Why employees leave the Organization when they are doing reasonably well?

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Abstract- Employee attrition is the reduction of staff by voluntary or involuntary reasons. These can be through natural means like retirement, or it can be through resignation, termination of contract, when an employee is terminated as a result of disciplinary procedure or when a company decides to make a position redundant. An employee deciding to leave work or resign when one is doing reasonably well can be understood. However, no one likes to work in isolation. It is the basic human behavior to seek company of others in terms of work or for life. If the team is good not only one attain career advancement from leading them but the team members grow as well. When a person doing well in an organization decides to leave it creates an impact on his team, subordinates and to the organization too in the long run. When one leaves, recruiting and training costs come to play along with an absence or void one creates.

Key Words- Attrition, Employee, Organization

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1 INTRODUCTION

A problem which many organizations are facing today is high attrition rate. The fear that the organizations have of building a team is that people join organization to learn a new skill. And then they leave to join the competition or the competitor. This is a challenge for the organization as it grows and expands. With growth comes the challenge of developing strong leaders and managers who can communicate the ethos of business effectively and then engage the workforce accordingly. The leaders should care about the people and train employees to produce results. The employees are motivated not just by salary or monetary reward but they also want a sense of purpose and consistent growth. Here the organization plays an important role by investing in training thereby empowering the workforce to take up challenging role and make their work life more fulfilling. This keeps the employees engaged and reduces the rate of attrition. Providing clarity of goal, role and career growth path keeps the employee connected and content. Employees want to know how they are making a difference and what value they bring in to the organization. It is the head of the organization's responsibility to take care of its people by empowering, engaging and equipping people with the resources, skills and the environment to perform their best and once it is

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done, there is no reason for them to leave. Still if they leave, let them go. However, some notable facts are:

1) When employees understand there is no more growth in their role it can affect their whole-hearted willingness to work.
2) When burdened with excess work becomes a routine factor it can be a reason for demotivation.
3) Acknowledgement and encouragement from peers and superiors respectively play a big factor in looking forward to each day at work.

2 NEED AND IMPORTANCE OF THE STUDY

It is important for Organizations world-wide to reduce the rate of attrition. And to reduce this rate of attrition, organizations must understand the reasons for "why do employees leave" for other and better opportunities. Talented and skilled workforce don't leave organizations. They leave for poor policies of managers or unhealthy work practices. It is rightly said, "People don't leave their company, they leave their bosses".

The issues of current workplace, culture, and environment, the employee's perception of his job and opportunities are all factors that the employee gets affected from.

The reason why performing employees leave is because they are not being developed as per their caliber. Employees realize that there is lack of opportunity in the organization they work. Managers providing employees opportunities to grow in their careers are in a good position to retain their employees.

3 OBJECTIVES OF THE STUDY

1) To assess the reasons of attrition.

2) To evaluate the reasons that lead to dissatisfaction among the employees.

3) To understand why employees continue to work in an organization.

4) To suggest suitable measures to retain employees.

4   METHODOLOGY OF STUDY

The data collection is mainly from primary sources. The methods of collecting primary data are interaction with and administering a structured questionnaire to employee friends, colleagues, former colleagues. However, secondary data also have been collected from the literature and data available on the web.

5   SAMPLING & SAMPLE SIZE

This is based on the convenience of collecting the data and the targeted sample size is 100. It is from employees belonging to different multinational companies having a wide range of presence in India and abroad.

6   TECHNIQUES OF ANALYSIS

In the corporate sector it is difficult to quantify the data in a broader sense. Qualitative data is however harder to pin down as it pertains to aspects of an organization that are more interpretive and subjective. This includes information taken from customer surveys, interviews with employees, and generally refers to qualities over quantities. As such, the analysis methods used are less structured than quantitative techniques.

7   SCOPE OF THE STUDY

This study is purely based on primary data collected from employees working in Hyderabad in the management level. The data are collected by meeting with colleagues, ex-colleagues, friends and acquaintances. The study is confined to the understanding of why employees leave organizations or why employees continue to be with an organization.

8   LIMITATIONS OF THE STUDY

1) The study is confined to employees only.
2) The study is mainly based on primary data.
3) The inferences drawn from the study and the suggestions made for the improvement need not necessarily be applicable to the similar type of organizations in the industry.

