

**A STUDY ON CAUSES OF ATTRITION AMONG THE WOMEN EMPLOYEES  
WORKING IN SELECTED INFORMATION TECHNOLOGY (IT) COMPANIES IN  
CHENNAI CITY**

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**ABSTRACT**

**Purpose:** Causes of Attrition among the Women Employees working in Selected IT Companies in Chennai City

**Data Used:** Primary & Secondary data: The primary data generated from the women employees working in selected information technology Companies in Chennai city. The responses are generated from the women employees' in the form of questionnaire. The secondary data is collected from journals, magazines, daily newspapers, and company websites.

**Sample Size:** The primary responses generated through the survey method. A survey executed using a self-administered Questionnaire. 500 Questionnaires distributed to the women employees and generate the responses. Out of 500 questionnaires, 481 filled responses are collected from the women employees. Eight filled responses are not appropriately filled; therefore, these eight rejected and remaining 473 samples used for the final study.

**Sampling Technique:** Purposive sampling Method used for the study.

**Findings:** The study found that the predominant factors for causes of attrition among women employees such as Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support. Besides, the study reveals that the factors significantly influence the attrition intentions among the women employees in the study region.

**Keywords:** *Attrition, IT companies, HR policy, and Women Employees*

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**INTRODUCTION:**

The information technology industry is the essential driving force servicing the economic development of our nation. This sector is not only to make over India's vision of the globalized policies, but it also serviced economic development by stimulating the higher-level learning division. This sector employed approximately ten million Indians and, therefore, has offered a lot to pleasant growth in our nation. The IT sector in our country stood at US\$177 billion in the year

2019, witnessing an increase of 6.1 % and is estimated the size of the sector will develop to US\$ 350 billion by 2025 (**Industry & Size, 2020**). The IT segment has also led to an enormous employment generation. Since IT-based companies in India start the great deals imminent to their systems subsequent to subdued years, the segment is geared up to add around 250,000 new jobs in the 2019 (HR and staffing solutions provider Team Lease Services). The women's involvement in the IT sector is higher both in similarity to other sectors in our nation and comparison to representation in the division in other nations. The socio-cultural background of the boost in women's contribution is sustained by the organizational background of the IT-based professions. This sector proffer white-collar jobs with reasonably high-level salary, effortless global mobility, gender-neutral policy support on information-centric skills' custody, stretchy work routine, and physically less challenging work procedure in the contented inside work environment. Presently IT companies are facing the toughest challenge is attrition. It is one of the most critical issues in any IT-based companies. The women employees' attrition depends on numerous factors akin to the inside job posting, the outline of work, causes, pleasanter career openings, and pay. Human capital engages both tangible as well as intangible costs. Besides substantially based payments similar replacement expense, it also includes invisible costs like loss of intellectual money and deep employee assurance. Employees provide precious implicit information with them when migrating an organization (notably IT organizations), and that can display a competitive edge for the contestants. It performs attrition supervision very significantly in the IT industry. The well-reputed IT companies are unable to reduce high women employees' attrition rates. The study aspires to gain a superior opinion of the ideas that commence to women's workforce attrition from reputed Indian IT companies that give advantages like handsome salary, mother ship leave, and the opportunity of work from residence, open to allowing the relocation of their job place. Consequently, the present study is focused on assessing the causes of attrition among the women employees working in selected IT companies in Chennai city.

