

Human Attrition in Information Technology (IT)

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Abstract

IT sector is a highly paid sector when it comes to paying its employees. Attrition should not happen in this industry. But it happens and there are reasons for its happening. If only the reasons are properly identified and attended to, it can be reduced. Profits can be increased and this will pave the way for the continuous successful running of the IT sector based organizations. This study identifies that attrition is influenced by demographic variables, workplace conditions, and organizational practices. Findings reveal moderate employee satisfaction with benefits and relationships, but highlight concerns regarding promotions and overall satisfaction. Job satisfaction emerges as a key mediating factor between organizational factors and employee attrition. The study concludes that improving career growth opportunities, transparency, and work-life balance can effectively reduce attrition and enhance employee retention in IT organizations.

Keywords: IT, Attrition, Grievances, emoluments, organizational culture, career growth.

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Introduction

The Information Technology (IT) sector has witnessed significant growth over the past two to three decades, creating extensive employment opportunities for both young graduates and experienced professionals. IT organizations recruit talent from the labor market as well as educational institutions through campus placements. They actively poach top talent from the market and attract high-performing students with competitive salary packages.

Many students accept IT job offers during their final year of study and join these organizations upon graduation. While some employees continue in the same organization, others leave over time. Factors such as personal reasons, health issues, better compensation elsewhere, and enhanced career prospects contribute to employee attrition. Similarly, employees recruited from the open market also tend to switch organizations for various reasons.

Theoretical Framework

The conceptual foundation of this study is based on Herzberg's Two-Factor Theory, also known as the Motivation - Hygiene Theory. This theory suggests that job satisfaction and dissatisfaction arises from two distinct sets of factors: hygiene factors and motivators. Hygiene factors, such as salary, working conditions, and supervision quality, are extrinsic to the job. While their presence prevents dissatisfaction, and do not necessarily enhance motivation. In contrast, motivators such as achievement, recognition, and career advancement are intrinsic and essential for improving job satisfaction and employee engagement.

In the context of this study, attrition related issues are treated as hygiene factors, while attrition reduction factors are considered motivators. Job satisfaction is introduced as a mediating variable, linking these factors to employee attrition. Thus, inadequate hygiene factors may increase dissatisfaction and lead to attrition, whereas strong motivators enhance job satisfaction and reduce turnover intentions.

Review of Literature

Organizations have changed to meet the evolving needs of their customers and employees. Technological innovations have attracted employers to remain fo-

cused on work. Extensive research was conducted on new generations, especially during the COVID-19 pandemic, causing abrupt global changes. These changes affected organizational functioning, including working style, communication patterns, working hours, job performance, and interpersonal relationships (Narendiran & Divya, 2022). In the BPO sector, employees tend to leave their organization or even shift to different industries (Bharathi & Paramashivaiah, 2015). A study conducted among IT sector employees across various cities in India analysed the causes of attrition. The findings indicated that organizational culture, working conditions, career growth opportunities, and work pressure were major reasons for attrition. The study concluded that a supportive organizational culture, positive working conditions, reduced pressure, and better career opportunities could help minimize attrition (David, 2015). Another study highlighted that while attrition is unavoidable, it could be managed effectively (Negi, 2013).

Need and Importance for the study

20 years down the lane, we see employees facing numerous issues both from inside their IT companies as well as from their own end. An interaction with the employees of IT sector with varied service levels signal the existence of monotony, fatigue, long working hours, inconvenient work schedules etc., These feelings existing amongst the employees have led to leaving their jobs for safe and green pastures. From the employers side, the reduction in per employee output vis-à-vis the CTC, the increased output of youngsters (Fresher) besides other reasons have contributed to their forced reduction in employees. All the above provide us an impetus to undertake a fairly in-depth study on Human Attrition in IT sector. Hence the present study.