If all the above factors matter then why do employees still leave and look for greener pastures. Some reasons observed are:

8.1   Stagnancy

When one has established oneself in a predominant role and proven themselves, they are often delegated jobs by their superiors within the given role. Even after leaving a mark with their performance, they are not challenged further or utilized better in other departments or job locations, goes unacknowledged by senior leadership, and such people are left to stagnate in role where they attained maximum potential. This leads to lack of motivation and inspiration to continue in the best interest of the organization.

Employees still make an effort to continue working but after a period of working, they grow tired of lack of growth and challenges and decide to seek new opportunities. Appreciation is rewarding talented, hard-working and constant performers with opportunities of growth. Once someone feels they have stopped evolving, they will choose to evolve elsewhere.

8.2   Over Burdening

The other phase of stagnancy is dangerous. High performing and repeated excellent performers are often burdened as the superiors find it difficult to trust anyone else with same role. This leads to work pressures and the employee who stands a chance of growth does not receive it. This leads to frustration and the sense of belongingness is lost. Ultimately it leads to quitting one's job.

8.3   Absence of Clarity

When an employee's role in organization and future growth plan is unclear, they become disillusioned with current situation and practice, and decide to leave their jobs. This is a normal practice but if this pattern prolongs, in the employee's work tenure, then excellent performers in organization start fearing for their future in Company. When one feels that their job and future are out of control, they start looking for better options for a bright future.

8.4   Lack of Recognition

Hard work, sincerity and commitment all benefits from encouragement, acknowledgment and a certain level of validation. When their sincere efforts go unnoticed, employees are bound to feel let down by their colleagues and seniors. Remuneration too plays an effective role in this. Salary on time goes hand in hand with employees' output is crucial letting them know they are valued, and are

expected to climb even higher on the ladder of success.

Employee motivation can come in the form of new interesting projects, training programs to improve performance in the domain they have potential in, rewards and recognition initiatives. These days we even have various customized employee engagement strategies such as in-house day care centers, gym, game rooms. Employees are encouraged to go for higher studies by taking a sabbatical.

Retention of employees has always been a challenge to employers and will continue to be so. Challenges come in various forms. When to relieve from a challenging role, whom to entrust with confidential role and whom to keep in restricted access and role is a question which is difficult to answer or fulfill. When we have answers to these questions, we start understanding employees well. Good communication and simplified process are keys to knowing employees, understanding them, keeping them satisfied and employed for a long time.

8.5 Working Conditions

Working conditions can be improved by offering flexible work schedules that help promote a person's well-being, which affects his productivity, work performance and also providing work life balance. Any person would want their work place to be productive, happy, healthy and engaged. A good work place would have places for collaboration, learning, for specialization and for more focused work or activities. If employees find work place which allows one to be able to work productively, they would love coming to work and love the work that they do.

8.6 Attitude of Bosses

Very often it is seen that an employee reflects the attitude of his superiors. Superiors who take a negative approach on everything usually cause employees to do the same. Negative approach causes employees to become cynical about their work, leading to carelessness. Negative bosses prevent employees from growing and improving because their work style doesn't promote positive thinking and encouragement. Bosses who take on a negative attitude often do so without realizing that it adversely affects the works place.

8.7 Lack of Incentives

Cash incentives have a strong influence against employee attrition in different age groups. Even though age groups are different it is important to

have a right incentive scheme to cater employees where employees have an intention not to quit the correct job. It is important to have a good incentive scheme in place according to different age groups. It should also be attainable with respective objectives for each employee.

9 ANALYSIS & INTERPRETATION OF DATA

The data are collected from 100 respondents through a structured questionnaire which has been analyzed and interpreted. There are multiple choices for each question. Inferences are drawn from the collected data, presentation is made through Pie charts and then interpreted.

From the 100 respondents, many have withheld their names, saying it is a matter of privacy. Some have responded incomplete and some did not.