### **LITERATURE REVIEW:**

The causes of attrition among the employees of BPO processing companies such as Career intensification, supervision, compensation is most significant reasons which provide attrition. Owing to the monotonic character of the profession, employees reduce their assignments consistently, and the common interlude is couple of years (**Anantharaja, 2009**). The high tendencies of young group employees are to shift jobs. It caused by together push factors (interruption with lifestyle perspective, deprived relationships with co-employees, employment stressors, disturbing supervisory interactions) and pull elements (presentations of more suitable reimbursement, more exciting work, development opportunities, excitement to revisit for scholarly study) (**Ho, Downe, & Loke, 2010**). Employee attrition based on a diversity of factors connected with the outflow of work and economy-wide portions (**Jins & Radhakrishnan, 2012**). The significant factors, namely working surroundings, career augmentation opportunity, organizational based cultures, work stress, and reduction of common belief, are the reasons for the attrition IT sector. (**SHANMUGAM, ANBU, & KALPANA, 2012**) Lengthy working hours

and low-level salaries are the significant factors that affect the attrition rate in hotels, which has a considerable impression on customer satisfaction and the prominence of the hotel. (Peshave, 2012) Attrition is elevated amongst entry-level, which beneath the age cluster of 40 years. To monitor attrition, some actions like outline mapping device, influential retention policies, etc. (Mankikar, 2013) Organizations need to try to find out the analyses back the high attrition rate and attempt to overwhelm it. Some extent attrition is inevitable and may even determine to be helpful, but it must be assured that it does not extend to irrepressible proportion. (Sangwan, 2014) The essential ideas that developed as features foremost to attrition: first, exclusionary & managerial experience which marginalized and frightened women; the second aspect, abridged career opportunity, including short of gender impartiality in encouragement and safety; third, weak headship; and fourth, critical mass of women. The determinants then that strength help in female staff retention are decisive women, gender equity, including two-way cultures, psychological protection, and principled leadership. The career models of women registered that a predicament is an appropriate comparison of their career pathway. (Verbos & Dykstra, 2014) The organization can maintain the employees; it leads to prospering and achieves target with performance and aggressive advantage. The organizations should investigate how the employee can be applied in the organization. The procedures must be performed and should comply with employee requirements. There should be workforce variety in the company that will bring innovative approaches and retention policies like re-skilling workers, task redesign, employee empowerment, and individual training and development (Gulzar, 2014) The determinants such as organizational culture, career expansion opportunity, working conditions, employment difficulty, and joint belief are the reason of attrition in a speedy-rising industry like IT. Consequently; the study decided that organization should have an employee-sociable organizational culture with favorable working surroundings, low-level pressure and higher possibilities for career increase which will decrease the attrition velocity large extent and improve employee position to support in the organization (David, Kaushik, Verma, & Sharma, 2015). The understanding of the consciousness of women employees is, in turn, improve the administrator to generate and preserve their flair pool. The holistic aspect of human resource policies and policies that contain the balanced work life requirement of various women employees in the modern business atmosphere (Singh, Ganguli, & David, 2017). Attrition assumed within an organization; a division of earlier period and offered Attrition must be explained. Once both of these problems have been studied, companies can choose on the individual solutions according to their analyses, the latest one obtaining the achievement of employee loyalty and commitment (Kumar & Melba, 2017). Various employees may also lead to leaving the office for multiple undisclosed parts namely scarcity of job safety, deprivation of career progression, passion for diversity in different events, expecting greater pay, quandaries with administrators, and any other private reasons (Sridhar and Venugopal, 2018). The authors discerned that turnover intends it has cause on steady loss features, i.e., QWL, work development, character and family motive, working hours, link with inner co – professional, welfare measures, working situations, and compensation packages (Basariya &

**Ramyarrzgarahmed, 2019**). The study observed those six determinants, particularly specific work, robust HR policy, inappropriate behavior, economic oppression, the importance of colleagues, and extensive opportunities, perform a significant function in attrition between the sales divisions in non-banking financial companies in the research region. The study also discovered that male and female employees possess a similar sense of the causes of attrition factors(**Murthy ASLN, 2020**). The reason of attrition amongst the IT staff is active in scenery. The transform in the estimation of the staff about the rationale for attrition with a revolutionize in their age, category, sex, conjugal status, qualification and description(**Rao, 2020**). Employees create to look out enhanced monetary rewards. They are complete to leave any organizations to create money. Employees always come with special types of expectation thoughtful them becomes a main confront for the employers. The employees require increase when the employees are not specified chance, they create to look for a new job was their requirement is fulfilled. When employee's facade individual problems routinely they cannot execute enhanced in the job, so this situation somehow guides to revolutionize of job. Claiming the career step ladder turn into very much important to all specialized so the amount of beginning taken to do so will guide to the modify of job(**Swathi, 2020**).

