

Impact of Attrition on the Organisational Business Performance

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Abstract: The Information Technology (IT) Industry is rapidly growing, and this growth has completely changed the silhouette of the Indian business-standard itself. The National Association of Software and Services Companies (NASSCOM) has estimated a growth rate of 12 - 14 per cent during 2019-2020. This depicts that the IT industry is going to emerge as an important market segment in developing the Indian economy. But the high attrition rate is considered to be a bane for many IT companies as it has emerged as one of the biggest catastrophes, and these corporates are finding it challenging to unearth workers who match their requirements. Not many studies explored how the attrition of employees in the mid-level IT companies have effect on the performances of the companies. This empirical study explores these relationships and highlights the remedies to be considered to tackle attrition and improve the performances of the company.

Introduction

The IT industry is rapidly growing, and this growth has completely changed the silhouette of the Indian business-standard itself. India has emerged out to become a digital competence hub of the world as nearly 75 per cent of the digital talents worldwide exist in India alone, and it has turned out to be a foremost resource destination transversely across the world. The IT sector is categorised mainly into IT Software Services, IT hardware services, and IT-enabled services (ITES) like online services and business process outsourcing (BPO).

According to Michael Armstrong (2006), Employee Attrition is defined as "a usual flow of personnel out of an organisation through retirement, career or job change, relocation and illness".

An employee is a significant asset in the IT industry. When an employee leaves the organisation; he takes away the secrets and strategies of the organisation along with him. It is speculated

time, and again that for all organisations, reduction in turnover is a desirable goal which is a subject of query for an individual basis. The pedigree of turnover had spread mainly in all aspects of the organisational structure since it interrelates meticulously with a variety of persons.

The high attrition rate is considered to be a bane for many IT companies because these companies are finding it challenging to unearth workers who match their requirement. It has emerged as one of the biggest catastrophes for the IT majors. Attrition cost is high because the investment made in terms of recruitment, training and replacement cost is more (Richtsmeier, 2018). Hence, attrition is considered a significant problem as it could create harm to the base of the organisation.

In January 2020, nearly 45 per cent of employers reported that the turnover cost incurred on a lost employee amounts to \$10,000 and nearly 25 per cent employer quoted around \$30,000 per employee (Ganeriwala, 2020). Further, the study points out that 75-90 per cent of newly joined employees decide to remain or leave during their first six months of the job. In addition to the monetary loss incurred through recruitment, interview, hiring and training, the employers find it challenging to handle lost morale, company's integrity, trade secrets and the customers (Ganeriwala, 2018). Hence, it is highly essential to study the factors related to attrition and how that affects the performance of the company.

Employee attrition creates a positive or negative effect on the performances of the organisation. When a hard-working employee goes out of an organisation, it is not suitable for the functioning of the organisation. A new employee will not have the same skill sets an existing employee had, and they need some time to build up their knowledge. Therefore, this paper focuses on the analysis and results that understands the perceptions of female and male employees on the impact of attrition on organisational performance. Understanding the relationship between the sets of variables helps to recognise the specific attrition factors affecting the specific performances of the organisation, and develop appropriate solutions to mitigate the issues created by attrition.

1 Review of literature

Goswami and Jha (2012) highlighted that the impact of attrition on a business is harmful to the self-worth of the organisation. The attrition cost ranges from certain numbers to hidden costs. There is a direct impact on clients and business; the potentiality and flaw of the company are exposed. Adding up of recruits has to be done persistently, and it is reflected in training cost. Adaptation of the recruits to the company's culture is not an easy task.

The impact of attrition is echoed on the performance of middle-level management (Sinha et al., 2014). The factor role effectiveness has an impact on employee commitment, motivation and attrition.

The losses of an employee have direct and indirect brunt on the organisation's progression and prosperity (Mainkar, 2018). If an employee leaves an organisation, team execution is affected, which in turn results in loss of production. The knowledge gained by the employee is lost, and it cannot be regained. The morale and employee engagement is lost; there is a solid effect on production. The culture of the organisation is distorted, and there arises a conflict in ethnicity and group effort of employees. There is a steady increment in productivity of the employee who stays for a more extended period, and this is gotten back in new employees and in turn, reduce the level of productivity.

