



“A STUDY ON EMPLOYEE ATTRITION”

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ABSTRACT :

Employee attrition is a critical issue faced by organizations, impacting operational continuity, financial performance, and overall workplace morale. This study explores the multifaceted causes of employee attrition, focusing on both voluntary and involuntary departures. By analyzing various factors such as job satisfaction, organizational culture, career development opportunities, and work-life balance, the research aims to identify key drivers that lead to employee turnover. Additionally, the study examines the implications of attrition on organizational effectiveness and offers strategic recommendations to mitigate turnover rates. Through a comprehensive review of existing literature and empirical data, this research provides valuable insights for HR professionals and organizational leaders seeking to retain talent and enhance employee engagement. Ultimately, the findings aim to support organizations in developing robust retention strategies that foster a more stable and motivated workforce.

Keywords: Employee attrition, Employee turnover, Job satisfaction, Organizational culture, Career development, Employee retention, Human resources, Employee engagement, Turnover mitigation, Organizational effectiveness, Voluntary turnover, involuntary turnover.

1.1 Introduction :

Employee attrition is a critical issue affecting organizational stability and productivity. This analysis explores the factors driving attrition and offers strategies for mitigation. By understanding the root causes and implementing proactive measures, companies can foster a positive work environment conducive to employee retention. Through targeted initiatives and a supportive culture, organizations can minimize the negative impact of attrition and promote sustained growth.

1.2 Review of Literature

Clark, T. & Stewart, B. (2022) This research explores how job satisfaction affects employee attrition in government agencies. The findings indicate that job satisfaction, driven by factors such as job role clarity, supportive management, and fair compensation, is crucial in reducing attrition. The study suggests that government agencies focus on enhancing job satisfaction through transparent communication, professional development opportunities, and supportive leadership to retain employees.

Smith, L. & Jones, E. (2022) This research examines how career advancement opportunities affect employee attrition in the tech industry. The findings indicate that clear and achievable career paths significantly reduce attrition by enhancing employee motivation and engagement.

The study suggests that tech companies invest in leadership development programs and provide transparent promotion criteria to retain their talent.

1.3 Research Gap

There is a limited understanding of how unique challenges such as physical job demands, shift work, and automation impact attrition rates. Additionally, the influence of organizational culture, management practices, and demographic factors in this sector remains underexplored. This project aims to fill these gaps by examining the unique drivers of attrition in the manufacturing context.

Objectives of the Study

- To identify the factors that causes employee dissatisfaction.
- To know the reasons, why attrition occurs.
- To find the ways to reduce the attrition in Lenovo India Pvt Ltd.

1.5 Research Methodology

1.5.1 Instrumental Design: Utilizing Likert's five-point rating system, five questions were formulated for each component of the structured questionnaire.

1.5.2 Method of Data Collection: Questionnaires were used to collect primary and secondary data on the factors influencing the information provided by employers and employees of the organization.

1.5.3 Sample Size and Sampling Method: To gather data for the study, a sample size of 150 respondents was chosen using the uncomplicated technique of simple random sampling.

1.5.4 Data Analysis: To examine the data, descriptive analysis methods were used. A contingency table based on the frequency distribution was created using percentage analysis, which allowed for a more understandable depiction of the gathered data.

Bar charts are used in chart analysis to help visualize percentage data and make distributions and trends easier to interpret.

Current attrition level within the company is acceptable

Table. No 1.1 Current attrition level within the company is acceptable

Particulars	Frequency	Percentage
Strongly agree	29	19.3
Agree	24	16.0
Neutral	31	20.7
Disagree	12	8.0
Strongly disagree	54	36.0
Total	150	100.0

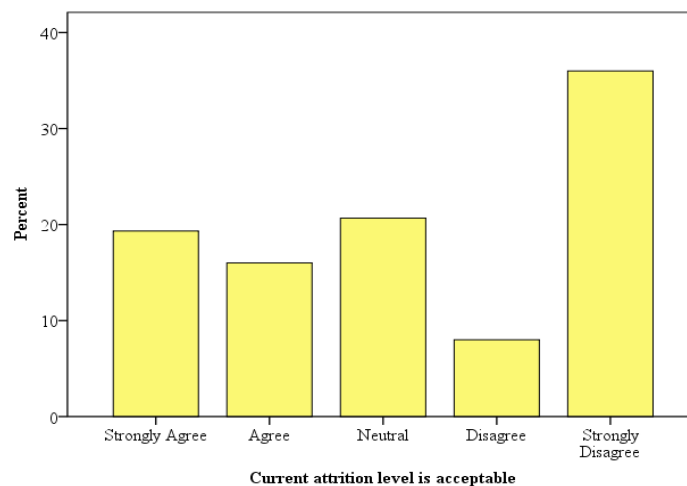


Fig. No 1.1 Current attrition levels within the company is acceptable

Inference

From the above table it is inferred that 36.0% of the respondents strongly disagree, 20.7% are neutral, 19.3% strongly agree, 16.0% agree, and 8.0% disagree that the current attrition level within the company is acceptable.

