



# A STUDY ON FACTORS INFLUENCING ATTRITION IN TELECOMMUNICATION INDUSTRY

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## INTRODUCTION

Employees are the most valuable assets of an organization. Employee commitment and retention is a strategic part of an organization. Today employee retention is the top priority of the organizations. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organization and its people. Human resources are evolving seasoned professionals to keep abreast of policies, procedures, compliance requirements, attrition and best practices. Today tackling and reducing employee turnover has become a pivotal challenge for the HR managers. Therefore it is indispensable to maintain a promising and permanent workforce.

Organizations in India as well as in other countries confront a considerable challenge of recruiting and retaining talents while at the same time having to manage talent loss caused by attrition. It can be either due to industry downturns or through voluntary individual turnover. Attrition can also result in the possible loss of work team cohesion and social good will.

Many researches and studies have been conducted to identify the most prevailing factors of the attrition. A major focus area in all these studies have been the Salary, relationship with Superiors, career growth, recognition, training and development. The various Sector analysis studies including the retail industry, BPO and banking sector has been a major area studied with relevance to employee attrition.

## RESEARCH OBJECTIVE

To analyze the key contributing factors to employee attrition in telecommunication industry

## LITERATURE REVIEW

❖ The word “Attrition” refers to scaling down of employees in an organization. It occurs because of retirement, resignation or death of the employee. There can be many reasons for an employees to leave an organization like he may be getting higher job position in some other company or he may want to change his profession or he may leave an organization for higher studies, etc.

**Dr. Shine David(2015)**

❖ Categorization of various factors of attrition into Demographic factors, Individual factors, Propel factors and Attitude factors and explains about the influence of individual and propel factors in attrition

**Mr. VPThirulogasundaram(2012)**

❖ Examination and comparison of absenteeism and employees attrition in rural and urban areas among the major telecom service providers in Kerala state

**Dr. Sreekumar D Menon(2012)**

❖ Analysis of various factors influencing attrition and various categories impacting on attrition in telecom industry

**Dr. Siddharth Verma (2015)**

## HYPOTHESES

❖ H1: Workload and Work Environment affect Attrition in Telecom Industry

❖ H2: Salary and other benefits affect Attrition in Telecom Industry

❖ H3: Employee reward and Promotion system affect Attrition in Telecom Industry

❖ H4: Management related factors affect Attrition in Telecom Industry

❖ H5: Employee and Employer relations, and Mismanagement related factors affect Attrition in Telecom Industry

❖ H6: Training opportunity and career development programs affect Attrition in Telecom Industry

❖ H7: Better career opportunity affect Attrition in Telecom Industry

## ANALYSIS

Reliability Statistics:

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.887	.887	32

Demographic Background of Respondents:

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	61.2	61.2
	Female	40	38.8	38.8
	Total	103	100.0	100.0

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	33	32.0	32.0
	25-35	50	48.5	48.5
	36-45	19	18.4	18.4
	46-55	1	1.0	1.0
	Total	103	100.0	100.0

Marital status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	65	63.1	63.1
	Married	38	36.9	36.9
	Total	103	100.0	100.0

Academic Qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UG	64	62.1	62.1
	PG	39	37.9	37.9
	Total	103	100.0	100.0

Duration of Employment				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	11	10.7	10.7
	1 year to 2 year	32	31.1	31.1
	3 year to 5 year	35	34.0	34.0
	6 year to 10 year	21	20.4	20.4
	More than 10 years	4	3.9	3.9
	Total	103	100.0	100.0

Omnibus Tests of Model coefficients:

		Chi-square	df	Sig.
Step 1	Step	58.488	31	.002
	Block	58.488	31	.002
	Model	58.488	31	.002

Model Summary:

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	53.347 <sup>a</sup>	.433	.654

❖ Estimation terminated at iteration number 8 because parameter estimates changed by less than 0.001

## RESEARCH METHODOLOGY

- ❖ An online questionnaire was used for this study
- ❖ A total of 103 respondents participated in the survey in which 63 were males and 40 were females
- ❖ Logistic Regression was used to analyse the model

## RESULTS

	B	S.E.	Wald	df	Sig.	Exp(B)
Better Career Opportunity	2.975	1.509	3.889	1	.049	19.594
Workload and Work Environment	2.411	1.114	4.684	1	.030	11.144
Management	3.522	1.706	4.263	1	.039	33.845
Employee and Employer relationship	-2.796	1.226	5.200	1	.023	.061

- ❖ The main factors that influence attrition are
  - Better Career Opportunity
  - Workload and Work Environment
  - Management
  - Relationship between Employer and Employee

## CONCLUSION

- ❖ There are numerous factors that are detrimental to employee working in telecom sector.
- ❖ The factors can be very specific and detailed from the individual level to the organizational level
- ❖ From the study it can be observed that the main factors that influence the attrition in telecommunication industry are employee tend to leave the job for better career opportunity, workload and work environment of the organization, management, relationship between employee and employer.

## ACKNOWLEDGEMENT

First and foremost, I would extend my deep sense of gratitude towards Dr. R G Priyadarshini, mentor and guide for the successful completion of the report. I am grateful to all my friends who supported me. Last but not the least; I thank my family for their support and God almighty for his blessings.