Joshi et al (2019) assert that there is a positive relationship between employee attrition and organisational performance. It is suggested that if employee turnover is not given due importance it will mutilate the look of the organisation. Besides, there will also be shrinkage in organisation's productivity; in turn it will deter the motivation level of the work force too.

Kariveda (2022) states excessive attrition drive has totally broadened the fissure between the need and supply of skilled employees. Due to this the employers are enforced to spend too much on salary and incentives to the new recruits. It's further stated that an employee gives importance to an organisation where its management is welcoming and trustable and rich in culture.

BusinessEssay (2021, July 27) stated that employee turnover can impact organizational performance mainly in its modernization, consumer contentment, economic aftermath, and productivity and efficiency. Krishnan and Singh (2010) also confirm that the intention to leave their job in the IT companies prove to be costly from multidimension.

The literature points out not many studies have analysed the reasons for attrition among employees in the mid-level IT companies, especially the female employees. The literature also strongly emphasises that the attrition of employees impact on the performance of the business of IT company. It is also possible that the factors affecting the attrition have strong influence on the performance aspects of the company, and these are unexplored. Therefore, this study focuses on the impact of attrition on organisational performances, and how these factors related to the performance of the organisation.

2 Objectives of the Study

The **objectives** of the study were:

1. To understand the level of intended attrition of female and male employees in the mid-level IT companies.
2. To understand the perceptions of female and male employees on the impact of attrition on organisational performances.
3. To check the relationships between the factors influencing attrition and the factors related to the performance of the organisation.

3 Methodology of the Study

Sampling

The study **universe/population** are the employees of level three software companies in Chennai.

Selection of IT companies: As most studies focused on the leading companies CMM (Capability Maturity Model) level 5, this study has selected the lesser rated CMM level 3 companies in Chennai for the study. The city, Chennai was considered because it is one of the fast-growing cities in the IT sector. Ten companies out of 116 companies graded in Chennai¹ were selected through the simple random procedure.

Selection of employees and sample size: The total employees working in these companies are about 19,200. Of which approximately 7000 are female, and 12,200 are male employees. The sample size was

¹ Source: <https://sas.cmmiinstitute.com/pars/pars.pdf>.

decided separately for female and male employees based on their respective total population (employees), to ensure adequate sample size for analysing the factors determining the attrition of female and male employees. The sample size for each of the group was decided by applying the statistical procedure of 95 per cent confidence intervals, 5 per cent error margin and 50 per cent response distribution rate. The reason for considering a higher level of confidence level and lower level of error margin is to have a larger sample size which minimises the degree of sampling errors. Based on the above stated statistical procedure, the sample size was estimated using online Raosoft sample size calculator². The same size for female employees (from their total population of 7000) is 365, and for the male employees (from their total population of 12,200) is 373. Total of 738 employees was considered as a sample size for the study.

Actual sample covered: A combination of simple random and convenience selection procedure was followed to select the respondents. The actual sample covered for female employees is 352 and 248 for male employees. After several follow up phone calls with the recruited respondents, the female employees responded well compared to the male. The total sample covered is 600.

Research Methods, Tools and Data analysis Processes Followed

The finalised questionnaire was used to collect data from the employees through direct contact and emails.

The data was entered in SPSS Ver 23.0, and descriptive analysis using cross-tabulation to understand the association between the attrition and the performances of the organisations. To get a deeper understanding of the impact of attrition on the organisation, Spearman Rank Correlations were used to checking the relationships between the factors influencing attrition and the factors impact the organisational performances. Considering that the variables related to both factors influenced the attrition and factors related to the performance of the organisation are ordinal scale type, Spearman's rank correlation is the appropriate statistical analysis method to check the relationships (Bryman and Cramer, 2002). The significance of the relationship between these variable sets was judged by a p-value less than 0.05, (i.e., statistical significance level of 5%) have been considered and to check the strength of the relationships, the correlation coefficient more than 0.5 has been considered (Hair et al., 2014).

4 Level of Intended Attrition of IT Employees

The level of intended attrition of female and male employees was measured through simple frequency distribution and using the attrition formula. The descriptive analysis shows that a higher percentage of 65 per cent of the female employees were intended to leave their job at the time of data collection compared to 35 per cent of male employees.

Table 1: Level of Intended Attrition of Employees

Gender	Intend to leave		Not intend to leave		Total	
	Count	Column N %	Count	Column N %	Count	Column N %
Male	70	35	178	45	248	41
Female	131	65	221	55	352	59
Total	201	100	399	100	600	100

²<http://www.raosoft.com/samplesize.html>

Source: Primary data collected by the author.