Feel satisfied with the current job

Table. No. 1.2 Feel satisfied with the current job

Particulars	Frequency	Percentage
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Strongly agree	17	11.3
Agree	36	24.0
Neutral	24	16.0
Disagree	17	11.3
Strongly disagree	56	37.3
Total	150	100.0

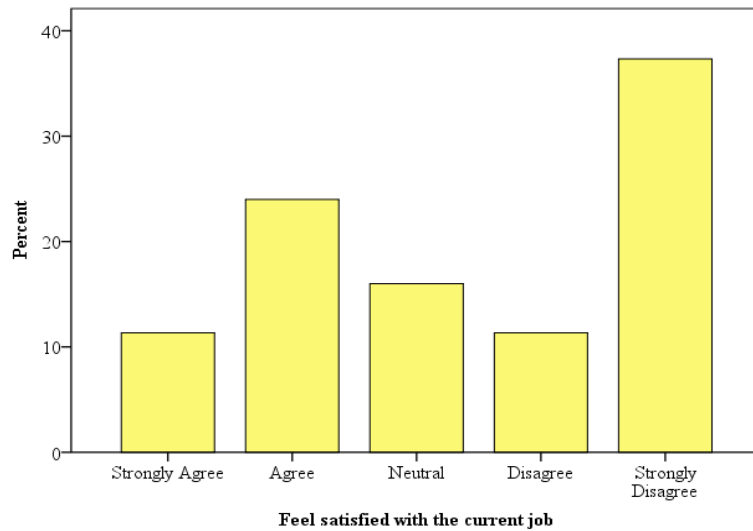


Fig. No. 1.2 Feel satisfied with the current job

Inference

From the above table it is inferred that 37.3% of the respondents strongly disagree, 24.0% agree, 16.0% are neutral, 11.3% strongly agree, and 11.3% disagree that they feel satisfied with their current job.

Receive support and guidance from supervisors/managers

Table. No. 1.3 Receive support and guidance from supervisors/managers

Particulars	Frequency	Percentage
Strongly agree	12	8.0
Agree	34	22.7
Neutral	25	16.7
Disagree	10	6.7
Strongly disagree	69	46.0
Total	150	100

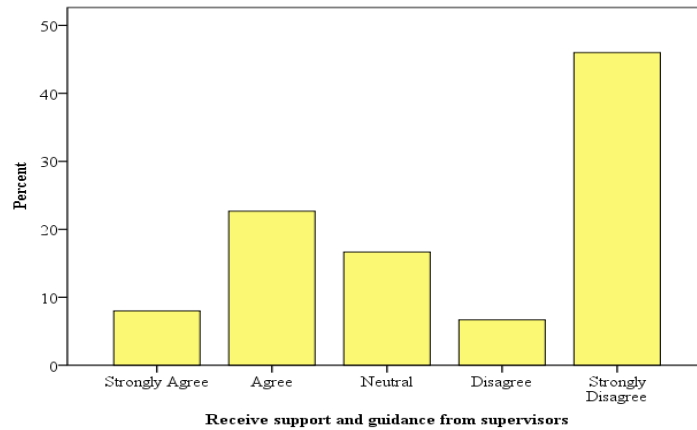


Fig. No. 1.3 Receive support and guidance from supervisors/ managers

Inference

From the above table it is inferred that 46.0% of the respondents strongly disagree, 22.7% agree, 16.7% are neutral, 8.0% strongly agree, and 6.7% disagree that they receive adequate support and guidance from their supervisors/managers.

Satisfied with the existing grievance settlement system

Table. No.1.4 Satisfied with the existing grievance settlement system

Particulars	Frequency	Percentage
Strongly agree	20	13.3
Agree	37	24.7
Neutral	30	20.0
Disagree	18	12.0
Strongly disagree	45	30.0
Total	150	100

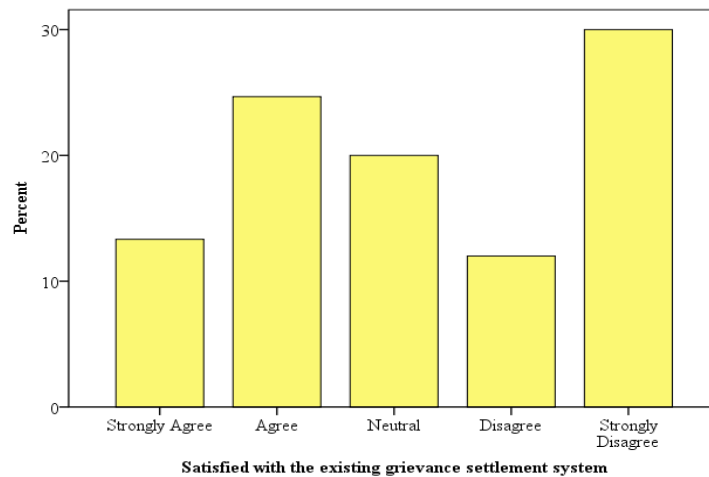


Fig. No. 1.4 Satisfied with the existing grievance settlement system

Inference

From the above table it is inferred that 30.0% of the respondents strongly disagree, 24.7% agree, 20.0% are neutral, 13.3% strongly agree, and 12.0% disagree that they are satisfied with the existing grievance settlement system.