Objectives of the Study

The following objectives have been framed for the present study:

1. To assess the contribution of demographic variables to the study.
2. To understand the satisfaction level of employees on issues related to their IT organizations in particular and IT companies in general.
3. To analyse the reasons for Human Attrition in IT sector.

Research Methodology

Study Area: The study area is Chennai City

Study Period: The study period is September & October 2023

Population: Employees of 5 IT companies operating in Chennai City.

Sample: A sample size of 146 have been chosen for the study

Nature of data: Primary data

Nature of instrument: Questionnaire

Sampling method: Non Probability sampling method has been used

Sampling technique: Convenience sampling technique has been used.

Statistical test used: In this study, Percentage Analysis, Descriptive Statistics, Exploratory Factor Analysis and Correlation Analysis have been used.

Table – 1

Age group wise classification of respondents

Age	Frequency	Percent	Cumulative Percent
Up to 25 years	46	31.5	31.5
26 to 40 years	52	35.6	67.1
41 to 55 years	35	24.0	91.1
Above 55 years	13	8.9	100.00
Total	146	100.0	

(Source: Primary data)

The demographic profile indicates a predominantly young workforce within the surveyed IT firms. Employees aged 26 - 40 represent the largest segment (35.6%), closely followed by those under 25 years (31.5%). This suggests that the industry relies heavily on early-to-mid-career professionals who are often more mobile and seeking rapid career progression.

Table – 2

Gender wise classification of respondents

Gender	Frequency	Percent	Cumulative Percent
Male	84	57.5	57.5
Female	62	42.5	100.0
Total	146	100.0	

(Source: Primary data)

The gender distribution shows a majority of male respondents (57.5) compared to female respondents (42.5). While the gap is not extreme, it reflects the ongoing gender trends within the technical sectors of the Chennai IT hub.

Table – 3

Marital Status wise classification of respondents

Marital Status	Frequency	Percent	Cumulative Percent
Yes	71	48.6	48.6
No	75	100.0	100.0
Total	146		

(Source: Primary data)

The sample is nearly evenly split by marital status, with unmarried employees (51.4%) slightly outnumbering married employees (48.6%). This balance is significant for HR policies, as unmarried and married employees often prioritize different “hygiene factors,” such as work-life balance versus salary.

Table – 4

Educational Qualification wise classification of respondents

Education Qualification	Frequency	Percent	Cumulative Percent
UG	65	44.5	44.5
PG	63	43.2	87.7
Others	18	12.3	100.00
Total	146	100.0	

(Source: Primary data)

The workforce is highly academically qualified, with 43.2% holding Post Graduate degrees and another 12.3% possessing professional certifications. This high level of education correlates with higher expectations for career “motivators” like recognition and intellectual challenge.

Table – 5
Annual Income wise classification of respondents

	Frequency	Percent	Cumulative Percent
Upto 2 lakhs	20	13.7	13.7
2 to 5 lakhs	66	45.2	58.9
5 to 10 lakhs	30	20.5	79.5
Above 10 lakhs	30	20.5	100.0
Total	146	100.0	

(Source: Primary data)

The largest portion of the sample (45.2%) earns between ₹2 and ₹5 lakhs annually. However, the presence of (20.5%) in the “Above ₹10 lakhs” bracket indicates a diverse range of experience levels, from entry-level developers to senior management.

Table – 6
Longevity of service of employees in the organization

Longevity of service	Frequency	Percent	Cumulative Percent
Less than a year	20	13.7	13.7
1 to 2 years	58	39.7	53.4
2 to 4 years	37	25.3	78.8
Above 4 years	31	21.2	100.0
Total	146	100.0	

(Source: Primary data)

Analysis of service tenure reveals that 39.7% of employees have been with their current organization for only 1 to 2 years. Only 21.2% have stayed longer than four years. This confirms that the IT sector faces a high velocity of movement,

where “stay-intentions” are relatively short-lived.

