



## EMPLOYEE ATTRITION AND STRATEGIES FOR RETENTION AT ONE POINT ONE SOLUTIONS LTD., BANGALORE

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### Article History

**Received: 15 Aug 2023**

**Revised: 28 Sept 2023**

**Accepted: 29 Oct 2023**

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### Abstract:

*The study was mainly undertaken to identify the factors causing employee attrition, the dissatisfaction areas in the organization and the reason why they are leaving the organization. Once the factors that are affecting the employee attrition are identified, it would be possible for organization to use necessary retention strategies to reduce the attrition level. Descriptive research design was used for examining an attrition rate. A questionnaire covering various aspects relating to the factors leading to high attrition, employee engagement, satisfaction, reward and recognition, retention strategies was designed using previous literature. 108 samples were collected using the convenience sampling technique. Hypothesis for the study were tested using correlation, analysis of variance method. The result shows that shift timings, salary and bonus have association in the element of employees leaving the organization. Internal job opportunities, reward and recognition are the main strategies influencing the employees to stay in the organization.*

**Key words:** High attrition, employee engagement, satisfaction, retention strategies, shift timings, salary and bonus, internal job opportunities, reward and recognition.

## **INTRODUCTION:**

Attrition is determining while a moderate depletion about the measurements as concern workforce within a course of normal means like retirement quitting or demise. Employee attrition signifies a segment about the amount of staff resigning against a firm during a period to the number of employees against remuneration in a similar period near the attrition could occur particularly avoidable either unpreventable it mentions to scaling downwards the labor force in firm.

Employee retention relates to further upcoming hardly any insurance approaches with operation unquestionable to stave off personnel pole with an agency for a longer duration.

### **1. LITERATURE REVIEW**

1. According to Arora, M. S., Rawat, S., Bisht, P., & Srivastava, P. (2021): Attrition management is crucial in the software sector, as knowledge workers and labor costs are significant expenses. Attrition affects both retention and cost-related issues for experienced individuals. This article seeks to pinpoint the major factors. of rising staff attrition rates in the BPO industry and suggest mitigation strategies.
2. According to Hernández-Cestero, Gretchen A. (2020): Job structures have evolved, reshaping traditional career paths. Call centers, with high turnover rates, now account for a significant portion of the labor market.
3. According to Yuvaraj, S., and S. Siva. (2018): Learning organizational techniques are a novel retention tactic for Indian BPO businesses to reduce staff attrition. This technique, which involves implementing learning organization strategies, is not commonly used by employers to retain workers.
4. According to Presbitero, Alfred, Banjo Roxas, and Doren Chadee. (2016): USowned BPOs face employee retention issues due to value clash. HRM practices can improve employee-organization value fit, reducing turnover rates by aligning values with organizations.
5. According to Sree Rekha, K. R., and T. J. Kamalanabhan. (2013): The BPO sector in India has grown rapidly, presenting HR challenges, particularly in retaining ambitious and transitory workforce. This paper examines employee turnover intention from individual and organizational levels.

### **2. NEED FOR THE STUDY**

The study can assist in concluding why workers want to quit their jobs. what factors contribute for disaffection areas. Organization's attrition is constantly high cost as it is a business process partner the attrition rate reaches nearly 49% in a month. Therefore, it is of utmost predominant to research the causes of attrition and to furnish recommendations for retaining the top talents and diminishing turnover rates.

### **3. OBJECTIVES OF THE STUDY**

- ❖ To study the factors causing employee attrition in the company.

- ❖ To study the employee engagement and job fulfillment level.
- ❖ To identify the efficiency of existing retention strategies.

#### 4. SCOPE OF THE STUDY

- Research identifies the main reason for leaving, that can promote the organization to avoid upcoming impairment respecting to its candidate pool.
- This study lets us know about the employee's zone of disaffection.
- Research provides suggestions and plan of action to enhance employee retention

#### 5. RESEARCH DESIGN

Descriptive research was applied for examining a study by considering total population for the One Point One Solutions Private Ltd., Bangalore location for the survey. Convenience sampling approach was used for examining an attrition rate with a sample size of 108 respondents and closed ended questions were used to collected the data. Percentage analysis, correlation, weighted average and analysis of variance were the statistical tools used.

#### 6. LIMITATIONS OF THE STUDY

- The project time period was too short.
- Low response rates to surveys can lead to biased results.
- The respondents were hesitating to provide their opinion.
- It was difficult to gain information as, with their duties, they were occupied.

#### 7. ANALYSIS

This outlines the presentation through analysis and interpretation of the data collected from the respondents through questionnaire.