Company provides opportunities for promotion

Table. No.1.5 Company provides opportunities for promotion

Particulars	Frequency	Percentage
Strongly agree	65	43.3
Agree	13	8.7
Neutral	8	5.3
Disagree	13	8.7
Strongly disagree	51	34.0
Total	150	100

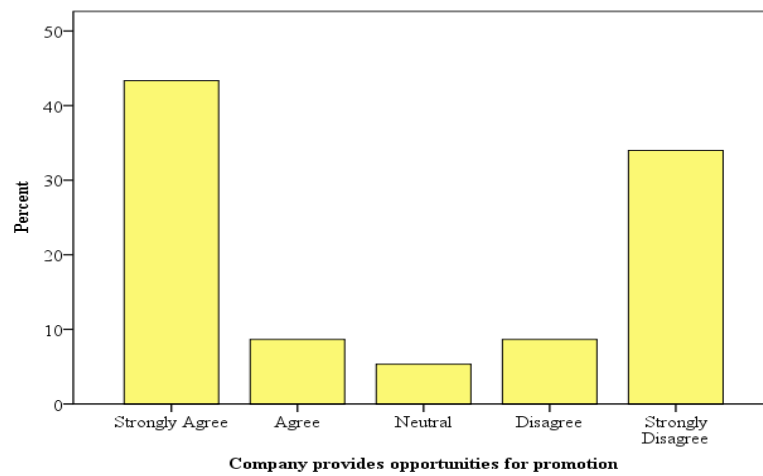


Fig. No. 1.5 Company provides opportunities for promotion

Inference

From the above table, it is inferred that 43.3% of the respondents strongly agree, 34.0% strongly disagree, 8.7% agree, 8.7% disagree, and 5.3% are neutral that the company provides opportunities for promotion of the employees.

Chi-Square Tests

Null hypothesis

H0: There is no significant association between job satisfaction and attrition level.

Alternative hypothesis

H1: There is a significant association between job satisfaction and attrition level.

Summary of the Chi-Square

Table. No. 1.7 Summary of the Chi-Square

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Job satisfaction X Attrition level	150	100.0%	0	0.0%	150	100.0%

	Value	DF	Asymptotic. Sig. (2-sided)
Pearson Chi-Square	130.118 ^a	16	.000
Likelihood Ratio	136.417	16	.000
Linear-by-Linear Association	79.499	1	.000
N of Valid Cases	150		

Table. No. 1.8 Chi-Square Test

Inference

From the above table it is inferred that value is $p = 0.000$ which is less than 0.05. So, null hypothesis is rejected and alternative hypothesis is accepted. It reveals that there is a significant association between job satisfaction and attrition level.

Correlation**Null hypothesis**

H0: There is no relationship between employees receive adequate support and grievance settlement system.

Alternative hypothesis

H1: There is a relationship between employees receive adequate support and grievance settlement system.

Table. No. 1.9 Correlation

Correlation values		Employees receive adequate support	Grievance settlement system
Employees receive adequate support	Pearson Correlation	1	.673**
	Sig. (2-tailed)		.000
	N	150	150
Grievance settlement system	Pearson Correlation	.673**	1
	Sig. (2-tailed)	.000	
	N	150	150

Inference

From the above table, it is inferred that $r = 0.673$ (r value lies between -1 to $+1$), hence it is clear that there is a positive correlation between employees receiving adequate support and satisfying grievance settlement system. So, H1 is accepted. There is a significant association between employees receive adequate support and grievance settlement system

Suggestions

- Foster transparent communication between management and employees to address concerns and provide updates on organizational developments. This builds trust and helps employees feel valued and informed.
- Offer regular training opportunities to enhance employee skills and provide clear career paths. This improves job satisfaction and reduces turnover.
- Train supervisors to provide better support, offer constructive feedback, and address grievances effectively. A supportive managerial relationship can impact employee satisfaction and retention.
- Update the grievance settlement system to ensure fairness and prompt resolution of employee concerns, preventing dissatisfaction from escalating.

- Implement policies supporting work-life balance, such as flexible work hours. Balancing work and personal life is crucial for employee well-being and reduces turnover.

Limitations of the study

- There were difficulties in obtaining data from executives and managers due to their busy work schedule.
- Some core data could not be collected due to confidentiality policies of the company.
- Most of the employees are not ready to share the information.

Conclusion

This study emphasizes addressing employee attrition through various measures like communication enhancement, development investment, supervisor support improvement, grievance system revision, and work-life balance promotion. Implementing these strategies can create a positive work environment, retaining employees and fostering organizational growth.

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