Table – 7

Level of satisfaction of employees in their organization

Level of satisfaction	Frequency	Percent	Cumulative Percent
Highly Satisfied	43	29.5	29.5
Satisfied	35	24.0	53.4
Neutral	58	39.7	93.2
Dissatisfied	8	5.5	98.6
Highly Dissatisfied	2	1.4	100.0
Total	146	100.0	

(Source: Primary data)

While a total of 53.5% of respondents are either satisfied or highly satisfied, a critical 39.7% remain “Neutral.” According to Herzberg’s theory, these neutral employees are at high risk for attrition because their hygiene factors may be met, but they lack the intrinsic motivators to remain loyal.

Table – 8

Satisfaction level with respect to employee benefits of the organization such as leave, infrastructure, flexibility of work and time etc.

Satisfaction level	Frequency	Percent	Cumulative Percent
Highly Satisfied	32	21.9	21.9
Satisfied	57	39.0	61.0
Neutral	47	32.2	93.2
Dissatisfied	7	4.8	97.9
Highly Dissatisfied	3	2.1	100.0
Total	146	100.0	

(Source: Primary data)

The data concerning job security reflects a moderate level of confidence among IT professionals. While a segment of the workforce feels secure, a significant portion expresses neutrality or slight concern. In the context of Herzberg's theory, job security is a fundamental "hygiene factor"; if employees perceive this as unstable, it serves as a primary driver for seeking opportunities in more established or stable organizations.

Table – 9

Satisfaction level with respect to the support / relationship with your superiors and colleagues in the Organization

Satisfaction level	Frequency	Percent	Cumulative Percent
Highly Satisfied	42	28.8	28.8
Satisfied	55	37.7	66.4
Neutral	35	24.0	90.4
Dissatisfied	8	5.5	95.9
Highly Dissatisfied	6	4.1	100.0
Total	146	100.0	

(Source: Primary data)

The physical and psychological working environment is rated positively by a majority of the respondents. A healthy workplace climate including infrastructure, safety, and peer support acts as a baseline requirement. These findings suggest that while the current environment prevents immediate dissatisfaction, it must be paired with intrinsic motivators to ensure long-term commitment.

Table – 10

Motivation levels of employees seeing their organizational success

Motivation levels	Frequency	Percent	Cumulative Percent
Very Much	59	40.4	40.4

Somewhat	61	41.8	82.2
Not very much	23	15.8	97.9
Not at all	3	2.1	100.0
Total	146	100.0	

(Source: Primary data)

Employee engagement with the company's broader goals is a critical indicator of retention. As illustrated in Table 10, approximately 41.8% of respondents feel "somewhat" motivated by their organization's success, while 40.4% feel "very much" motivated. This high level of alignment is a positive sign, as employees who feel a personal stake in the company's achievements are less likely to attrite for purely financial reasons

Table – 11

Promotions to be given based on competency and not by years of experience

Satisfaction Level	Frequency	Percent	Cumulative Percent
Strongly Agree	46	31.5	31.5
Agree	35	24.4	55.5
Neutral	56	38.4	93.8
Disagree	8	5.5	99.3
Strongly Disagree	1	.7	100.0
Total	146	100.0	

(Source: Primary data)

There is a clear preference for meritocracy, with 55.9% agreeing that promotions should be based on competency rather than seniority. The high percentage of neutral responses (38.4%) may suggest that employees are uncertain about how transparent the current promotion processes actually are.

Table – 12***Satisfaction on level of transparency of communication between top to low level employees***

Satisfaction Level	Frequency	Percent	Cumulative Percent
Highly Satisfied	32	21.9	21.9
Satisfied	49	33.6	55.5
Neutral	47	32.2	87.7
Dissatisfied	15	10.3	97.9
Highly Dissatisfied	3	2.1	100.0
Total	146	100.0	

(Source: Primary data)

Recognition is a powerful “motivator” that directly impacts job satisfaction. The results show a varied frequency of feedback across the sample. Organizations that provide regular, constructive feedback tend to have higher retention rates, as employees feel their contributions are visible and valued by management.