**Table 1: Percentage analysis of respondents (N= 108)**

FACTOR	FREQUENCY	PERCENT (%)
<b>Age:</b>		
18-25	38	35.2
26-35	58	53.7
36-45	8	7.4
Above 46	4	3.7
<b>Gender:</b>		
Male	55	50.9
Female	53	49.1
<b>Education qualification:</b>		

High School	21	19.4
Bachelor's Degree	67	62
Master's Degree or Higher	20	18.5
<b>Job level:</b>		
Level 1	39	36.1
Level 2	42	38.9
Level 3	27	25
<b>Monthly salary:</b>		
10000 – 20000	38	35
20000 – 30000	48	44
30000 – 40000	17	16
40000 & above	5	5
<b>Work experience:</b>		
Less than 6months	35	32.4
6 months - 1 year	39	36.1
1 year - 3 years	28	25.9
3 years & above	6	5.6

**Interpretation:**

From above data, the major part of 53.7% employees fall within the age group of 26-35 years and the age group between 36-45 and above 46 has low representation with only 7.4% and 4% of total employees. The workers are distributed approximately equally between genders, with the males comprising 50.9% and females with 49.1%, indicating a balanced gender distribution within the company. The largest part of the employees with 62.0% holds a bachelor's degree and 18.5% of employees holds relatively less in master's degree or higher. The workforce distribution is generally even across the three levels, with 38.9% and 36.1% in level 1 and 2 respectively indicates a balanced hierarchical structure. Greater part of employees at 44%, earns between 20000-30000 per month and higher salary package of above 40000 consists for a small portion of 5% of the employees. Employees with 36.1% have proficiency ranging from 6 months to 1 year and 5.6% of employees indicates low work experience with having more than 3 years' experience.

**Table 2: Attrition factors of the company**

<b>ATTRITION FACTORS</b>			
<b>SL.NO</b>	<b>ATTRITION FACTORS</b>	<b>FREQUENCY</b>	<b>PERCENT (%)</b>
1	Poor salary & incentives	30	28
2	lack of internal job opportunities	13	12
3	Shift timings	31	29
4	Job stress	25	23
5	De-certification	4	4
6	Inadequate management support	5	5
	<b>TOTAL</b>	<b>108</b>	

**Interpretation:**

From the above data, among the attrition factors, greater contribution is shift timings also poor salary and incentives with 28% and 29%, job stress and lack of internal job opportunities with 23% and 12%, where as inadequate management support and de-certification are the factors with the lowest impact on attrition with 4 and 5 percent.

**Table 3: Weighted Average and Ranking**

<b>WEIGHTED AVERAGE AND RANKING</b>				
<b>RETENTION STRATEGIES</b>	<b>EMPLOYEES</b>	<b>WEIGHTS</b>	<b>WEIGHTED AVG.</b>	<b>RANKING</b>
Salary Increment & Incentives	7	0.06	0.5	<b>5</b>
Internal Job Opportunities	41	0.38	15.6	<b>1</b>
RNR Program	28	0.26	7.3	<b>2</b>
Employee Concerns & Grievances	19	0.18	3.3	<b>3</b>
Training & Coaching	13	0.12	1.6	<b>4</b>
<b>TOTAL</b>	<b>108</b>	<b>1</b>	<b>28.2</b>	

**Interpretation:**

Based on the data, the internal job opportunities rank excessively high with the weighted average of 15.6, indicating the notable consequences on the employee retention. With the weighted average of 7.3, the RNR program ranks the second highest, with the weighted average of 3.3 rank the next as employee concerns and grievances, training and coaching is closely followed with the employee concerns and grievances with the weighted average of 1.6, salary increment and incentives rank the least among these strategies with weighted average of 0.5, indicating relatively low impact on employee retention.

## Hypotheses Testing

### Hypothesis 1:

**H0:** Negative association between stress level and resources and tools used to cope up the stress.

**H1:** Positive association between stress level and resources and tools used to cope up the stress.

**Table 4: Correlation for testing positive or negative association between stress level and resources and tools used.**

Factor	Stress level	Resources available to cope up stress			$x^2$	$y^2$	$x*y$
Very satisfied	4	5	-23	-22	529	484	506
Satisfied	55	65	28	38	784	1444	1064
Dissatisfied	41	32	14	5	196	25	70
Very dissatisfied	8	6	-19	-21	361	441	399
<b>TOTAL</b>	<b>108</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>1870</b>	<b>2394</b>	<b>2039</b>

$$r = \frac{\sum xy}{\sqrt{\sum x^2 * \sum y^2}}$$

$$r = 2039 / (1870 * 2394)^{1/2}$$

$$r = 0.963$$

The degree of freedom:  $(4 - 2) = 2$ , considering the significant level: **0.05**, as per the table value for 2 (d) with 0.05 significant level is **0.95**, and calculated correlation is **0.963**. Therefore, the calculated value is more than the critical or table value at 5% significance level.

### Interpretation:

From above data, the null hypothesis is rejected, there is a lower positive correlation between the stress level and the resources and tools used to cope up the stress.