As observed from Fig. 1, maximum number of respondents has been from 41-50 years age group which is 53.3%. The next group is 30-40 years which is 29.3%. The next group is 51-60 years which is 13.3% and followed by 31-40 years at 2.7% and lastly above-60 years which is 1.3%.
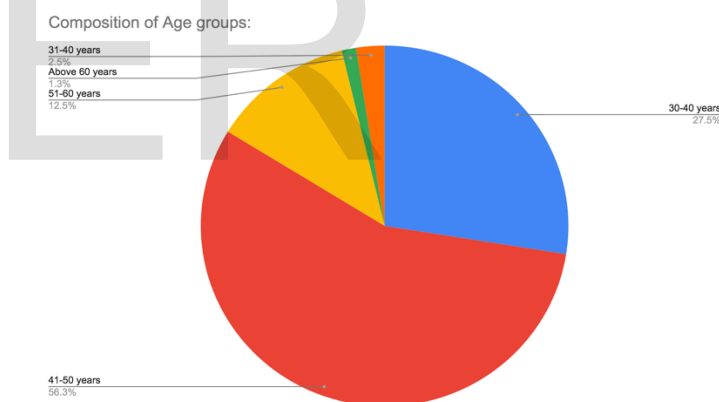

Fig. 1: Composition of Age groups

9.1 Designation

The responses have been from different Strata of the Corporate world like the junior management level, middle management level and the senior management level.

As seen from Fig. 2, the respondents belonged to various departments. The group with maximum is Others with 53.3%, Academics is 17.3%, Production is 10.7%, HR with 6.7%, Finance with 6.7% and Marketing with 5.3%.
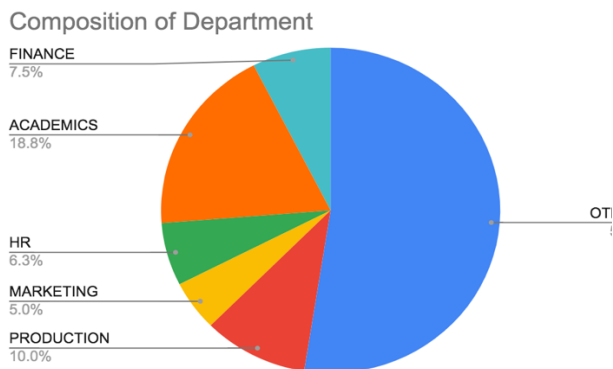
Fig. 2: Composition of Department

As observed from Fig. 3 below, maximum responses have been from employees with more than 6 years of service which is at 77.5%, 0-2 years with 8.8%, 4-6 years with 7.5% and 2-4 years with 6.3%.
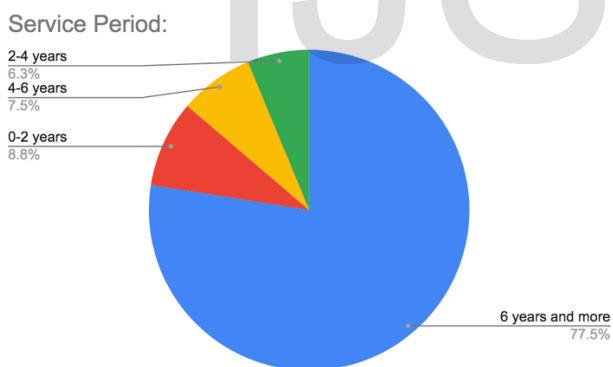

Fig. 3: Service Period

9.2 The greatest challenge faced by your Organization

As observed in Fig. 4 below, the maximum challenge is faced for performance management which is at 37.5%, followed by low employee morale at 27.5%, employee attrition at 22.5% and employee training effectiveness at 12.5%.
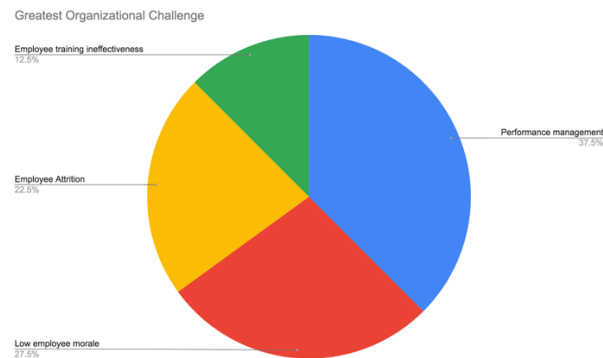

Fig. 4: Greatest Organizational challenge faced by employees

9.3 Opinion on employee attrition recognized as an HR challenge by the Organization

As observed from the responses, employee attrition *is* recognized as an HR challenge by 55% of the respondents while 45% of the respondents don't recognize it as a challenge.