#### **NEED FOR THE STUDY:**

The study is focused on identifying the causes of attrition among the women employees working in selected information technology companies in Chennai city. The information technology companies are spending a massive volume of funds towards recruiting the employees and contributing to the training for them. The companies also concentrate on paying towards enhancing the morality, motivation of employees. Also, the management of IT companies is spending on implementing new technologies and methods and innovation strategies and products. The study throws light through valuable suggestions to decrease the attrition level in the information technology sector.

#### **OBJECTIVES OF THE STUDY:**

- The study's core objective is to find out the causes of attrition among the women employees working in selected information technology companies in Chennai city. Besides, the study concentrates on measuring the factors of attrition influence towards the attrition intensity among the women employees.

#### **STATEMENT OF HYPOTHESIS:**

- The factors of Attrition namely Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support do no influence Attrition Intensions among the women Employees of selected IT Companies in Chennai city.

**RESEARCH METHODOLOGY:**

**Aim:** Causes of attrition among the women employees working in selected IT Companies in Chennai city.

**Data Used:** Primary & Secondary data. The primary data generated from the women employees working in information technology Companies in Chennai city. The responses are generated from the women employees in the form of questionnaire. The secondary data is collected from journals, magazines, daily newspapers, and companies' websites.

**Sampling Size:** The primary responses generated through the survey method. A survey executed using a self-administered Questionnaire. 500 Questionnaires distributed to the women employees and generate the responses. Out of 500 questionnaires, 481 filled responses are collected from the women employees. Eight filled responses are not appropriately filled; therefore, these eight rejected and remaining 473 samples used for the final study.

**Sampling Method:** Purposive sampling technique used.

**Tools used for analysis:** Simple frequency distribution, EFA, Correlation, and Multiple Regression Analysis.

**RESULTS AND DISCUSSION:**

**Table 1**  
**Demographic Profile of Women Employees**

	<b>Frequency</b>	<b>Percent</b>
<b>Age (in years)</b>		
Up to 25	90	19.0
26 - 30	120	25.4
31 - 35	101	21.4
36-40	105	22.2
Above 40	57	12.1
<b>Total</b>	<b>473</b>	<b>100.0</b>
<b>Marital Status</b>		
Single	141	29.8
Married	332	70.2
<b>Total</b>	<b>473</b>	<b>100.0</b>
<b>Educational Qualification</b>		

UG	138	29.2
PG	159	33.6
Professional	176	37.2
<b>Total</b>	<b>473</b>	<b>100.0</b>
<b>Income (Yearly)</b>		
Up to Rs.3.0 Lakhs	92	19.5
Rs.3.1 -6.0 Lakhs	158	33.4
Rs.6.1 - 9.0 Lakhs	127	26.8
>9.0 Lakhs	96	20.3
<b>Total</b>	<b>473</b>	<b>100.0</b>
<b>Experience of the current organization</b>		
Up to 2 Years	89	18.8
3 - 6 Years	197	41.6
6- 9 Years	124	26.2
Above 9 Years	63	13.3
Total	473	100.0
<b>Designation</b>		
Software Programmer	128	27.1
Senior Software Programmer	141	29.8
Team Leader	125	26.4
Project Head	79	16.7
<b>Total</b>	<b>473</b>	<b>100.0</b>

