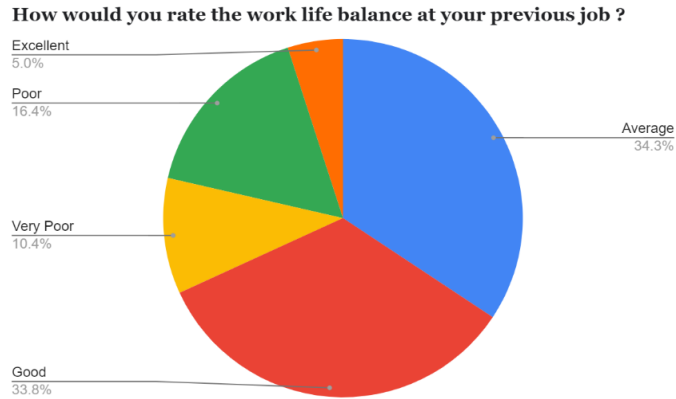


How would you rate the work culture and practices of the organization ?



How many hours of the day did you spent working at your previous role ?





CORRELATION ANALYSIS

This technique is typically used to portray the degree and bearing of progress between two factors.

We are utilizing SPSS to play out an assortment of measurable-based tests to identify the correlation between factors.

Since this method permits the specialist to survey the connection between two factors, the estimations should be stretched or proportion scaled, the Pearson relationship coefficient examination isn't reasonable given the idea of the ongoing review and its factors.

We're trying to figure out if there's a link Company Culture, Annual Compensation, Recognition, Current Role, Learning Opportunity, Work Life balance and Support from seniors.

Correlations

		Supportfromsenior	Culture	Compensation	Recognition
Supportfromsenior	Pearson Correlation	1	.528**	-.049	-.113
	Sig. (2-tailed)		<.001	.491	.110
	N	201	201	201	201
Culture	Pearson Correlation	.528**	1	-.127	-.111
	Sig. (2-tailed)	<.001		.073	.117
	N	201	201	201	201
Compensation	Pearson Correlation	-.049	-.127	1	.140*
	Sig. (2-tailed)	.491	.073		.048
	N	201	201	201	201
Recognition	Pearson Correlation	-.113	-.111	.140*	1
	Sig. (2-tailed)	.110	.117	.048	
	N	201	201	201	201
Role	Pearson Correlation	-.117	-.133	-.051	.180*
	Sig. (2-tailed)	.099	.060	.476	.011
	N	201	201	201	201
Hoursatwork	Pearson Correlation	-.071	-.018	-.269**	-.214**
	Sig. (2-tailed)	.316	.804	<.001	.002
	N	201	201	201	201
Worklifenbalance	Pearson Correlation	.073	.007	-.146*	-.201**
	Sig. (2-tailed)	.306	.926	.038	.004
	N	201	201	201	201

Correlations

		Role	Hoursatwork	Worklifenbalance
Supportfromsenior	Pearson Correlation	-.117	-.071	.073
	Sig. (2-tailed)	.099	.316	.306
	N	201	201	201
Culture	Pearson Correlation	-.133	-.018	.007
	Sig. (2-tailed)	.060	.804	.926
	N	201	201	201
Compensation	Pearson Correlation	-.051	-.269**	-.146*
	Sig. (2-tailed)	.476	<.001	.038
	N	201	201	201
Recognition	Pearson Correlation	.180*	-.214**	-.201**
	Sig. (2-tailed)	.011	.002	.004
	N	201	201	201
Role	Pearson Correlation	1	-.042	-.173*
	Sig. (2-tailed)		.556	.014
	N	201	201	201
Hoursatwork	Pearson Correlation	-.042	1	.682**
	Sig. (2-tailed)	.556		<.001
	N	201	201	201
Worklifenbalance	Pearson Correlation	-.173*	.682**	1
	Sig. (2-tailed)	.014	<.001	
	N	201	201	201

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

- Support from Seniors & Culture have significance < 0.05, therefore correlation is statistically significant

- Recognition and Compensation have significance < 0.05 , therefore correlation is statistically significant
- Work-life balance and Hours spent at work are statistically significant as significance < 0.05
- Recognition and Role are statistically significant as significance < 0.05

REGRESSION ANALYSIS

To make sense of the connection between one dependent variable and various independent factors, regression analysis (RA) is used.

RA can likewise assist us with sorting out the amount of fluctuation in the dependent variable made sense of by independent factors. It additionally decides the factual meaning of the outcomes, both for the model as well with respect to the singular independent factors.