9.4 The main reason of Attrition in the Company

As observed from Fig. 5, it is understood that majority of employees think stress and work life balance is the main reason for attrition at 35%, followed by lack of career growth at 33.8%, lack of proper remuneration at 20% and absence of conducive work environment at 11.3%.
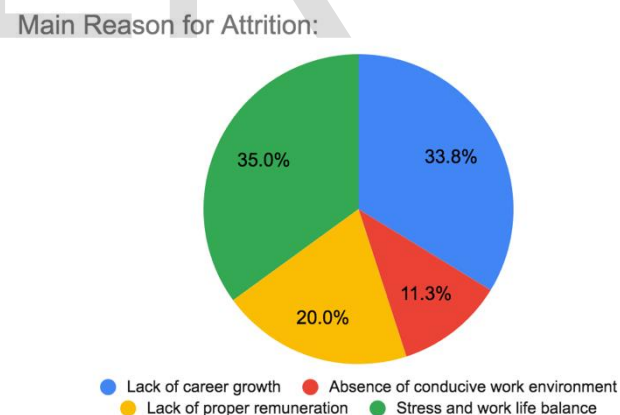

Fig. 5: Main Reason for Attrition among employees

9.5 Employee ranges most susceptible to Attrition

As observed from Fig. 6 below, it is seen that majority believe employees with 2-5 years' experience are more susceptible to attrition at 66.3%, then employees with 5-10 years' experience at 22.5% followed by employees with 10-15 years' experience at 11.3%.
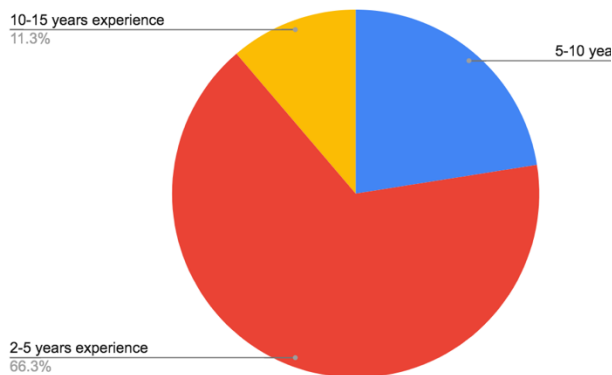
Fig. 6: Employee Range most Susceptible to Attrition

9.6 The level of employees most susceptible to Attrition by seniority

As understood from Fig. 7 below, majority of respondents believe junior management employees are most susceptible to attrition at 53.4%, followed by middle management at 36.2%, then senior management at 8.8% and least is top management with 1.3%.
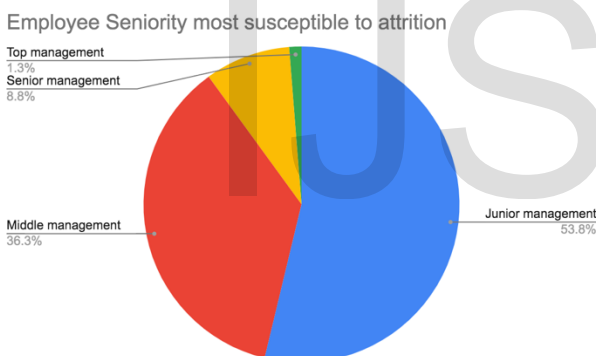

Fig.7: Employee level most susceptible to attrition

9.7 The opinion on recognition and respect for the work

From the responses collected, 90% of respondents believe that they are recognized and respected for their work.

9.8 The opinion on appreciation and incentive scheme of the Company

As seen from Fig. 8, majority of the respondents believe that they are satisfied with the appreciation and incentive scheme of their company at 47.5%, those who are not satisfied are at 32.5% and some believe this scheme is not there in their company at
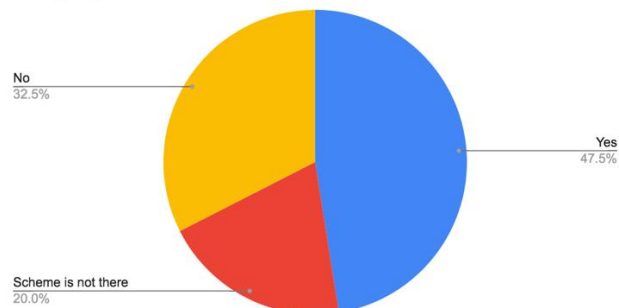
20%.

