A STUDY OF REASONS FOR WOMEN ATTRITION IN INFORMATION TECHNOLOGY (IT) INDUSTRY IN PUNE CITY

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ABSTRACT

One of the main problems faced by the majority of the IT companies is "the high rate of attrition" which is having numerous impacts on the organizations. Attrition or steady loss is characterized as decrease in labor because of different reasons and factors. This research paper is aimed to identify the different factors that significantly impact women attrition in IT industry. It may be stated that these factors are internal factors and other factors. The research paper presents survey outcomes that may be useful and beneficial in terms of reducing the impact of reasons behind women attrition in some way. It may also contribute towards activities that may be deployed by IT organizations to retain their talented manpower.

Keywords: Women Attrition, Attrition in IT Industry, Reasons for women attrition

INTRODUCTION

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INTRODUCTION

Growth of Information Technology - IT sector in India has been at significant since 1991. IT industry employs about 3.9 million software professionals in India and abroad as of today. IT Industry has been playing a vital role in the Indian economy by providing employment opportunities and reasonable contribution to GDP (Gross Domestic Product) besides undertaking social responsibility role.

The IT and ITES (Information Technology Enabled Services) sector is man-power driven. It’s an employee (oriented) market with poaching taking toll by way of lucrative offers in all forms. For the young professionals, the glamour and attraction of high pay vanishes early due to the irregular working schedules and repetitive or monotonous way of working.

One of the main problems faced by the majority of the IT companies is "the high rate of attrition" which is having numerous impacts on the organizations. In spite of offering numerous incentives - rewards - benefits and other innovative attractive facilities, the rate of attrition is still on an increasing trend.

In the present circumstance, women in the IT sector include a sensibly huge part of the workforce in contrast with some other segment. It is assessed that women manpower constitutes around 40% to 47% of populace in Information Technology organizations in India and is developing.
According to IT industry apex body – NASSCOM estimates and data, the industry is witnessing an employee turnover of about 22% to 30% per annum. The trend is growing every year. Indian Information Technology industry is very dynamic with lots of staunch competitors in the same field. IT as an industry is segmented into IT Services or Product Development companies. The poaching or war for talent is common in this sector.

The main objective of this study is therefore to investigate various reasons behind women attrition in IT Industry in Pune city.

REASONS BEHIND ATTRITION

ATTRITION OR STEADY LOSS

Attrition or Steady loss is characterized as decrease in labor because of different reasons and factors. Wearing down can be conceptualized in numerous structures. The two noticeable types of steady loss are whittling down to because of labor decrease by method for leaving the association and by method for getting the retirement from the association.

Manpower loss means for a progressive decrease in work force without terminating of staff, as and when laborers leave or resign and isn't supplanted.

Manpower loss may have distinctive reasons, factors and qualities related with it that fluctuate from association to association. The explanations behind whittling down are not straightforward and can't be effectively found inside any association except if they are found in time until the point that it is frequently past the point where it is possible to satisfactorily address the issue.

In perspective of the dynamic and profoundly aggressive structure of IT industry today, it is necessitated that universally HRM (Human Resource Management) and HRD (Human Resource Development) faculty must be in a situation to deal with whittling down and related outcomes.

Various literature reviews has listed and identified several reasons behind attrition. Some of the examples as mentioned by the review of literature are as listed below.

Mathis R. and Jackson J. (2005) lists following as major reasons for employee leaving the organization as a part of their research study. [1]

1. Career Opportunities 78%
2. Better compensation 65%
3. Poor Management 21%
4. Relocation 18%
5. Higher studies 15%
6. Retirement 14%
7. Job Security 10%
8. Poor relationship 10%
9. Perception of discriminatory Treatment 5%
10. Health related reasons 5%
11. Family issues 8%

Losey M. (2005) lists following as major reasons for employee leaving the organization as a part their study. [2]

1. Compensation 53%
2. Career development 35%
3. New experience 32%
4. Career change 21%
5. Job security 21%
6. Poor management 20%
7. Boredom - 18%
8. Conflict with values 18%

Christian Jeffry mentioned that attrition has its own inferences and have an extensive variety of motivations to happen. Some of the reasons as cited by the author as are listed below: [3]

1. Boredom or absence of demanding work.
2. Limited chance for advancement.
3. Unreasonable work hours.
4. Lack of gratefulness from the seniors.
5. Boss running a personal agenda.
6. Hypercritical manager, Poor work life adjust.
7. Manipulative or narrow minded bosses.
8. Lack of authority or supervision, No coaching, no reasonable vocation ways.
9. Low desire and standard for work.
10. Too much administration, numerous contentions and infighting with partners - managers.
11. Various redundant issues, mediocre and incapable colleagues.
12. Others taking your thoughts without giving you credit, organization cannot, listen clients.
13. Putting a wrong individual at work, long commute.
14. Company is not willing to grasp the change.
15. Company is not a winner, no competitive remuneration packages.