Table 1 reveals the frequency results of the demographic profile of women employees employed in selected information technology companies in Chennai city. Regarding the age category of women employee's concern, the majority of 25.4% of the employees are in the age group between 26-30 Years. It followed by 22.2% of the women employees are in the age group of between 36-40 years, 21.4% of the women employees are in the age group of between 31-35 years, 19% of the women employees are in the age group of up to 25 years, and 12.1% of the women employees are in the age group of above 40 years. Marital status of women employees, majority 70.2% of the women employees are married and 29.8% of the women employees are single category. Regarding the educational qualification of women, employees are the majority, 37.2% of the women employees obtained professional degrees like B.E., B.Tech, M.E, and M.Tech. The other significant groups of women employees are obtained post-graduates, and 29.2% of the women employees are under-graduates. Regarding yearly income concern, majority 33.4% of the women employees' annual income is Rs.3.1 -6.0 Lakhs, followed by 26.8% of the women employees annual income is Rs.6.1 - 9.0 Lakhs, 20.3% of the women employees annual income is above >9.0 Lakhs, and 19.5% of the women employees annual income is up to Rs.3.0 Lakhs. The experience of the women employee's concern, majority 41.6%

of the women employees are having 3-6 years of experience, followed by 26.2% of the women employees are having between 6-9 years and 18.8% of the women employees are having up to 3 years, and 13.3% of the women employees are having above nine years of experience. Designation wise, majority 29.8% of the women employees are designated as senior software programmers, followed by 27.1% of the women employees are designated as software programmers, 26.4% of the women employees are designated as Team leaders, and 16.7% of the women employees are designated as project Heads.

**Exploratory Factor Analysis:**

The Exploratory factor examination used to recognize the factors which affect the attrition among the women employees in selected IT organizations in the study region. The literature survey supports to identify the study variables. The study identified twenty variables related to the causes of attrition among the women employees in the study region. It is challenging to analyze the variables for further analysis. Therefore, the exploratory factor analysis used to measure the predominant factors which affect the attrition among the women employees in selected IT companies in Chennai city.

**Table 2**  
**KMO and Bartlett's Test**

KMO Measure of Sampling Adequacy.		.878
Bartlett's Test of Sphericity	Approx. Chi-Square	4270.439
	df	190
	Sig.	.000**

Table 2 exhibits the results of KMO and Bartlett's Test. The KMO examination of sample adequacy executed to verify adequacy of samples. The significance of KMO creates to be 0.878, which specified that the dataset used for factor investigation. The p-value for the Bartlett test < 0.05, substantiate that the figures border under deliberation not uniqueness matrix. With a suitable Bartlett and KMO test score, the study is scheduled with the exploratory factor analysis to identify the predominant factors which affect the attrition among the women employees working in selected information technology companies in the study region.

**Table 3**  
**Total Variance Explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	8.907	44.534	44.534	4.065	20.323	20.323
2	2.806	14.029	58.563	3.819	19.094	39.416
3	2.076	10.378	68.941	3.302	16.510	55.927

4	1.346	6.730	75.671	2.981	14.906	70.832
5	1.265	6.327	81.998	2.233	11.166	81.998

Table 3 reveals the total variance explained the causes of attrition among the women employees in selected information technology companies in Chennai city. The study indicated that the twenty variables are converted into five predominant factors with Eigenvalue 4.065, 3.819, 3.302, 2.981, and 2.233 and individual variance of 20.323%, 19.094%, 16.510%, 14.906%, and 11.166%. The total variance of twenty variables is 81.998%, which is statistically significant at a 5% level. It also shows that the derivations of five factors are meaningful in explaining the determinants that cause of attrition among the women employees in selected information technology companies in the study area.