Fig. 8: Opinion on Appreciation & incentive scheme

9.9 The opinion on receiving salary on time

Majority of the respondents (92.5%) said they receive their salary on time while 7.5% responded by saying they don't receive their salary on time.

9.10 Satisfaction on performance appraisal system

Majority of the respondents (53.8%) are satisfied with the performance appraisal system while 46.3% were not satisfied with their performance appraisal.

9.11 Existence of training program for improvement of work systems

68.8% of the respondents informs that they have training program for improvement of their work system, while 31.3% say they do not have it.

9.12 Opinion on healthy work environment

A significant majority of the respondents (76.3%) believe they have healthy work environment at their work place, while 23.8% of them believe they do not have it.

9.13 Opinion on work culture of the Organization

As observed from Fig. 9 below, majority of the respondents believe they have a formal work culture at 47.5%, closely followed by those who believe that they have a friendly work culture at 46.3% and few believe they have strict work culture at 6.3%.
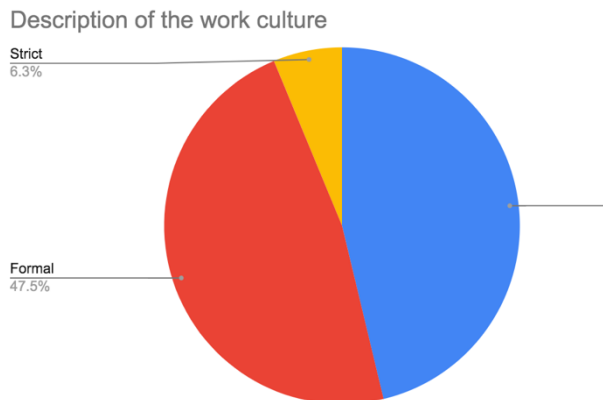
Description of the work culture

Fig. 9: Description of work culture

9.14 Opinion on whether the employees need to stay back to finish work each day

A considerable majority (63.7%) of people responded by saying they do not have to stay back to finish work each day while 36.3% said they stay back to finish work each day.

9.15 The opinion on whether notice period to be observed

93.8% of the respondents responded by saying, yes they have to serve the notice period, while 5.3% of them said they need not serve any notice period.

9.16 The duration of Notice period to be observed

As understood from Fig. 10 below, some responded by saying they need to serve a notice period of three months at 42.5%, followed by one month notice period at 35%, two months notice period at18.7% and 2.7% responded saying they need not serve any notice period.
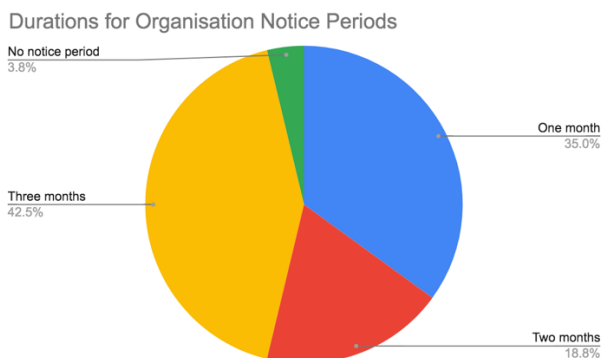
Durations for Organisation Notice Periods

Fig. 10: Durations of Organization Notice periods

9.17 The effect of increasing number of companies adversely affecting employee retention leading to employee attrition

A majority of respondents (66.3%) believe that increasing number of companies is adversely affecting employee retention and is hence leading to higher attrition while 33.8% do not believe it.

9.18 The opinion on organization's competitors hiring ex-employees

Most respondents (82.5%) believe that their organization's competitors hire ex-employees, while 17.5% of them believe that competitors don't hire ex-employees.

9.19 The opinion on existence of Organization's HRM strategy to tackle employee attrition

A considerable majority (57%) of respondents responded that a HRM strategy does **not** exist within their organization to tackle employee attrition while 42.5% of them responded that there exists such a strategy.