Subsequently, not completely settled to use RA techniques to examine the model underlying this review since they would assist with sorting out the impact of four independent elements (brand, price, location, and risk) on one dependent variable (purchase intention). The effect of one dependent variable and one independent variable is analysed by coefficient of determination r^2 (similarly called regression coefficient). The regression coefficient goes from - 1 to +1. A negative relationship is implied by the number - 1, while an ideal positive relationship is meant by the number +1.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Supportfromsenior, Companyculture, Annualcompensation, Worklifebalance, Recognition, Currentrole, Learningopportunity ^b	.	Enter

a. Dependent Variable: Attrition

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403 ^a	.163	.132	.42313

a. Predictors: (Constant), Supportfromsenior, Companyculture, Annualcompensation, Worklifebalance, Recognition, Currentrole, Learningopportunity

The regression coefficient r^2 is 0.163 ($.163 \times 100 = 16.3$ percent), suggesting that the model can explain the variance in the dependent variable. This also suggests that the chosen model accounts for 16.3 percent of the variance in attrition and has a positive association with the independent variables.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.710	7	.959	5.354	<.001 ^b
	Residual	34.554	193	.179		
	Total	41.264	200			

a. Dependent Variable: Attrition

b. Predictors: (Constant), Supportfromsenior, Companyculture, Annualcompensation, Worklifebalance, Recognition, Currentrole, Learningopportunity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.657	.148		4.453	<.001
	Companyculture	.082	.031	.179	2.645	.009
	Annualcompensation	-.190	.074	-.172	-2.577	.011
	Recognition	-.117	.066	-.122	-1.766	.079
	Currentrole	-.188	.065	-.202	-2.886	.004
	Learningopportunity	.032	.029	.079	1.102	.272
	Worklifebalance	-.035	.027	-.087	-1.301	.195
	Supportfromsenior	.030	.023	.087	1.297	.196

a. Dependent Variable: Attrition

- We have identified 7 important factors on the basis of which we have conducted a regression analysis
- The 7 factors are Company Culture, Annual Compensation, Recognition, Current Role, Learning Opportunity, Work Life balance and Support from seniors
- We have considered Attrition as dependent variable and the above seven factors as independent variable
- Using SPSS we conducted the regression analysis over the data and we identified 3 factors whose significance was less than the usual significance level of 0.05.
- These independent variable/ factors are Company Culture, Company and Current Role

5. Findings and Recommendations

- After studying various research papers, we identified 7 factors which are responsible to cause attrition in IT Sector, we analysed these factors using regression and correlation. Out of the 7 factors most significant factor responsible for regression is culture of the company and compensation and current role.
- Correlation was applied to these factors and Support from Seniors & Culture, Recognition & Compensation and Work-life balance & Hours spent at work are statistically significant as significance < 0.05.
- We need to form retention strategies around these factors in order to curb attrition among employees of IT Sector.

CHAPTER 5: CONCLUSION

The study's findings indicate that, Compensation Current Role and Culture are significant factors for Employee Attrition. Also, depending on the different demographic variables, the reasons mentioned by employees are dynamic in nature, posing a significant challenge to HR professionals. The higher the attrition rate, the lower the efficiency in achieving organizational goals, which has a direct or indirect impact on profitability. Management must devise a strategy that takes into account all of the factors that influence the attrition rate. While developing a strategy for curbing attrition, various employee perspectives should be considered, resulting in cost savings,

increased productivity, better talent acquisition, and higher talent retention, all of which have an impact on the organization's profitability.

The Employee Retention Strategies that can be adopted are: -

- By offering change in roles in short period and salary hikes every year with little % change in salary and also create a long-term relationship with employee. A Provide a good hike for existing employees in order retain the valuable talent is essential.
- Foster a pleasant work environment is equally essential, HR needs to look into its culture and formulate strategies in order to create and maintain healthy work devourment for everyone in the organisation.
- Performance-based incentives should be an important part of compensation to an employee. Provide a good hike and better working hours is essential in order to create the employee a work life balance.
- Good work hierarchical relationships and openness should be adopted as a part of company's culture in order to open any blocked communication channels
- Skill employee through regular training and development sessions and recognising their achievements is essential
- The relationship between superiors and subordinates should be improved, working hours should be fixed
- Employee well-being and career advancement should be included in the compensation and benefit package of the employee as it creates value
- Establishing clear channels of communication and working relationships
- Increased employee engagement through Employee engagement activities that will help establish strong reliability among employees and improve senior-junior relationship by baring down the seniority barrier

According to research findings, the primary reasons for attrition in IT organisations are professional growth and organisational challenges. Despite the fact that economic factors are the most influential, professionals may settle for the second best criteria of their preference, which is career growth and supportive work policies in the organisations.

Candidates who aspire to have a better job than the one they currently have are more int

erested in securing the next job. Young talent desires to work on cutting-edge technology and functional domains. IT professionals in their early careers are less influenced by brand name or geographical location. The majority of IT professionals seek challenging roles and positions within organisations. Candidates and senior professionals both believe that challenging work motivates them to stay interested in their jobs.

Employees and organisations must be clear about their expectations for the job profile. Any type of mismatch causes discrepancy, and employees may fail to perform their duties. This eventually results in attrition. Organizations should be clear about their requirements and expectations. This is beneficial to candidates to decide whether or not to accept the job. This ultimately prevents further conflicts in the conditions of employment.

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