Table – 13***Flexibility of the organization with respect to employee’s family responsibilities***

Satisfaction Level	Frequency	Percent	Cumulative Percent
Very Much	40	27.4	27.4
Somewhat	68	46.6	74.0
Not very much	35	24.0	97.9
Not at all	3	2.1	100.0
Total	146	100.0	

(Source: Primary data)

Work-life integration is a major factor in the IT sector’s attrition rates. Table 13 indicates that 46.6% of respondents find their organizations “somewhat” flexible, while 27.4% find them “very much” flexible. Given the high-pressure nature of IT roles, the ability to balance family responsibilities is a crucial hygiene factor that prevents burnout and subsequent turnover.

Table – 14

Employees balancing of professional and personal lives

Satisfaction Level	Frequency	Percent	Cumulative Percent
To a great extent	32	21.9	21.9
To some extent	88	60.3	82.2
Can’t say	19	13.0	95.2
Not at all	7	4.8	100.0
Total	146	100.0	

(Source: Primary data)

The majority of respondents (60.3%) feel they can balance their lives only “to some extent.” This indicates that work-life balance remains a significant “hygiene factor” that, if unaddressed, leads to an increase in dissatisfaction and turnover.

Table - 15

Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates	146	2.01	.076	.917

Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition	146	1.89	.075	.911
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition	146	2.21	.080	.968
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.	146	2.04	.091	1.101
Prospects of career progression in the organization forms an integral part of reducing attrition	146	2.48	.090	1.091
Work pressure seems to be an important factor in the occurrence of attrition	146	2.29	.164	1.986
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	146	2.21	.080	.968
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	146	2.29	.101	1.220

Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	146	2.14	.093	1.120
Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	146	2.12	.090	1.092
Employees to be given free and transparent opportunities to discuss job related issued with immediate bosses for immediate solution	146	2.03	.080	.968
Work related strategies to be evolved by discussions with employees	146	1.99	.082	.993

(Source: Computed data)

It can be inferred from the above Descriptive statistics table that the employees of the organization find these reasons “Paying Salaries which are higher than industrial standards will lead to reduced attrition rates” (Mean 2.01), “Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition” (Mean 1.89), “It is said that employees leave their bosses and not the organization. So a better superior subordinate relationship can reduce attrition” (2.21), “An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention” (Mean 2.04), “Work pressure seems to be an important factor in the occurrence of attrition” (Mean 2.29), “Eliminating hierarchies in addressing employee grievances can lead to improved employee retention” (Mean 2.21), “Providing the

employees with an opportunity for higher education is one of the important factors with regards to employee retention” (Mean 2.29), “Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees” (Mean 2.14), “Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction” (Mean 2.12), “Employees to be given free and transparent opportunities to discuss job related issued with immediate bosses for immediate solution” (Mean 2.03), “Work related strategies to be evolved by discussions with employees” (Mean 1.99) Just Agreeable to them. It can also be inferred that the reason “Prospects of career progression in the organization forms an integral part of reducing attrition” (Mean 2.48) find a Neutral stance from the employees.

Table - 16

KMO and Bartlett's Test

Kaiser-Meyer-Okin Measure of Sampling Adequacy	.877
Bartlett's Test of approx. Chi-Square	1012.828
Sphericity Df	66
Sig.	.000

(Source: Computed data)

From the above table it can be seen that the KMO value is 0.877 which indicates that the chosen sample size of 146 is highly adequate for applying an exploratory factor analysis for the study. The Bartlett's of sphericity gives an approximate Chi-square value of 1012.828 with 66 degrees freedom at 0.000 significance level, which is also an acceptable one for the study.

The following table gives the communalities values for 12 items chosen for application of Exploratory Factor Analysis.