9.20 The existence of exit interview for resigning employees

Most respondents (57.5%) agreed that exit interviews exist for resigning employees while 42.5% responded no such interviews exist at their organization

9.21 The opinion on Company's attempt to retain resigning employees by offering increased perks

Only 8.8% of the respondents agreed that their company would attempt to retain resigning employees by offering increased perks, while most (57.5%) agreed that it depends on the individual's cost and value to the organization. 33.8% of the respondents said their company does not attempt to retain resigning employees.

9.22 Types of benefits offered to resigning employees for continuation of services

As seen from Fig. 11 below, 55% responded by saying that their company offered improved remuneration if resigning employees consent to continue their services, 33.8% would agree to continue services if they were offered promotion or title advancement and 11.3% would agree to continue services if they were given retention bonus.
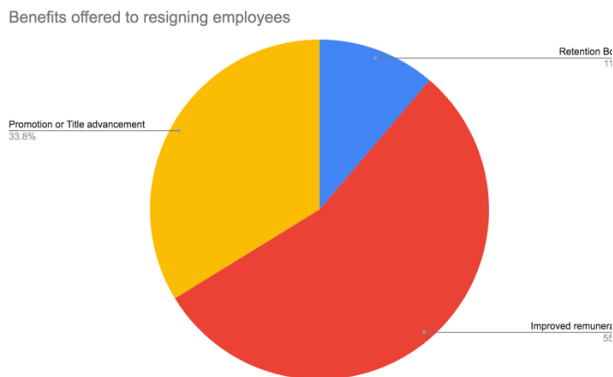
Fig. 11: Benefits offered to resigning employees

9.23 The opinion on recommendations to relative or friend to join the Organization

As observed from Fig. 12 below, this response is interesting. Majority responded with a 'Yes' at 66.3% and 'No' at 32.5%.
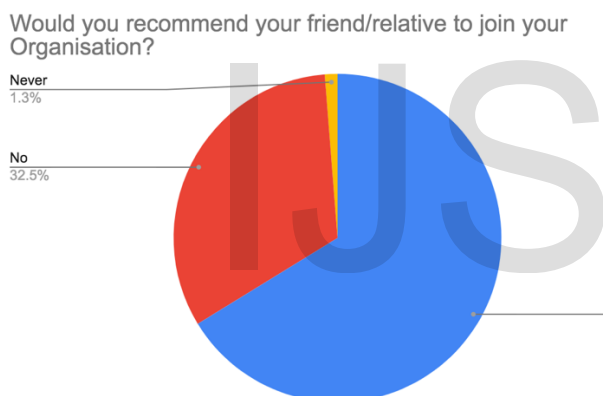

Fig. 12: Would you recommend your friend/relative to join your organization?

9.24 The opinion on the effect of implementation of 3 R's (Recognition, Reward, Respect) to increase employee retention

As seen from Fig. 13 below, this response is worth giving a thought. Majority (71.3%) have responded with a Yes that Recognition, Reward and Respect will increase employee retention. 16.2% believe that

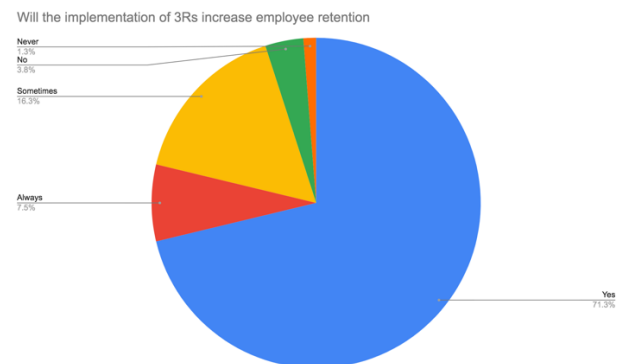sometimes   these   factors   do   help.

Fig. 13: Effect of 3 R's

10   FINDINGS

10.1 An employee after few years of work experience can understand and synchronize with working environment. It gives them a clear perspective on which organizations to work for in the long run, where career aspirations can be fulfilled and where one's creative potential can be utilized for the betterment of the organization and of the individual.

10.2 Since sample for study was from a wide section of employees of different strata, it is understood that the reason to leave an organization is more or less the same everywhere.

10.3 The domain of expertise of the sample was in HR, finance, production, marketing, academics, healthcare, banking etc., where the organization culture and value given to human resource played a remarkable role in retaining the employees.

10.4 One of the challenges faced by an organization is performance management. If ample care is taken to meet employee expectation with that of an organization, then the growth factor which is mutually retained maintains the strength of an organization.