**Table 4**  
**Rotated Component Matrix**

	Component				
	WE	LCD	OC	C	LSS
Lack of Transparent and open form of communication	.838				
Not able to balance between work and personal life	.831				
Training and development not focused properly	.819				
Employees are not encouraged the Hard work	.778				
Company policies are stringent	.655				
Gender discrimination	.589				
There are no self-Assessment tools initiated by the organization		.857			
Career planning workshops are not managed		.849			
Lack of Individual counseling		.839			
Limited prospects provided by the organization		.801			
Lack of career growth/advancement			.876		
No proper work condition/relations			.851		
Management relations are not managed properly			.826		
Present compensation does not match the performance of the job				.892	
Compensation does not match with the experience				.887	
The anomaly of compensation packages				.748	
Salary hikes are not given properly				.684	
Lack of Encouragement from superiors					.847
Autocratic Approach					.806
No cordial relationship between Employee and Superiors					.724

Method: PCA



Varimax with Kaiser Normalization

*WE: Working Environment; LCD: Lack of Career Development; OC: Organizational Culture; C: Compensation; LSS: Lack of Superiors Support*

Table 4 emphasizes that the main five components which played a significant role in attrition among the women employees in selected information technology companies in Chennai. The rotated component facilitates in creating a broad understanding of five parameters that are recognized. The first factor is a significant factor explaining 20.323% out of the overall variance. The first factor loaded six statements which included “Lack of Transparent and open form of communication” (.838), “Not able to balance between work and personal life” (0.831), “Training and Development not focused properly” (0.819), “Employees are not encouraged the Hard work” (0.778), “Company policies are stringent” (0.655), and Gender discrimination(0.589). It can be interpreted as a **“Work Environment.”** The second factor explains 19.094% out of total variance, which comprises four variables namely “There are no self-Assessment tools initiated by the organization” (0.857), “Career planning workshops are not managed” (0.849), Lack of Individual counseling (0.839) and “Limited prospects provided by the organization” (801). It is named as **“Lack of Career Development.”**The third factor explains 16.510% out of the total variance. There are three variables included this factor namely “Lack of career growth/advancement” (0.876), “No proper work condition/relations” (0.851), and “Management relations are not managed properly” (0.826). It can be represented as **“Organization Culture.”**The fourth factor explains 14.906% out of the total variance. In this factor there are four variables included namely “Present compensation not match the performance of job” (0.892), “Compensation not match with the experience “ (0.887), “Anomaly of compensation packages” (0.748), and “Salary hikes are not given properly” (0.684). It is named as **“Compensation.”**The last factor explains 11.166% out of the total variance. This factor included three statements, such as “Lack of Encouragement from superiors” (0.847), “Autocratic Approach “(0.806), and “No cordial relationship between Employee and Superiors”(0.724). It can be named as **“Lack of Superiors Support.”**

**Table 5**

Karl Pearson’s Correlation test used to measure the relationship between causes of Attrition and Attrition Intension among the women Employees working in selected IT Companies

		WE	LCD	OC	C	LSS	AI
WE	Pearson Correlation	1	.285**	.217**	.443**	.314**	.478**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	473	473	473	473	473	473
LCD	Pearson Correlation	.285**	1	.430**	.408**	.440**	.443**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	473	473	473	473	473	473
OC	Pearson Correlation	.217**	.430**	1	.244**	.328**	.330**

	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	473	473	473	473	473	473
C	Pearson Correlation	.443**	.408**	.244**	1	.427**	.449**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	473	473	473	473	473	473
LSS	Pearson Correlation	.314**	.440**	.328**	.427**	1	.432**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	473	473	473	473	473	473
AI	Pearson Correlation	.478**	.443**	.330**	.449**	.432**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	473	473	473	473	473	473

*WE: Working Environment; LCD: Lack of Career Development; OC: Organizational Culture; C: Compensation; LSS: Lack of Superiors Support*

Table 5 exhibits the results of Karl Pearson’s Correlation test used to measure the relationship between the causes of Attrition and Attrition Intension among the women Employees working in selected IT Companies in the study area. It is identified from the above test results, the p-value of entire factors is <0.01. Therefore, the study confirms that the factors attrition, namely Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support significantly associated with the Attrition Intentions among the women Employees in selected information technology companies in Chennai city.