Using the total sample employees covered in the study and the month of data collection (October 2018), the intended attrition rate has been calculated using following attrition formula (Faroki, 2015).

Formula:

$$\text{Intended overall attrition rate} = \frac{\text{Total employees intended to leave their job}}{\text{Average employees at the end of the period (Total employees covered in the study + total employees unintended to leave at the month of data collection/2)}} \times 100$$

Table 1-2: The intended attrition rate

Particulars	Overall attrition rate	Female attrition rate	Male attrition rate
Total employees (sample) and the total employee at the month of data collection	999	821	778
Average Employees at the month of data collection	500	411	389
Intended attrition rate (%)	40	32	18

Source: Primary data collected by the author.

The overall intended attrition rate of employees in the mid-level IT companies is 40 per cent, which is much higher than the overall attrition of 20.4 per cent for the IT-BPM sector during the quarter of October-December 2018 (NASSCOM, 2020a).

The female employees' intended attrition rate is 32 per cent, which is almost double than the male employees (18%). The results of this study show that the attrition issue in the middle-level companies is higher than overall attrition, and it is necessary to understand the factors that contribute to such higher level of attrition and how that affects the performance of the company.

5 Perceptions of Employees about the impact of attrition on Organizational Business Performances

This section analyses the perceptions of employees about the impact of attrition on the business performances of the overall organisation.

5.1 Descriptive perspectives of employees about the effects of attrition on organisational performances

Recruiting a right employee is difficult: Of the total sample, 36 per cent of them agreed that attrition has an impact on recruiting the right employee. Among the gender category, 37 per cent of the female

Impact of Attrition on the Organisational Business Performance

respondents and 35 per cent of the male respondents agreed that recruiting the right employee is difficult.

Table 2: Perceptions on the impact of organisational business performances

Parameters		Male	Female	Total
		Column N %	Column N %	Column N %
Recruiting the right employee is difficult	Strongly disagree	11	13	12
	Disagree	26	24	25
	Neutral	28	25	27
	Agree	18	22	21
	Strongly agree	17	15	16
	Total	100	100	100
Increase in cost due to new recruitments	Strongly disagree	18	18	18
	Disagree	23	18	21
	Neutral	23	19	21
	Agree	22	31	27
	Strongly agree	14	13	13
	Total	100	100	100
Training cost is increased	Strongly disagree	9	13	11
	Disagree	36	29	32
	Neutral	17	23	20
	Agree	25	19	21
	Strongly agree	13	17	15
	Total	100	100	100
Delay in completion of the project	Strongly disagree	15	20	18
	Disagree	28	24	26
	Neutral	17	24	21
	Agree	27	20	23
	Strongly agree	13	12	12
	Total	100	100	100
Loss of Client Specific Knowledge and inconsistent delivery of expected skills	Strongly disagree	16	18	17
	Disagree	24	22	23
	Neutral	21	26	24
	Agree	29	20	24
	Strongly agree	10	13	12
	Total	100	100	100
New employees will have less adaptability to work with the clients in the initial stage	Strongly disagree	16	15	15
	Disagree	25	25	25
	Neutral	23	22	23
	Agree	18	23	21
	Strongly agree	18	14	16
	Total	100	100	100

Productivity is reduced due to the loss of talented and well-trained employees	Strongly disagree	14	14	14
	Disagree	32	25	28
	Neutral	19	23	21
	Agree	20	24	22
	Strongly agree	15	14	14
	Total	100	100	100
Quality of work suffers due to new employees, and it may result in the cancellation of projects	Strongly disagree	17	20	19
	Disagree	27	22	24
	Neutral	27	33	30
	Agree	20	17	19
	Strongly agree	9	8	9
	Total	100	100	100

Source: Primary data collected by the author.

Increase in cost due to new recruitments: Forty per cent of them agreed that there is an increase in cost due to new recruitments because of attrition. Among the gender category, 44 per cent of the female respondents and 36 per cent of the male respondent agreed that there is an increase in cost due to new recruitments.

Training cost increased due to attrition: Of the total sample, 36 per cent of them agreed that training cost gets increased because of attrition. Thirty-six per cent of the female respondents and 38 per cent of the male respondents agreed that training cost gets increased due to attrition.