Table - 17

Communalities

	Initial	Extraction
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates	1.000	.309
Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition	1.000	.601
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition	1.000	.673
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.	1.000	.817
Prospects of career progression in the organization forms an integral part of reducing attrition	1.000	.595
Work pressure seems to be an important factor in the occurrence of attrition	1.000	.199
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	1.000	.649
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	1.000	.791

Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	1.000	.768
Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	1.000	.559
Employees to be given free and transparent opportunities to discuss job related issued with immediate bosses for immediate solution	1.000	.710
Work related strategies to be evolved by discussions with employees	1.000	.654

(Source: Computed data)

The above communalities table exhibit values which indicate that, all the twelve selected items will load on two some factor or other.

Table - 18
Total variance explained

The following table gives the initial Eigen values, extractions sum of squared loadings together with rotation sums of square loading for the 12 impacts (items).

Component	Initial Eigenvalues			Extraction sums of squared Loadings			Rotation sums of Squared		
	Total	% of Variance	Cumulative %	Total	Total	% of Variance	Cumulative %	% of Variance	Cumulative %
1	6.219	51.829	51.829	6.219	51.829	51.829	3.990	33.246	33.246
2	1.106	9.215	61.044	1.106	9.215	61.044	3.336	27.798	61.044

3	.919	7.662	68.705						
4	.823	6.861	75.567						
5	.678	5.652	81.219						
6	.518	4.318	85.537						
7	.463	3.855	89.392						
8	.375	3.122	92.514						
9	.309	2.571	95.086						
10	.222	1.846	96.932						
11	.202	1.685	98.617						
12	.166	1.383	100.000						

(Source: Computed data)

It could be understood from the above table that the 12 statements taken up for exploratory factor analysis load on to two factors. The first factor has 33.246% variance while the second one has 27.798% variance. The cumulative variance of both factors is 61.044%. This means that the information contained in all the twelve statements taken up for application of exploratory factor analysis have been accommodated to the extent of 61.044% in two factors. This is a highly acceptable one.

The following table gives the component matrix for the two factors.

Table - 19
Component matrix

	Component	
	1	2
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates	.547	.100
Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition	.772	.070
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition	.697	.432
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.	.689	.585
Prospects of career progression in the organization forms an integral part of reducing attrition	.758	-.144
Work pressure seems to be an important factor in the occurrence of attrition	.426	-.133
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	.801	-.090
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	.727	-.512
Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	.791	-.377

Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	.728	-.173
Employees to be given free and transparent opportunities to discuss job related issued with immediate bosses for immediate solution	.842	.008
Work related strategies to be evolved by discussions with employees	.757	.283

(Source: Computed data)

The following table gives the rotated component matrix for the 12 (items) and the two factors.

Table - 20
Rotated component matrix

	Component	
	1	2
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates	.345	.436
Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition	.533	.563
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition	.238	.785
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.	.131	.894

Prospects of career progression in the organization forms an integral part of reducing attrition	.664	.392
Work pressure seems to be an important factor in the occurrence of attrition	.408	.181
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	.661	.461
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	.884	.096
Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	.843	.239
Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	.661	.350
Employees to be given free and transparent opportunities to discuss job related issued with immediate bosses for immediate solution	.627	.562
Work related strategies to be evolved by discussions with employees	.381	.713

(Source: Computed data)

The following table gives the component transformation matrix.

Table - 21
Component transformation matrix

Component	1	2
1	.751	.660
2	-.660	.751

(Source: Computed data)

Table – 22

Items	Factor 1	Factor 2
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates		.436
Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition		.563
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition		.785
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.		.894
Prospects of career progression in the organization forms an integral part of reducing attrition	.664	
Work pressure seems to be an important factor in the occurrence of attrition	.408	
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	.661	
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	.884	
Councillors or psychologist enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	.843	
Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	.661	

Employees to be given free and transparent opportunities to discuss job related issues with immediate bosses for immediate solution	.627	
Work related strategies to be evolved by discussions with employees		.713

(Source: Computed data)

