Vol 5 Issue 10 April 2016 ISSN No :2231-5063

International Multidisciplinary Research Journal

Golden Research Thoughts

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RNI MAHMUL/2011/38595 **ISSN No.2231-5063**

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ISSN: 2231-5063 Impact Factor : 3.4052(UIF) Volume - 5 | Issue - 10 | April - 2016

Golden Research Thoughts

AN EMPIRICAL STUDY ON FACTORS CAUSING ATTRITION AMONG MIDDLE LEVEL EMPLOYEES IN SOFTWARE INDUSTRY'S IN INDIA

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ABSTRACT

Human resources represent the collective expertise, innovation, leadership, entrepreneurial and managerial skills endowed in the employees of an organization. It is an important corporate asset and the overall performance of companies depends upon the way it is put in use.This paper examines the various factors that cause attrition in Software Industry.The research design chosen for the study is descriptive. The primary data was collected through a self administrated questionnaire which was originally developed for this purpose. Twenty questionnaires were distributed for the purpose of pre-testing the questionnaire's contents. Random sampling using lottery method has been employed with the questionnaires being collected from 175 respondents. Questions asked respondents to rate their degree of agreement using a 5-point scale. The study was carried out in two software industries from Bangalore, Karnataka and only the middle level employees of those organizations were taken as respondents. Due to various reasons companies name was not disclosed in the study. An examination had been made from the reliability of the data to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not, by running reliability test. Amongst the reliability tests that were run, the minimum value of coefficient alpha (Cronbach's alpha) obtained was 0.831. This shows that data has satisfactory internal consistency reliability.A value of Cronbach alpha above 0.5 can be used as a reasonable test of scale reliability. Using Statistical Package for Social Sciencethe following tests were carried out 1) Factor analysis 2)Reliability Statistics.Some of the relevant findings were derived that will be significant to present Indian scenario.

KEYWORDS : Attrition, Software, Retention etc.

INTRODUCTION :

Human resources represent the collective expertise, innovation, leadership, entrepreneurial and managerial skills endowed in the employees of an organization. It is an important corporate asset and the overall performance of companies depends upon the way it is put in use. Every organization is comprised of people. Acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they maintain their commitment to the organization are essential to achieving organizational objectives. The software industry is one of the fastest growing industries of the decade. A higher growth coupled with the shortage of required manpower is posing an ultimate challenge to human resource professionals from recruitment to retention, from compensation to career planning and from technological obsolescence to labor turnover. Companies are raiding one another for human resources. With all the competing companies providing equal opportunities and benefits, it is important to know what is it that makes employees stay or leave an organization. This paper examines the various factors that influence the employees towards attrition in Software Industry.

REVIEW OF LITERATURE

M Kannan and K Vivekanandan(2012) The Purpose of the Study was to investigate the turnover intentions among new entrants in software testing professionals who are working in software industry which is located in Chennai. The Samples unit [N = 135, Male = 67, Female = 68] was drawn from Software Industry. The Study investigated the Organizational Satisfaction, Job Satisfaction; Interpersonal Relationship with Supervisor's and Life Satisfaction has significant impact on Turnover Intentions among new entrants. The results were interpreted using SPSS 17. 0 and the findings given for the software industry to understand perception of employees towards employers and take necessary steps to reduce the turnover intentions.

Qin Zhousuggests that low perceived organization supportandlow jobsatisfactionleads tohighturn over intentions. Dawn Owensetal,conducteda study and classified into two categories toretain the talented employees such as Non-Monetary (Intrinsic)andMonetary (Extrinsic) characteristics. JoEllenMoore,results suggests that low affective commitment, high perceived job alternatives, and high psychological futility of voice are the primary determinants of turnover. OksanImamogluet al, determines the attributes for project success or failure.The causes of failurearewent overtime,went overbudget, no organizational benefits and low user satisfaction. Thereasons for project success are good project management and leadership,effective planning, executive and sponsor commitment,total organization and project team commitment.

RESEARCH QUESTION

To find out the most influencing factor that causes attrition towards middle level employeesof software Industry's in Bangalore

HYPOTHESIS

There is a relationship among the factors that influence employees towards attrition.