Delay in completion of the project due to attrition: Out of the total sample of 600 employees, 33 per cent of them agreed that there is a delay in completion of the project. Among the gender category, 32 per cent of the female respondents and 40 per cent of the male respondents agreed that there delay in completion of the project due to attrition.

Loss of Client Specific Knowledge and inconsistent delivery of expected skills due to attrition: Thirty-six per cent of them agreed that there is a loss of client-specific knowledge and inconsistent delivery of expected skills due to attrition. Of the total sample, 33 per cent of the female respondents and 39 per cent of the male respondent agreed that loss of client-specific knowledge and inconsistent delivery of expected skills because of attrition.

New employees will have less adaptability to work with the clients in the initial stage due to attrition: Out of the total sample, 37 per cent of them agreed that attrition affects new employees' adaptability to work with the clients in the initial stage. Among the gender category, 37 per cent of the female respondents and 36 per cent of the male respondents agreed that new employees would have less adaptability to work with the clients in the initial stage.

Reduction in productivity due to the loss of talented employees due to attrition: Out of the total sample of 600 employees, 36 per cent of them agreed that reduction in productivity due to attrition. Thirty-eight per cent of the female respondents and 35 per cent of the male respondents agreed that there might be a reduction in productivity due to the loss of talented employees.

Quality of work suffers due to new employees, and it may result in cancellation of projects due to attrition: Of the total sample, 28 per cent of them agreed that attrition might affect the quality of work. It may result in the cancellation of projects. Among the gender category, 25 per cent of the female respondents and 29 per cent of the male respondents agreed that the quality of work suffers due to new employees and it may result in cancellation of projects.

5.1.1 Relationship between factors influenced attrition and factors related to the impact of attrition on organisational business performance

The results of the correlation between the factors influencing attrition and factors related to the performances of the business of the organisation shows that many of the attrition factors significantly correlated with most of the performances of the business of the organisation. Again, though the strength of the relationship in terms of the size of the coefficient values is not strong for most of the relationship, their statistical significance level is very high (significant at 1% significance level) for most of the relationships.

Table 3: Rank Correlation Results: Relationship between factors influencing attrition and factors related to organisational business performance

Factorial theme	Attrition factors	Recruiting the right employee is difficult, and it consumes more time	Increase in cost due to new recruitment	Money spent on employees for training is lost, and an additional cost will occur to train new employees	Flow of work gets affected, and it will impact on the completion of the project	Loss of Client Specific Knowledge and inconsistent delivery of expected skills	New employees will have less adaptability to work with the clients in the initial stage	Productivity is reduced due to the loss of talented and well-trained employees	Quality of work suffers due to new employees, and it may result in the cancellation of projects
Personal factors	For Career Development	-.173**	-.108**	-.201**	-.245**	-.227**	-.200**	-.209**	-.108**

	Domestic Responsibilities of Employees	-.006	.092*	.044	.052	.009	.049	.099*	.093*
Economic Factors	Inadequate salary and benefits	-.200**	-.190**	-.130**	-.108**	-.120**	-.100*	-.121**	-.072
	Expecting better remuneration	-.048	-.026	.016	.025	.002	.010	-.005	-.014
	Pay raises are too few and far between	.169**	.120**	.211**	.198**	.159**	.104*	.119**	.116**
	Handsome Pay	-.035	-.104*	.015	.083*	.037	-.032	-.032	-.071
	Lack of pension scheme like government	.016	.032	.041	.064	.026	.044	.094*	.134**
	Inadequate insurance for employees and their families	.030	.062	.011	.045	.035	.027	.113**	.100*
	Reduced provident fund contribution	.011	.045	.003	.061	.017	.023	.097*	.114**
	Lack of maternity benefits as per government norms	.113**	.130**	.121**	.166**	.059	.109**	.169**	.177**
	Lack of	.022	.037	.052	.098*	.023	.032	.117**	.092*