Table – 23
Factor – 1

Items	Factor 1
Prospects of career progression in the organization forms an integral part of reducing attrition	.664
Work pressure seems to be an important factor in the occurrence of attrition	.408
Eliminating hierarchies in addressing employee grievances can lead to improved employee retention	.661
Providing the employees with an opportunity for higher education is one of the important factors with regards to employee retention	.884
Counselors or psychologists enable employee in releasing stress and improving efficiency levels. They can also identify the attitude of employees	.843
Giving free transportation, free food and other facilities will be helpful in increasing employee satisfaction	.661
Employees to be given free and transparent opportunities to discuss job related issues with immediate bosses for immediate solution	.627

(Source: Computed data)

The above factor 1 accommodates seven different statements out of twelve taken up for application of EFA. Upon a careful perusal of these seven statements loading on to factor 1, it has been decided to name the factor 1 as “Attrition related issues” factor.

Table – 24

Items	Factor 2
Paying Salaries which are higher than industrial standards will lead to reduced attrition rates	.436
Increasing the compensation packages and fringe benefits periodically can effectively tackle attrition	.563
Is it said that employees leave their bosses and not the organization. So a better superior-subordinate relationship can reduce attrition	.785
An opportunity to work with latest technologies bring about motivation and thereby increases performance levels. This will facilitate employee retention.	.894
Work related strategies to be evolved by discussions with employees	.713

(Source: Computed data)

The above factor 2 accommodates five different statements out of twelve taken up for application of EFA. Upon a careful perusal of these five statements loading on to factor 2, it has been decided to name the factor 2 as “**Attrition reduction related issues**” factor.

Out of twelve reasons identified for attrition in IT companies, the sophisticated statistical test exploratory factor analysis, upon application found two factors. These factors have been appropriately named above looking to the nature of the statements accommodated under each factor. If only the IT companies show real concern and take appropriate steps, definitely attrition in the IT companies can be brought down to a very great extent. Employee retention can be ensured.

It is after all the human resources and their experiences and brains and not technology which is going to ensure the success of the IT organizations.

Correlation Analysis

Table –25

Age vs. Longevity of service of employees in the organization

		Age	Longevity of service of employees in the organization
Age	Pearson Correlation	1	.585
	Sig. (2-tailed)		.000
	N	146	146
Longevity of service of employees in the organization	Pearson Correlation	.585	1
	Sig. (2-tailed)	.000	
	N	146	146

(Source: Computed data)

It can be seen from the above table that the Pearson’s Correlation Co-efficient between Age and Longevity of service of employees in the organization is 0.585. The Correlation is positive and is also moderate. This implies that as the age of the employees increase or decrease, the longevity of service of employees also increase or decrease.

Table –26

Gender vs. Longevity of service of employees in the organization

		Gender	Longevity of service of employees in the organization
Gender	Pearson Correlation	-.065	1
	Sig. (2-tailed)	.437	
	N	146	146

Longevity of service of employees in the organization	Pearson Correlation	1	-.065
	Sig. (2-tailed)	.437	
	N	146	146

(Source: Computed data)

It can be observed from the above table that the Pearson's Correlation Co-efficient between Gender and Longevity of service of employees in the organization is -0.065. The Correlation is negative and is also very mild. This implies that as the Gender of the employees changes, the longevity of service of employees also changes.

Table –27

Marital Status vs. Longevity of service of employees in the organization

		Marital Status	Longevity of service of employees in the organization
Marital Status	Pearson Correlation	1	-.656
	Sig. (2-tailed)		.000
	N	146	146
Longevity of service of employees in the organization	Pearson Correlation	-.656	1
	Sig. (2-tailed)	.000	
	N	146	146

(Source: Computed data)

It can be observed from the above table that the Pearson's Correlation Co-efficient between marital status and Longevity of service of employees in the organization is -0.656. The Correlation is negative and is also very mild. This implies that as the marital status of the employees changes, the longevity of

service of employees also changes.