### Hypothesis 2:

**H0:** Negative association between level of motivation against appreciation and value towards employee contribution.

**H2:** Positive association between level of motivation against appreciation and value towards employee contribution.

**Table 5:** Correlation for testing positive or negative association between level of motivation with appreciation.

Factor	Level of Motivation	Appreciation			x <sup>2</sup>	y <sup>2</sup>	x*y
Very satisfied	7	4	-20	-23	400	529	460
Satisfied	54	56	27	29	729	841	783
Dissatisfied	44	44	17	17	289	289	289
Very dissatisfied	3	4	-24	-23	576	529	552
<b>TOTAL</b>	<b>108</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>1994</b>	<b>2188</b>	<b>2084</b>

$$r = \frac{\sum xy}{\sqrt{\sum x^2 * \sum y^2}}$$

$$r = 2084 / (1994 * 2188)^{1/2}$$

$$r = 0.997726$$

The degree of freedom: (4 – 2) = **2**, considering the significant level: **0.05**, as per the table value for 2 (d) with 0.05 significant level is **0.95**, and calculated correlation is **0.997726**. Therefore, the calculated value is more than the critical or table value at 5% significance level.

#### **Interpretation:**

From above data, the null hypothesis is rejected, there is a lower positive association between the level of motivation with appreciation and value towards employee contribution.

#### **Hypothesis 3:**

**H0:** There is no significant relationship between the attrition factors with respect to monthly salary of the employees.

**H3:** There is a significant relationship between the attrition factors with respect to monthly salary of the employees.

**Table 6a: Summary of ANOVA**

Groups	Count	Sum	Average	Variance
Poor salary & incentives	4	30	7.5	27
lack of internal job opportunities	4	13	3.25	7.58333
Shift timings	4	31	7.75	40.25
Job stress	4	25	6.25	39.5833
De-certification	4	4	1	0.66667
Inadequate management support	4	5	1.25	1.58333

**Table 6b: ANOVA**

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	188	5	37.6	1.93371	0.13841	2.7728532
Within Groups	350	18	19.4444			
Total	538	23				

From the calculation, P-value is more than the significance level of 0.05.

**Interpretation:**

From above data, failed to reject the null hypothesis, it appears that there is no significant relationship between attrition factors and an employee's monthly salary.

## 8. FINDINGS

- The age category of 26 to 35 is the main part of the individuals of the total samples.
- The sample exhibits a nearly balanced representation of both genders, with males comprising approximately 50.9% and females approximately 49.1% of the total sample.
- The majority of participants in the sample have a "Bachelor's Degree," representing approximately 62.0% of the total sample.
- The job level with the highest representation in the sample is Job Level 2, comprising approximately 38.9% of the total sample.
- The majority of individuals in the sample fall within the "20000 - 30000" salary range, making up approximately 44.4% of the total sample.
- The majority of individuals have relatively limited work experience, with the "6 months - 1 year", approximately 36.1%.
- Internal job opportunities rank excessively high, indicating the notable consequences on the employee retention, salary increment and incentives rank the least among the strategies, indicating the low impact.
- There is a lower positive correlation between the stress level and the resources and tools used to cope up the stress.
- There is a lower positive difference between the level of motivation with appreciation and value towards employee contribution.
- There is no significant relationship between attrition factors and employee's monthly salary.

## 9. SUGGESTIONS

Management should focus on improving shift timings and revisiting the salary and incentives structure. Company shall emphasize worker satisfaction and actively addressing both the good and the negative inclination. Company should consider implementing stress management and wellness initiatives to help the staffs. Organization shall focus high on providing regular salary with incentives. Company shall address



concerns and grievances effectively by creating direct transmission with determine issues along with improving the staff support system into lesser attrition. Organization should provide possibilities for skill enhancement and expansion. As a result, they persist engaged and prepared for the future roles. Organization should focus highly on reducing the stress level for staff by conducting various fun exercise along with stress handling training.

## 10. CONCLUSION

The study findings indicate that, shift timing and wages and bonuses have association in the elements of staff leaving with essence of demographic variables. The higher the attrition rate, the lower the efficiency in achieving organizational goals, which has a direct or indirect impact on profitability. Management must come up with a plan that considers each element affecting the employees leaving the organization.

The strategies for employee retention that can be adopted are:

By offering change in roles in short period and salary hikes every year with little percentage change in salary and also create a long-term relationship with employee. A Provide a good hike for existing staffs in order maintain the valuable ability is essential. Performance-based incentives should be an important part of compensation to an employee. Provide a good hike and improved working hours is essential to help the person achieve a balance between work and life. Good work hierarchical relationships and openness adoption as a component of the company's to unblock any communication routes that may be closed, cultural. Relationship with superiors along with subordinates shall be improved, working hours should be fixed.

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