### **Multiple Regression Analysis:**

#### **Null Hypothesis:**

**The Causes of Attrition factors namely Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support do no influence Attrition Intentions among the women Employees of selected IT Companies in Chennai city**

Multiple regression analyses used to investigate whether the independent variables (causes of attrition) exerted a significant impact on the dependent variable (Attrition Intention). The multiple regression method utilized since it presented the most precise explanation of the independent variables. The multiple regression analysis used to test the hypothesis. The model used five independent variables, namely Working Environment, Lack of Career Development, Organizational Culture, Compensation, Lack of Superiors Support, and the dependent variable of the model is Attrition Intentions.

The results of the model summary are shown in table 6. To predict the goodness-of-fit of the regression model, the multiple correlation coefficient (R-value) and coefficient of determination

(R 2) examined. The R-value of the model is 0.625; it indicates that the independent variables are strongly associated with the dependent variable, i.e., Attrition Intension and the women employees had a high impact on the five attributes. Besides, the study results show that the R-square value is 0.390; it indicates that the five attributes explained around 39% of the variation of Attrition Intention. The regression model accomplished a satisfactory level of goodness-of-fit in predicting the variance of Attrition Intension concerning the five attributes. Furthermore, the model indicates the F and p-value is 59.799 & 0.000. The p-value is <0.01 and it is statistically significant and confirmed that the proposed model is fit.

In the regression investigation, the beta coefficients could be employed to elucidate the relative importance of the five attributes (independent variables) in contributing to the variance in Attrition Intension (dependent variable). The results of multiple regression show that all five attributes have a significant impact on Attrition Intension among the women employees in the study region. As far as the relative importance of all the attributes is concerned, Quality (t-value=6.939 & p=0.000), Lack of Career Development (t-value=4.202 & 0.000, Organizational Culture (t-value=2.388 & p=0.017), Compensation (t-value=3.498 & p-value=0.001), Lack of Superiors Support (t-value=3.807 & p vale=0.000). The p-values of entire factors are <0.01; therefore, the proposed null hypothesis rejected and concluded that the factors namely Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support significantly influence towards the Attrition Intensions among the women Employees of selected IT Companies in Chennai city.

**Table 6**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 <sup>a</sup>	.390	.384	.92414
a. Predictors: (Constant), Lack of Superiors Support, Work Environment, Organizational Culture, Compensation, Lack of Career Development				

**Table 7**  
**ANOVA test for Causes of Attrition**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	255.351	5	51.070	59.799	.000 <sup>b</sup>
	Residual	398.835	467	.854		
	Total	654.186	472			
a. Dependent Variable: Attrition Intention						
b. Predictors: (Constant), Lack of Superiors Support, Work Environment, Organizational Culture, Compensation, Lack of Career Development						

**Table 8**  
**Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.571	.185		3.089	.002
Work Environment	.259	.037	.285	6.939	.000**
Lack of Career Development	.161	.038	.186	4.202	.000**
Organizational Culture	.088	.037	.097	2.388	.017*
Compensation	.164	.047	.154	3.498	.001**
Lack of Superiors Support	.176	.046	.164	3.807	.000**

a. Dependent Variable: Attrition Intention

**CONCLUSION**

The study is proposed to measure the causes of attrition among the women employees in selected information technology companies in Chennai city. It is observed from the study, the IT sector and IT-enabled services playcritical driving forces fueling India's economic development. The information technology sector is a potential contribution to employment creation is both directly and indirectly. Nowadays, the information technology companies facing a tough challenge are attrition. It will affect companies' development and progress. The study found that the predominant factors for causes of attrition,such as Working Environment; Lack of Career Development; Organizational Culture; Compensation; Lack of Superiors Support. Besides, the study reveals that the factors significantly influence the attrition intentions among the women employees in the study region.

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