Table –28

Educational Qualification vs. Longevity of service of employees in the organization

		Educational Qualification	Longevity of service of employees in the organization
Educational Qualification	Pearson Correlation	1	.211
	Sig. (2-tailed)		.011
	N	146	146
Longevity of service of employees in the organization	Pearson Correlation	.211	1
	Sig. (2-tailed)	.011	
	N	146	146

(Source: Computed data)

It can be seen from the above table that the Pearson’s Correlation Co-efficient between Educational Qualification and Longevity of service of employees in the organization is 0.211. The Correlation is positive and is also mild. This implies that as the educational qualification of the employees change, the longevity of service of employees also change.

Table –29

Annual Income vs. Longevity of service of employees in the organization

		Annual Income	Longevity of service of employees in the organization
Annual Income	Pearson Correlation	1	.554
	Sig. (2-tailed)		.000
	N	146	146
Longevity of service of employees in the organization	Pearson Correlation	.554	1
	Sig. (2-tailed)	.000	
	N	146	146

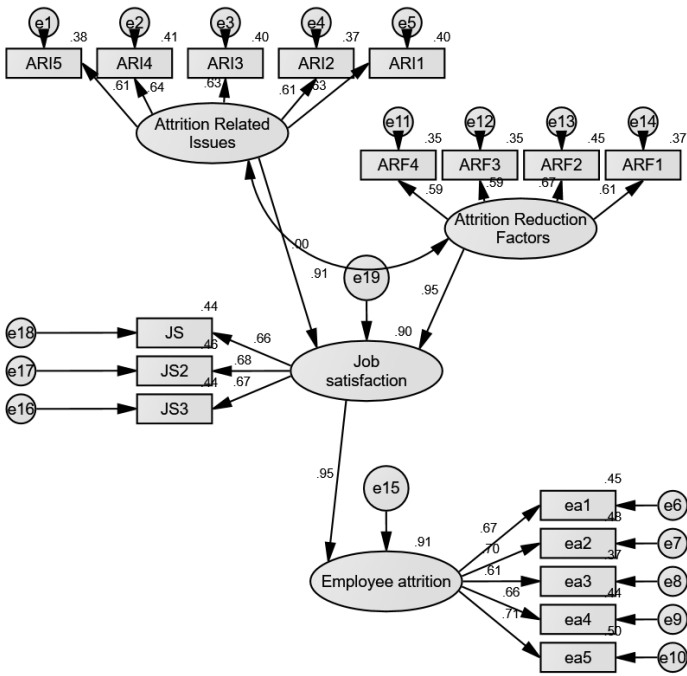
(Source: Computed data)

It can be seen from the above table that the Pearson's Correlation Co-efficient between Annual Income and Longevity of service of employees in the organization is 0.554. The Correlation is positive and is also moderate. This implies that as the Annual Income of the employees change, the longevity of service of employees also change.

Structural Equation Modeling Analysis

Structural Equation Modeling (SEM) was employed to examine the relationships among the key constructs in the proposed conceptual model. SEM enables researchers to simultaneously test multiple relationships among latent variables and their observed indicators. In the present study, SEM was applied to analyze the influence of attrition related issues and attrition reduction factors on employee attrition, with job satisfaction acting as a mediating variable.

The model consists of four latent constructs, namely Attrition Related Issues, Attrition Reduction Factors, Job Satisfaction, and Employee Attrition. The measurement model was first validated through confirmatory factor analysis, followed by the evaluation of the structural model to test the hypothesized relationships among the constructs.