Impact of Attrition on the Organisational Business Performance

	welfare measures								
Psychological Factors	Feeling fatigued and unable to get going	.235**	.265**	.282**	.321**	.281**	.346**	.300**	.295**
	Feeling physically used up at the end of the day	.193**	.249**	.204**	.278**	.226**	.284**	.273**	.267**
	Being emotionally drained from work	.210**	.249**	.230**	.277**	.271**	.297**	.279**	.309**
	Feeling tuned out from work	.203**	.246**	.234**	.336**	.268**	.320**	.275**	.319**
	Feeling random at the end of the workday	.127**	.135**	.152**	.178**	.142**	.185**	.160**	.238**
Job-related Factors	Lack of motivation by superiors	.118**	.027	.078	.137**	.036	.092*	.131**	.086*
	Superiors don't show interest in the feelings of subordinates.	.213**	.173**	.129**	.147**	.101*	.087*	.100*	.132**
	Leader and staff communication is not effective	.227**	.165**	.164**	.224**	.159**	.207**	.229**	.253**
	Promotion is not based on	.110**	.053	.090*	.122**	.100*	.070	.095*	.136**

	merit								
	Expectations are a mismatch with the job role	-.186**	-.130**	-.177**	-.113**	-.084*	-.108**	-.148**	-.066
Sociological Factors	Demands of work interfere with home, family, or social life	.184**	.144**	.188**	.160**	.122**	.217**	.253**	.105*
	No Community Participation	.198**	.193**	.182**	.184**	.158**	.238**	.267**	.146**
	Racial and Ethnic factors	.162**	.196**	.157**	.152**	.115**	.205**	.215**	.129**
	No Time for Social Life	.181**	.193**	.191**	.179**	.132**	.215**	.228**	.128**
	New Job Offers More Status	.283**	.205**	.206**	.184**	.179**	.197**	.196**	.167**
Organisational Factors	HR policy and practice	.209**	.171**	.200**	.180**	.217**	.192**	.164**	.238**
	Bad working conditions	-.038	-.005	.017	.047	.005	.008	.016	.063
	Organizational Instability	.250**	.194**	.188**	.213**	.216**	.162**	.180**	.220**
External Factors	Expect a job with more career development opportunities	.032	.025	.027	.091*	-.009	.090*	.117**	.142**

Impact of Attrition on the Organisational Business Performance

	ties								
	Don't have opportunity to utilize skills and knowledge	.013	.000	.034	.092*	.017	.048	.042	.010
	Higher compensation in other organisations for similar job	-.116**	-.110**	-.097*	-.032	-.064	-.108**	-.096*	-.114**
	Lot of opportunity for more employments	-.128**	-.147**	-.103*	-.044	-.092*	-.115**	-.083*	-.170**
** . Correlation is significant at the 0.01 level (2-tailed)									
* . Correlation is significant at the 0.05 level (2-tailed).									
N= 600 for all the cells									

People who intend to leave for career development reason affecting all the performances of other employees, the same factor also affecting all the eight performances of the business of the organisation such as: recruiting a right employee is difficult, and it consumes more time, increase in cost due to new recruitments, money spent on employees for training is lost and additional cost occurs to train new employees, the flow of work gets affected, and it may impact on the completion of the project, loss of client-specific knowledge and inconsistent delivery of expected skills, new employees have less adaptability to work with the clients in the initial stage, productivity is reduced due to loss of talented and well-trained employees, and quality of work suffers due to new employees, and it may result in cancellation of projects. However, people who intend to leave their job due to domestic responsibilities have only effects on the increase of cost due to new recruitments, productivity is reduced due to loss of talented employees, and quality of work suffers due to new employees, and it may result in cancellation of projects.

A lesser number of economic factors related to attrition have a significant effect on many of the business performances of the organisation. Economic factor-like pay raises, are too few and far between, affect all the eight business-related performances of the organisation. The other two factors, such as inadequate salary and benefits and maternity benefits, have a significant impact on seven out of eight business performances of the organisations. The remaining six economic factors (expecting better

remuneration, handsome pay, lack of pension scheme like government, inadequate insurance for employees and their families, reduced provident fund contribution and lack of welfare measures) related to attrition included in the rank correlation have effected only fewer variables of business-related performances of the organisation. The interesting observation from the correlation results that people who intend to leave the company due to economic reasons do not affect the performances of the business of the company.

All the psychological and sociological factors significantly correlated with all the eight business-related performances of the organisation. This shows that these factors affect overall performance organisation at all levels. So it is that emphasised, IT companies need to give more attention to these factors.

Three out of five job-related factors (superiors do not show interest in the feelings of subordinates, leader and staff communication is not effective, and expectations are a mismatch with job role) have an impact on all the eight business-related performances of the organisation. Also, the factors such as lack of motivation by superiors and promotion are not based on merit have a significant association with most of the performances of the organisation.