10.5 Once the organization realize that attrition is a challenge, proactively programs are improved and conducted to enhance the performance and motivate the work force.

10.6 If an organization's work culture induces stress and disturbs the work life balance, the

tendencies to look for better opportunities are maximum.

10.7 It is noted that those beginning their career if encouraged, trained and molded well, their energies can be utilized for better capital output and returns. The organization which does not heed to this, attrition rates are higher for such people with less work experience. The work practices and systems in place for enhancing the potential of junior management level plays a dominant role in retaining them for a longer tenure.

10.8 The recognition, respect, command one receives for their position in fulfilling the organization demands keeps the employee satisfied and motivated. This is done by appreciation in the form of promotions, job enrichment, added benefits, incentives etc.

10.9 The salary on time, each time is another motivating factor for employees as they can plan their lives, ambition and goals.

10.10 A 360-degree appraisal system where employee review is done by sub ordinates, coworkers and managers anonymously should be encouraged, so that appraisal is fair and just. A satisfied employee plays long innings.

10.11 An organization which does training need identification and imparts it on a regular process, keeps the employee skills grooming and encouraged. When the learning process is mutual the benefits are mutual too.

10.12 A healthy work environment with not only an apt seating arrangement but healthy work practices keeps the employee engrossed and motivated.

10.13 A friendly work culture but formal and not strict but cooperative is appreciated by all.

10.14 The exit process in any organization should be easy and approachable, it should not be a hindrance for anyone's growth.

10.15 When each organization strives to do their best because of stiff competition between competitors, the chances of leaving one organization for another also gets reduced. It

could be encouraged by awarding long service employees.

10.16 Exit interview as a norm should be practiced to address issues faced by an organization. It reduces the attrition figures.

10.17 When employees take pride in their organization, the well-being and reputation spreads far and wide and more and more people would like to be part of such an organization.

10.18 Employee retention can be achieved at its best by always following the policy of reward, recognition and respect for the job.

10.19 Employee attrition affects an organization by delayed growth and customer satisfaction, by higher costs, high hiring time, tedious repeated process, loss of information and experience, man hours lost, organization becomes just a training center for career jumps.

10.20 Employee attrition can be encountered by better work life balance, better pay and working conditions, giving reasonable hike and simplifying process, more diversified growth opportunity and flexibility in working.

11 SUGGESTIONS

11.1 Induction of new employee should begin with succession plans. During induction and orientation process new recruits should not only learn about job, but also the organization culture and understanding how they can contribute for its growth thereby thriving well with continuous discussions and goal setting.

11.2 New recruits could have a mentor who is not their supervisor, but an able veteran who with his resources and experience can guide them with their fresh ideas to perform well.

11.3 Any employee looks for timely salary and an attractive compensation package. The package also includes bonus, paid time offs, health benefits, retirement plans and any other such perks which can distinguish one organization from another.

11.4 Every employee likes the appreciation and recognition for the work done in an excellent manner. This goes a long way in boosting the morale of the employees. This can be done through incentives as an appreciation and recognition of the job done well.

11.5   Efforts should be made by organizations for the employees to have a good work life balance. If there are days one should stay back for work, an option for coming late next day could be given. Alternatively, if one works on day offs, compensatory offs should be given. The culture adapted by organizations is a deciding factor for employees for their work tenure.

11.6   In any position in any industry, professionals want career advancement. If this is practiced by giving training and development programs, employees continue in the organization for their enrichment.

11.7   A good communication system and feedback is essential for eliminating any hindrances in work practices. It should be open across all hierarchies.

11.8   Every organization deals with change occasionally and the employees look up to leadership for reassurance. If any organization is going through mergers, lay-offs or other big changes it is appropriate for the employees to be kept informed, so that it keeps the scope open for fair answering of queries.

11.9   Celebrating major milestone for the team and for the individuals. Like birthday, work anniversary or target or project completion before time.

11.10   Employees stock option plan is a good management tool for employee retention.

11.11   Employees should be considered as an asset for an organization. Hence, an organization should create an environment that fosters ample growth opportunities, appreciation for work accomplished and friendly cooperative work atmosphere whereby an employee feel connected in every respect of an organization.