According to Rajesh Kurup (2012), Indian IT industry witnessed an average attrition of 17% to 25% per cent in FY2012 while the average attrition across sectors-manufacturing, banking and others was at about 8%. The software industry clocked one of its highest attrition rates in FY2011. In India the software and Information Technology are the fastest growing industry sectors. Today, attrition is one of the major problems faced by the HR managers of the IT industry across the globe; the effect of steady loss has gotten impressive consideration by administration and HR experts. [4]

According to Lakshmipathi C.G and Narmada K (2014) women employee attrition is a standout amongst the most basic issues which Indian IT industry is confronting today. Since IT businesses are the financial spine on giving genuinely necessary outside trade inflow to our nation, it is the need of an opportunity to enhance the level of fulfillment amongst them. Married women employees who are working in the night shift face many problems from family, society and even health problem. Even there is no safety for women an employee working in night shift, says the study. The women’s has to get more support from the society and family members to work and to become more dynamic in the society. [5]

Malar Mathi K. and Malathi.G (2013) had undertaken a research study titled “Employer and Employee Perception on Job Attrition in IT Industry: Gap Analysis on contributing Factors of attrition in IT Industry”. The Study was made just to the staffs working in IT organizations in Chennai. Significant
discoveries of the investigation uncovered that there are contrasts between the business and worker on specific issues with regards to 'manpower loss'. Some of the aspects of these are absence of motivation, work pressure, lack of flexibility, and no freedom to redesign, professional challenges, no clarity in work profile and work rearrangement. The study inferred that the organizations must think of some measures, keeping in mind the end goal to reduce manpower loss. It should execute some new approaches and inventive HR measures keeping in mind the end goal to address employee problems, which will be advantageous for them in tackling attrition and enhance employee state of mind. [6]

Singh et al. (2017) is of the assessment that manpower loss is a multi-dimensional thing. It is blend of a few elements. The examination said that these are fundamental components and different variables. Fundamental or the essential components involves work life adjust and motherhood though different variables are outside elements. These incorporate work pressure, long working hours, erroneous assessment systems, compelling transfers, and uncooperative colleagues. [7]

OBJECTIVE
The broad objective of this research paper is to identify and examine different reasons behind women attrition in IT industry in Pune city.

EMPIRICAL RESEARCH RESULTS [8]

About the study
The study was conducted to investigate different reasons of attrition among women employees working in IT Industry in Pune city.

Scope of the research is limited to select IT organizations in Pune city those satisfy following conditions:

a. IT organizations having more than 100 employees.
b. IT organizations with percentage of women workforce about 40% of their total workforce.

Dependent Variable for the study is:

a. Attrition of Women employees working in IT Organizations.

Independent Variable for the study is:

a. Various reasons for women employees leaving the organization
   i. As revealed by the respondents
   ii. As revealed by the HR Department

Study results are as presented herewith.

REASONS AS REVEALED BY THE RESPONDENTS
Major Reasons (with the responses ‘Always True and ‘Mostly True’ as indicated by the respondents) are:

a. Career Opportunities
b. Marriage
c. Unsatisfying Pay Package
d. Gender Bias
Parameter (Various reasons of women employees leaving organizations) | Mostly True (as % of Respondents) | Always True (as % of Respondents)
---|---|---
Overseas Opportunities | 70% | 26%
Marriage | 50% | 40%
Unsatisfying Pay Package | 72% | 18%
Gender Bias | 54% | 12%

Response graphs for the above listed respective reasons are as shown below.
REASONS AS REVEALED BY THE HR DEPARTMENT

Major Reasons (with the responses ‘Always True’ and ‘Mostly True’ as indicated by the HR Department) are:

1. Family pressure like marriage and children.
2. Relocation to a city of their choice due to marriage or their husbands gets transferred.
3. Poor Work Culture.
4. Lack of competitive compensation including rewards and stock options.
5. Lack of career growth in all directions.
6. Absence of telecommuting options, working from home options, reduced working hours for women.
Parameter (Various reasons of women employees leaving organizations) | Mostly True (as % of Respondents) | Always True (as % of Respondents)
---|---|---
Family pressure like marriage and children. | 20% | 65%
Relocation to a city of their choice due to marriage or their husbands gets transferred. | 25% | 60%
Poor Work Culture. | 20% | 65%
Lack of competitive compensation including rewards and stock options. | 15% | 65%
Lack of career growth in all direction. | 25% | 45%
Absence of telecommuting options, working from home options, reduced working hours for women. | 45% | 25%

Response graphs for the above listed respective reasons are as shown below.
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Poor Work Culture

Lack of competitive compensation including rewards and stock options

Lack of career growth in all direction
Conclusions [8]

It may be suggested that the organizations may provide following measures.

a. Provide suitable career mapping and different paths depending upon the employee ability and work performance.

b. Provide suitable packages depending upon the employee experience, talent and work performance.

c. Build and maintain good work culture within them so that employee morale remains high consistently. The work culture may allow employees freedom, a kind of freedom, with maintaining respect for each other.

d. As required put in place suitable appreciation mechanisms to reward the employee based on their work performance.

e. Try to provide transport facility so that employees do not have to waste their time in commuting.

f. Provide flexible working facility to their employees. This in turn maintains the work life balance. With this the employees may be able to enjoy both their personal and professional life. This will in turn benefit the organization in terms of increased productivity.

REFERENCES


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