METHODOLOGY

The research design chosen for the study is descriptive. The primary data was collected through

a self administrated questionnaire which was originally developed for this purpose. Twentyquestionnaires were distributed for the purpose of pre-testing the questionnaire's contents. A complete questionnaire was developed based on the comments collected during the pre-testing period. Random sampling using lottery method has been employed with the questionnaires being collected from 175 respondents. Questions asked respondents to rate their degree of agreement using a 5-point Likert scale. The study was carried out in two software industries from Bangalore, Karnataka and only the middle level employees of those organizations were taken as respondents. Due to various reasons companies name was not disclosed in the study. An examination had been made from the reliability of the data to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not, by running reliability test. Amongst the reliability tests that were run, the minimum value of coefficient alpha (Cronbach's alpha) obtained was 0.831. This shows that data has satisfactory internal consistency reliability.A value of Cronbach alpha above 0.5 can be used as a reasonable test of scale reliability. Using Statistical Package for Social Sciencethe following tests were carried out 1) Factor analysis 2)Reliability Statistics.

FACTOR ANALYSIS

KMO and Bartlett's Test

The individual statement of factors influencing the employees towards attrition was examined using factor analysis based on 22 individual statements and the reliability of the subsequent factor structure was then tested for internal consistency of the grouping of the items

Table 1 KMO and BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.753**
Bartlett's Test of Sphericity	Approx. Chi-Square	845.006
	Df	210
	Sig.	.000

INFERENCE

Kaiser – Meyer – Olkin measure of sampling adequacy index is 0.753, which indicates that factor analysis is appropriate for the given data set. KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate.Bartlett's Test of Sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on Chi-Square transformation of the determinant of correlation matrix. A large value of the test statistic will favors the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett's test of Sphericity Chi-square statistics is 845.006, which would mean the 22 statements are correlated and hence as concluded in KMO, factor analysis is appropriate for the given data set.

Eigen Value represents the total variance explained by each factor. Percentage of the total variance attributed to each factor. One of the popular methods used in Exploratory Factor Analysis is Principal Component Analysis, Where the total variance in the data is considered to determine the minimum number of factors that will account for maximum variance of data.

Table2 Rotated Component Matrix (a)

	Component						
	1	2	3	4	5	6	7
Iam fairlypaid forthe jobi perform					**.649**		
The Organization will not openlydiscuss jobrelatedissues withthe employees					**.842**		
Mysupervisor(s) provides performance feedback(ietimely & consistent basis)					**.645**		
The Organization does notfollow standard appraisal procedure		**.910**					
promotional opportunities in my job are not clear						**.731**	
Mypresentjob demands frequent extended working hours							**.875**
There is a No recognition in my job			**.799**				
Inmost waysmy life is closetomy ambition&wishes			**.650**				
Mysupervisor(s) provides mewith crosstraining outside ofmy specialization		**.847**					
Mysupervisor(s) does not treatmewith respect	**.785**						
Workloadis reasonable	**.561**						
The Organization gives scope for career advancements		**.906**					
Iamhavinggood relationshipwith myteam members							**.809**
Mysupervisor(s) is consistentin applyingthe rules toallthe	**.757**						
Iam fairlypaid forthe jobi perform	**.746**						
Ifeell have a securedjob	**.707**						
There is stress in my job				**.741**			
Igetsufficient knowledgefrom mysupervisor(				**.556**			
There is no proper interpersonal communication				**.607**			
Mysupervisor(s) acceptsmyideas ifitis valid			**.597**				
Iwouldchange almost nothing hereafter inmylife	.439						

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 10 iterations.

Interpretation of factors is facilitated by identifying through 7 factors. Interpretation of factors is facilitated by identifying the statements that have large loading in the same factor. The factor can be interpreted in terms of the statement that loads high on it. The factors influencing the employees towards attrition comprises of 22individual statements. Out of 22 factors, 7 individual factors contribute more towards the study

1.The Organization will not openlyd iscuss job related issues
with the employees.
2.The Organization does not follow standard appraisal procedure.
3.Promotional opportunities in my job are not clear
4.Mypresentjob demands frequent extended working hours
5.There is No recognition in my job.
6.Mysupervisor(s) does not treatmewith respect.
7.There is stress in my job

CONCLUSION

The study concludes that employee is the biggest asset for the organization.The organization has torevise the current policies for the new entrants and needs to motivate them. As well asthe supervisors hasto be more openmindin providing consistent performance feedback and give more opportunity for the new entrantstolearn new things in the current technology in order to retain the talented young employees.Further organization need to discuss with its employee's about the promotional opportunities, appraisal procedure and job related issues if any in order to retain the talented work force.

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