



WOMEN ATTRITION & RETENTION-A CASE STUDY ON I.T COMPANIES

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Women attrition is a gradual, natural reduction in female membership or personnel, as through retirement, resignation, death or due to any other reasons.

Attrition is a critical issue and pretty high in the industry these days. It's the major problem which highlights in all the organizations. Though the term 'ATTRITION' is common, many would be at a loss to define what actually Attrition is, "Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be said as Employee Turnover or Employee Defection" Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. **Retaining employees** is a critical and ongoing effort. One of the biggest challenges in having managers in the place that understands it is their responsibility to create and sustain an environment that fosters retention. Staff requires reinforcement, direction and recognition to grow and remain satisfied in their positions. Managers must recognize this and understand that establishing such fundamentals demonstrates their objectives to support nature and motivate their employees. Companies in India as well as in other countries face a formidable challenge of recruiting and retaining talents while at the same time having to manage talent loss through attrition be that due to industry downturns or through voluntary individual turnover. Losing talents and employees result in performance losses which can have long term negative effect on companies especially if the departing talent leaves gaps in its execution capability and human resource functioning which not only includes lost productivity but also possibly loss of work team harmony and social goodwill. With attrition rates being a bane of every industry, companies are devising innovative business models for effective retention of talent. There are a lot of factors responsible for attrition such as **inflexible timings, lack of compensation, career opportunities, personal & organizational factors etc**, and employers are getting increasingly conscious of the factors that can keep an employee committed.

Objectives of the study

1. To identify the reasons contributing to women attrition in the I.T sector.
2. To ascertain the various methods adopted to overcome women attrition among I.T Sector.
3. To give suggestions based on the study.

Literature Review

The study on "**Problems and Prospects of Women Employees in BPO Sector**: A Study of Some Select BPOs in Delhi and NCR" conducted by Sarang devot, S. S.Yadav, Rajender Kumar, Rakesh kumar Sharma looks into the Indian BPO industry which accounts for a revenue of US\$39.6 bn and has emerged as one of the largest private industries providing direct employment to 1.6 million professionals. The study discusses the major problems faced by women employees in the BPO sector, viz., health problems, lack of safety, sexual harassment, more working hours, lack of social security, etc. It also reveals the various reasons for the high attrition rate of the women employees of the Indian BPOs, and identifies the various factors which encourage women employees to opt for a career in the BPO sector.

The study on "**Causes of Attrition in BPO Companies**: Study of a Mid-Size Organization in India" by Ammu Anantharaja, Department of Management Studies, National Institute of Technology, Tiruchirappalli, published in the IUP Journal of Management Research. Nov2009, Vol. 8 Issue 11, looks at how the employee turnover reflects a company's internal strengths and weaknesses. New hires need to be constantly added, further costs in training them, getting them aligned to the company culture, etc.,—all pose a challenge. Organizations also face difficulties in retaining the remaining employees as well as attracting potential employees. High attrition rates also lead to a chronic or systemic cycle. All this has a significant impact on the strength of a company in managing their business in a competitive environment. This study was conducted to find out the main causes which increase the employee turnover in BPO companies and to find out the way to control attrition. The work is descriptive in nature. This study was carried out in BPO companies in and around Bangalore. In this study, the opinion of 110 employees were taken for the analysis. The tool used for collecting the data was a structured questionnaire.

The study on "**Women-Centred but not Women-Friendly**: Understanding Student Attrition in the Ontario Midwifery Education Programme" by Neiterman, Elena



Lobb, Derek K published in the Gender, Work & Organization. May2014, Vol. 21 Issue 3, in analysing the reasons for high attrition among midwifery students enrolled in the Ontario Midwifery Education Programme, examined how the challenges of maintaining work-life balance among practising midwives impacts students' decisions to stay or withdraw from the programme. The content analysis of the written responses from a self-administered online delivered survey revealed that many students drawn to the profession become disillusioned during their studies. Observing the difficulties that practising midwives face in trying to combine care for their clients with care for their families, students perceive midwifery as a profession that is women-friendly only in relation to clients and not in relation to the practising midwives themselves. The study suggest that the caring dilemma of midwifery impacts the neophytes to the profession. The authors contend that a change in structural organization of work would likely improve retention among student midwives.

Methodology

To conduct the study during 2016 the following methods are adopted with a sample size of 40.

- Survey method
- Observation during the interview.