12 CONCLUSIONS

Varying degrees of attrition is present in any organization. Rising attrition rate disturbs the work flow. The rise will lead to increasing recruitment cost and in training and development cost of new employee. Proper management strategies can tackle this problem with proper guidance and training. Recruiting the right kind of people thereby eliminating the need to fire the wrong fit.

It is good to pay employees fair going wage or may be, a little more and competitive benefits or else we cannot blame them for leaving the organization. When employees are given an opportunity to connect with one another through acts of generosity and expression of gratitude, they will be happier and less likely to leave.

Rewarding and recognizing employees for their contribution to success socially. Offering flexible work life balance around working hours and locations helps in retaining compared to others who don't. Prioritizing employee happiness is key to job satisfaction, productive engagement thereby retaining them. Investment in employees for growth can give them better opportunities for development. Performance reviews increases the trust and improves job satisfaction. Offering employees a vision and goals for their work increases their sense of belonging and loyalty to the organization. And the most important of all is demonstrating respect and nurturing it in the workplace.

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APPENDIX

QUESTIONNAIRE

The objective of the study is to understand the phenomena, trends and other factors that contribute to employee attrition. Your response shall be kept confidential and shall be used only for current research. None of the outcomes shall be used for any other purpose except purely academic.

1) Name:

2) Age group:
(a) 30-40 years (b) 41-50 years (c) 51-60 years (d) above 60 years

3) Designation:

4) Name of Organization:

5) Department:
(a) HR (b) Finance (c) Marketing (d) Production (e) Academics (f) Others

6) Length of service:
(a) 0 - 2 years (b) 2 - 4 years (c) 4 - 6 years (d) 6 years & more

7) Which of the following is the greatest challenge faced by your organization?
(a) Performance management (b) Employee attrition
(c) Employee training ineffectiveness (d) Low employee morale

8) Is the employee attrition recognized as HR challenge by your Organization?
(a) Yes (b) No

9) Main reason(s) of attrition in your Company?
(a) Absence of conductive work environment (b) Lack of career growth (c) Stress & work life balance (d) Lack of proper remuneration

10) Which employees' range is more susceptible to attrition?
(a) 2 - 5 years' experience (b) 5 - 10 years' experience (c) 10 – 15 years' experience

11) Which level of employees is most susceptible to attrition?
(a) Junior management (b) Middle management (c) Senior management (d) Top management

12) Are you recognized and respected for your work?
(a) Yes (b) No

13) Are you satisfied with the appreciation and incentive schemes of your company?
(a) Yes (b) No (c) scheme is not there

14) Do you get your Salary on time?
(a) Yes (b) No

15) Are you satisfied with your Performance Appraisal system?
(a) Yes (b) No

16) Do you have training program for improvement of your work systems?
(a) Yes (b) No

17.) Does your organization have a healthy work environment?
(a) Yes (b) No

18) What is the work culture which your organization has?
(a) Formal (b) Friendly (c) Strict

19) Do your organization's employees need to stay back to finish work each day?
(a) Yes (b) No

20) Do your organization's employees need to serve a notice period?
(a) Yes (b) No

21) What is your Organization's Notice Period?
(a) No notice period (b) One month (c) Two months (d) Three months

22) Do you think that the increasing number of companies is adversely affecting employee retention and is leading to higher employee attrition?
(a) Yes (b) No

23) Do your Organization's competitors hire your ex-employees?
(a) Yes (b) No

24) Has your organization made any HRM strategy to tackle employee attrition?
(a) Yes (b) No

25) Do you conduct Exit interview for employees resigning from your organization?
(a) Yes (b) No

26) Does your Company have a policy to attempt to retain the resigning employee by offering increased perks?
(a) Yes (b) No (c) Depends on individual's cost & value to organization

27) What kind of benefits does your organization offer to resigning employees if they consent to continue their services?
(a) Improved remuneration (b) Promotion or Title advancement (c) Retention bonus

28) Have you ever suggested / will you suggest your friend/relative to join your Organization?
(a) Yes (b) No (c) Never

29) Do you think that the implementation of 3 R's (Recognition, Reward, Respect) will increase employee retention?
(a)Yes (b) No (c) Always (d) Sometimes (e) Never

30) Please explain how employee attrition is affecting your organization.
_ _ _ _

31.) Please suggest ways by which HR challenge of employee
attrition can be encountered.

END

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