A couple of similar organisational factors such as HR policy and organisational instability have a significant effect on all the eight business-related performances of the organisation. Also, the external factors related to attrition have not much influence on the business performances of the organisation.

6 Discussion and Implications

This section presents the key findings from the analysis of the primary data collected using various statistical tools. Wherever it is relevant, the key findings are discussed in relation to other research results to show the relative position of these study findings. Based on the outcomes of the research findings, this section outlines some of the implications relevant for companies.

The overall intended attrition rate of employees in the mid-level IT companies is 40 per cent, which is much higher than the overall attrition of 20.4% for the IT-BPM sector during the quarter of October-December 2018 (NASSCOM, 2020a).

When employees leave their job, the companies' business performances get affected because it found it challenging to recruit a right employee again, increase in costs due to new recruitments and training, delay in completion of projects and new employees have less adaptability. Again, a slightly higher percentage of male respondents agree to these statements than female respondents.

The rank correlation analysis shows that psychological, sociological, economic, job-related and personal factors that have influenced the attrition have a significant relationship with the performances of other employees in the organisation. More or less similar factors that impacted the performances of the employees have significantly influenced the performances of the business of the organisation. The only difference noticed between these two analyses that many of the economic factors influenced the employees' performances has had a lesser impact on the overall business performances of the organisation. Another, an interesting observation from these two analyses was that all the psychological and sociological factors affected all the employees' performances and the business performances of the organisation.

The analyses emphasis that the if the middle-level IT companies do not give attention to address the attrition factors that are significantly affecting the employees' performances and organisational business

performances, the companies not only face the challenges of enabling the remaining employees to perform well and maximise the business, it may lead to further attrition of employees.

Joshi et al (2019) emphasize that the organizations have to craft a knowledgeable working atmosphere by employing persons those are trained perfectly and observe their jobs as anticipated. It also states that a right person for the right job strategy must be adopted and realize that each individuals are dissimilar and have different qualities and due recognition should be given. It is important for the organisation to give employees autonomy in job so that a sense possession is created towards the organization.

Kariveda (2022) state that IT companies should guarantee that there is adequate increase in their pay and endorses industry ethics and morals irrespective of its individual development as organizations elevation is purely based upon the number of skillful employees it holds.

The women professionals feel that there exists discrimination even in allotment of work. They must be involved in the developmental activities of the organisation and decision making. Equal opportunities in leaderships have to be offered to them so that their leadership qualities are exposed. These are the remedies considered to be more effective in increasing the intention to stay.

Recognition of good performance either through monetary or non-monetary incentives, will bring down attrition. Employees tend to compare input to output with regard to the job. If there is a significant disparity in input/output, this leads to disappointment, and there is a higher probability of quitting the job.

Recognition of good performance and rewarding the performers will give a clearer idea about their career growth within the organisation, and this will increase the intention to stay. Investing and treating the employees fairly and with dignity goes a long way. The employees develop a feeling of belongingness and connect well with the big picture of the organisation.

Employee oriented retention program like re-skilling and up-skilling helps the employees to cope up with demanding work schedules. Up-skilling instils confidence in delivering and achievement of the target. Achievement of target leads to satisfaction and high morale; this, in turn, will result in favourable outcome behaviour. Withholding of talented and skilled employees is a must for the organisation to reduce attrition. So, these IT companies have to take up various remedial measures like up-skilling and re-skilling their digital knowledge, monetary and non-monetary rewards and providing incentives and retention bonus. These act as a motivating tool and boost up their self-reliance and help to achieve what they intend to do.

7 Conclusions

The study results show that female employee's intent to leave the company is higher than the male employee.

The rank correlation analysis also shows that psychological, sociological, economic, job-related and personal factors that have influenced the attrition have a significant relationship with the performances of other employees in the organisation. It is noticed from the analyses that many of the economic factors have had a lesser impact on the overall business performances of the organisation. Another, an interesting observation from these analyses is that all the psychological and sociological factors affected the business performances of the organisation.

The analyses emphasize that if the middle-level IT companies do not give attention to address the attrition factors that are significantly affecting the organisational business performances, the companies not only face the challenges of enabling the remaining employees to perform well and maximise the business, it may lead to further attrition of employees.

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