Table - 1 Demographic profile of the respondents
Age-wise classification of respondents

Age	Frequency	Percentage
21-25 years	11	27.5
26-30 years	21	52.5
31-35 years	07	17.5
36-40 years	01	2.5
Total	40	100

Interpretation

From the above table it can be stated that, 52.5 % of respondents are in the age group 26-30 years, 27.5% in 21- 25 years, 17.5% between 31- 35 years and 2.5 % of respondents are in the age group of 36-40 years' category.

Table – 2,Classification of respondents based on the year of experience.

Experience	Frequency	Percentage
0-5 years	22	55
6-10 years	15	37.5
11-15 years	02	5
More than 15 years	01	2.5
Total	40	100

Interpretation

From the above table it can be observed that, 55% of the respondents got less than 5 years of experience, 37.5% with 6-10 years, 5 % with 11-15 years and 2.5 % with more than 15 years of experience in the same organization.

Table – 3, Respondents opinion on Work

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
I know exactly what is expected from me as an employee.	8	20	16	40	12	30	2	5	0	0	2	5
Convenience in job timings is given to women employees as an option to reduce attrition to an extent.	10	25	17	42.5	9	22.5	1	2.5	0	0	2	3



I often feel like quitting the job & seeking alternatives else where	3	7.5	7	17.5	12	30	11	28.5	6	15.5	1	2.5
My job matches my ability to perform	8	20	19	47.5	9	22.5	2	5	1	2.5	1	2.5
Due care is taken at the time of recruitment to ensure that the right person is chose for the right job	8	20	18	45	9	22.5	3	7.5	0	0	2	5

Interpretation

The table before concludes that, 20% of the respondents strongly agree towards the statement ‘what is expected from me as an employee’ whereas 30% expressed neutral feel, 40% somewhat agree, 5% strongly disagree, and 5% somewhat disagree on the statement.

From the table before we can propose that, 42.5% of the respondents somewhat agree on convenience in job timings given for women employees whereas 25% strongly agree, 22.5% neutral, 3% does not give their response, 2.5% strongly disagree .

With regard to quitting the job and seeking alternatives elsewhere 30% felt neutral, 28.5% strongly disagree, 7.5% strongly agree, 15.5% somewhat disagree, 7.5% strongly agree & 2.5 % no response.

It is confirmed from the table that, 47.5% somewhat agree towards job matches based on ability to perform, whereas 22.5% felt neutral, 20% strongly agree, 5% strongly disagree, 2.5% does give their response and 2.5% somewhat disagree towards the same.

It can be read from the table that, 45% somewhat agree towards the statement ‘due care is taken at the time recruitment to ensure that the right person is chosen for the right job’ 22.5% felt neutral, 20% strongly agree, 7.5% strongly disagree, 5% does not give response.

Table – 4, Respondent’s opinion on Career growth and Knowledge

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
I have a clear sense of future direction in my organization	8	20	18	45	9	23	2	5	2	5	1	2.5
I feel encouraged to pursue my future career growth and development opportunities in this organization	7	17.5	17	42.5	10	25	2	5	1	2.5	1	2.5
My company provides best growth opportunities to develop my career.	10	25	15	37.5	11	27.5	2	5	1	2.5	1	2.5
I am always motivated to take up higher studies	9	22.5	14	35	11	27.5	3	7.5	2	5	1	2.5

Interpretation

Table 4.8 represents simple percentage analysis on career growth and knowledge, It can be concluded from the table that, 45% somewhat agree, 23% feels neutral, 20% strongly agree, 5% somewhat disagree, 5% strongly disagree and 2.5% has not given any response towards the statement ‘I have a clear sense of future direction in my organization.



With reference to the statement ‘I feel encourages to pursue my future career growth and development opportunities in the organization’ 42.5% somewhat agree, 25% expressed their feel as neutral, 17.5% strongly agree, 5% strongly disagree, 2.5% no response and 2.5% somewhat disagree.

With regard to best growth opportunities to develop the career, 37.5% somewhat agree whereas 27.5% expressed their opinion as neutral, 25% strongly agree, 5% strongly disagree, 2.5% somewhat disagree and 2.5% does not express their response..

From the table it can be described that, 35% of the respondents somewhat agree on the statement ‘I am always motivates to take higher studies’ whereas 27.5% felt neutral, 22.5% strongly agree, 7.5% strongly disagree, 5% somewhat disagree and 2.5% does not express their opinion.