Fit Index	Recommended Value	Obtained Value	Interpretation
Chi-square / df (CMIN/DF)	< 3	2.14	Acceptable fit
GFI (Goodness of Fit Index)	> 0.90	0.95	Good fit
AGFI (Adjusted GFI)	> 0.80	0.853	Acceptable fit
CFI (Comparative Fit Index)	> 0.90	0.934	Good fit
TLI (Tucker Lewis Index)	> 0.90	0.918	Good fit
RMSEA (Root Mean Square Error of Approximation)	< 0.08	0.056	Good fit

Interpretation of Model Fit

The Structural Equation Model (SEM) shows a good overall fit based on the ob-

tained fit indices. The Chi-square/df (CMIN/DF) value is 2.14, which is below the recommended limit of 3, indicating a good model fit. The Goodness of Fit Index (GFI) is 0.95, meeting the recommended threshold and suggesting a good fit. The Adjusted Goodness of Fit Index (AGFI) is 0.853, which is within the acceptable range. The Comparative Fit Index (CFI = 0.934) and Tucker Lewis Index (TLI = 0.918) are both above 0.90, indicating a strong model fit. The RMSEA value is 0.056, which is well below 0.08, further confirming a good fit of the model.

Overall, the results indicate that the model fits the data well, and the proposed relationships among the variables are supported. It can be concluded that attrition-related issues and attrition reduction factors significantly influence job satisfaction, which in turn affects employee attrition.

Results

Respondents in the age group of 26 to 40 years as well as those up to 25 years occupy a majority in the sample selected for the study. Males outnumber females in the sample, and the majority of the respondents are unmarried. The sample also shows that most of the respondents are undergraduates, with a significant proportion earning an annual income between ₹2 to ₹5 lakhs. Employees with 1 to 2 years of service are more in number in the organization compared to others. A fairly high number of employees remain neutral in their opinions regarding their level of satisfaction with the organization. However, more employees are satisfied with the benefits provided and with the support and relationships within the organization. A very large number of employees are somewhat motivated when it comes to organizational success. At the same time, a majority of employees remain neutral on whether promotions are given based on competency. Most employees are satisfied with the level of transparency in communication between top and lower levels of the organization. A large number of employees are somewhat motivated by the flexibility provided by the organization in handling family responsibilities, and a fairly high number are able to balance their professional and personal lives to some extent. Out of the 12 reasons identified for employee attrition in IT companies, 11 reasons are generally agreed upon by employees, while the factor relating to career progression receiving a neutral response. The application of Exploratory Factor Analysis (EFA) to these 12 reasons resulted

in two factors, comprising 7 and 5 items respectively, namely “Attrition-related issues” and “Attrition reduction-related issues.”

There is a positive correlation between the age of employees and their longevity of service in the selected IT organizations. Similarly, educational status and annual income show a positive correlation with longevity of service. On the other hand, gender and marital status show a negative correlation with the longevity of service of employees. Finally, attrition-related issues and attrition reduction factors significantly influence job satisfaction among employees in the IT sector, indicating that organizational practices and workplace conditions play a crucial role. Job satisfaction also significantly influences employee attrition and acts as a mediating factor between organizational factors and attrition, suggesting that improving job satisfaction can effectively reduce employee turnover in IT organizations.

Discussion

The findings indicate that employee attrition in IT organizations is influenced by a combination of demographic factors, workplace conditions, and organizational practices. While employees show moderate satisfaction with benefits, relationships, and communication, neutrality in areas like promotions and overall satisfaction suggests scope for improvement. The study highlights that job satisfaction plays a crucial mediating role between organizational factors and employee attrition. Therefore, enhancing career growth opportunities, transparency, and work-life balance can effectively reduce attrition and improve employee retention.

Conclusion

Attrition is a bad word irrespective of the sector both for the Management and employees. Attrition disturbs the balance within the organization. All along managements have been desperately trying their level best to reduce attritions in their organizations by identifying the causes behind it. Some organization have succeeded while others have not. If the employee personal reasons are responsible for attrition, the managements can do very little about it. Otherwise it is definitely possible to reduce attrition by attending to the genuine reasons behind it. “Less attrition more equilibrium” is the requirement of the day for all sectors and particularly IT sector.

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