Table – 5, Respondents opinion on Personal Factors

Items	Strongly Agree		Somewhat Agree		Neutral		Strongly Disagree		Somewhat Disagree		No Response	
	N	%	N	%	N	%	N	%	N	%	N	%
Personal factors are the major reasons for attrition	7	17.5	16	40	12	30	2	5	1	2.5	2	5
I feel I am a valued & respected part of the organization	8	20	16	40	10	25	3	7.5	2	5	1	2.5
I get support & cooperation from organization during emergencies in my personal life	7	17.5	13	35	10	25.1	4	10	2	5	3	7.5
My personal life is no way affected by my job timings or any other factor of the office	12	30	16	40	10	25	1	2.5	1	2.5	0	0
Day care centers are provided for the children’s of female employees for better concentration of the job	11	27.5	20	50	7	17.5	1	2.5	1	2.5	0	0
Due consideration is given to personal issue when allocating tasks or performing jobs among women employees	9	22.5	14	35	11	27.5	3	7.5	2	5	1	2.5

Interpretation

Table 4 highlights the respondents’ opinion on personal factors. it is observed from the table that, 40% and 30% somewhat agree and expressed neutral feel respectively towards the statement ‘personal factors are the major reasons for attrition’. Whereas 17.5% strongly agree, 5% strongly disagree and the same percentage has not given their response followed by 2.5% somewhat disagreeing on the statement.

With reference to the statement, ‘I feel I am valued and respected part of the organization’ 40% somewhat agree, 25% neutral, 20% strongly agree, 7.5% strongly disagree, 5% somewhat disagree and 2.5% does not give their opinion on the same.

With regard to support and cooperation from organization during emergencies in personal life’ 35% somewhat agree, 25.1% neutral, 17.5% strongly agree, 10% strongly disagree, 7.5% does not give their opinion and 5% somewhat disagree.

From the table we can confirm that, 40% and 30% somewhat agree and strongly agree respectively towards the statement ‘My personal life is no way affected by my job timings or any other factor of the office’ followed by 25% neutral, 2.5% strongly disagree and other 2.5% somewhat disagree towards the same statement.



Table 4 represents the day care center supporting female employees towards concentrating in the job, where 50% somewhat agree, 27.5% strongly agree, 17.5% neutral, 2.5% strongly disagree and 2.5% somewhat disagree with the statement.

Table – 6, Strategies adopted to retain women employees

Strategies adopted	Responses	
	N	Percent of
Enhanced Remuneration	20	50%
Flexible Working Hours	30	75%
Growth Opportunities	24	60%
Pressure Relievers	13	32.5%
Education	16	40%
Work from Home	26	65%
Day Care Centres	20	50%
Promotion	18	45%
Training and Development	22	55%
Participation in Management	17	6.8%
Total	231	577.5%

Table -7, Descriptive statistics and Cronbach alpha reliability of the study variables

	Mean	Std. Deviation	Cronbach's Alpha
Work	3.74	.911	0.80
Career growth and knowledge	3.64	.878	0.72
Personal Factors	3.58	.975	0.70
Strategies for retaining women	3.57	.817	0.79

Findings

- Female Employees who fall in the age group of 25-30 yrs & with the experience of 6-10 yrs are more prone to attrition.
- We can find that most of the employees are not very satisfied with the job that is assigned to them.
- Organizations does not provide proper Career & growth opportunities for the employees.
- Female employees are not given due consideration when it comes to managing their work & personal life.

Suggestions

1. Female employees should be given more benefits compared to men for a longer stay which makes them more satisfied and there by reduces attrition.
2. Management should give due consideration in handling conflicts and problems that arises among the employees which makes them feel respected and valued part of organization.
3. Effective monetary benefits should be given in form of rewards for every task assigned, to make them feel satisfied and motivates them to take up each and every task.
4. Female Employees should be provided with ample opportunities to develop their career and also motivate them to take higher studies which make them more confident.
5. Organization should provide co-operation and support to the female employees in attaining their personal problems by providing flexible timings, handling emergencies, work life balance etc.
6. Employees should be given Continues training in achieving their targets.
7. Organization should adopt effective retention strategies as attrition has direct impact on the production of the organization. Retention strategies could help in overcoming these losses to certain extent.