Abstract— Employee turnover is a serious issue which is prevailing and it is the scaling down of employees in the organization. This may be voluntary and it occurs because of resignation, retirement or death of an employee. The employees try to leave the organization due to many reasons like he is attracted towards higher package, increasing the status of their positions in some other company or he may want to change his profession and start a new business and there is a lot of career growth opportunities incorporated. This situation is most common among the young professionals who are under the training session and they try to compare with the other organizations. It has been keenly observed that the job opportunities are more in number than the skilled employees. Due to high employee turnover, cost of the organization increases due to new recruitment and providing the proper training and development.

Keywords— Employee Turnover, IT Industry, Employee, Organization

I. INTRODUCTION

Employee turnover is defined as when an employee voluntarily leaves the organization by handing over his resignation or he may leave the organization because of his retirement or an unusual occurrence of his death probably. The rate of shrinkage of the number of employees in an organization is known as turnover. The employees do perform all the services to the organization and yet there are situations where their expectations are not fulfilled and it’s the scenario where they try to quit. The causes of employee turnover in Indian IT Industry may be either voluntary or involuntary.

II. REVIEW OF LITERATURE

Lilly et Al (2006): Training and learning opportunities will also have considerable effects on employees staying in the organization. If the company does not provide them the opportunity to learn, they cannot improve their skills and abilities. In other words, employees are most unlikely to get self-realization so that they cannot continue to grow in the company. As a result, employees may tend to quit the job.

Halbesleben, JRB & Rotondo (2007): According to their study it has been observed that employee turnover is reduced when there is a source of couple working in the same organization. The peer pressure is being shared among them, responsibilities are well nurtured and more mutual moral support is gained. So the organization should understand the emotional exhaustion and accordingly coordinate with the employees.

Jyotsna Bhavnagar (2008): According to her research it is being observed that identifying the right person for the right job will reduce the impact of employee turnover as it has been said that “Garbage in-Garbage out”. Give more priorities for the recruitment of the right person than cultural fit. Incorporating scientific methods of recruitment with proper method of Training and Development will gradually increase employee’s job satisfaction.

Devi (2009): According to her study, In order to improve the profit of a company and reduce the turnover cost it is the ability of the organization to identify talented employees and retain them. The corporate culture plays a vital role in providing peaceful working conditions. This insists in developing career growth opportunities and flexible working practice. There should be proper acknowledgement from the company’s perspective to retain the talented employees.

Govaerts et.al (2011): They believed that paying attention to learning of employees results in better retention of employees in the organization. Influence of learning and working climate help the talented employees to retain in the company by the management and thereby reducing the turnover of employees.

Perumal, P., Choi S. L., et. al. (2012): They discussed extensively the impact of human resource practices that can alter the negative effect on the organization due to high employees’ turnover. The study was conducted to examine whether and how quality employee-organizational relationship influence turnover intentions. Sultana Nazia and Bushra Begum (2013): Their study suggested that work load is a reason of employee turnover so the strategies that can reduce work load should be adopted. It can reduced by job rotation, change in work location or by some other recreational activities. Strategies that can provide respect, rewards and recognition should be implemented in the organization.

III. OBJECTIVES OF THE STUDY

1. To study the causes for employee turnover in IT Industry
2. To analyze the various factors that simulates employee turnover

IV. RESEARCH METHODOLOGY

4.1 Research Design: The research design undertaken in this study is descriptive. Primary data for the questionnaire is...
collected from the respondent through random sampling method. Secondary data is also used from various sources like Journals. Thesis, research papers, etc. Questionnaire consists of demographic variables and factors involved in retention strategies with likert 5 point scale; dichotomous scale. Minimum sample size of 150 is selected.

V. DATA ANALYSIS AND INTERPRETATION

5.1.1 Association between Age and the Level of Employee Turnover in the Organization

H0: There is no significant association between age and the level of employee turnover in the organization.
H1: There is significant association between age and the level of employee turnover in the organization.

<table>
<thead>
<tr>
<th>Chi-square</th>
<th>value</th>
<th>df</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>23.555</td>
<td>12</td>
<td>.023</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>25.997</td>
<td>12</td>
<td>.011</td>
</tr>
<tr>
<td>Linear-by-Linear</td>
<td>1.165</td>
<td>1</td>
<td>.280</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>150</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source primary data

From the table we found that value 0.023 is less than 0.05. So null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a relationship between age and the level of employee turnover in the organization.

5.1.2 Association between Gender and Inflexible Working Hours for Work Life Imbalance Has Direct Effect on Turnover

H0: There is no significant association between Gender and Inflexible working hours for work life imbalance has direct effect on turnover.
H1: There is significant association between Gender and Inflexible working hours for work life imbalance has direct effect on turnover.

<table>
<thead>
<tr>
<th>Chi-square</th>
<th>value</th>
<th>df</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>6.908</td>
<td>4</td>
<td>.141</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>6.930</td>
<td>4</td>
<td>.140</td>
</tr>
<tr>
<td>Linear-by-Linear</td>
<td>.709</td>
<td>1</td>
<td>.400</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>150</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source primary data

From the table we found that the value 0.141 is greater than 0.05. So null hypothesis is accepted and alternative hypothesis is rejected. Hence there is no relationship between the gender and inflexible working hours for work life imbalance has direct effect on turnover.

5.1.3 Difference between Year of Experience and Promotion Level in the Company

H0: There is a no significance difference between year of experience and Promotion level in the company.
H1: There is a significance difference between year of experience and Promotion level in the company.

<table>
<thead>
<tr>
<th>Sum of square</th>
<th>df</th>
<th>Mean square</th>
<th>f</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between groups</td>
<td>8.497</td>
<td>5</td>
<td>1.699</td>
<td>2.331</td>
</tr>
</tbody>
</table>

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### Source primary data

From the table we found that the value 0.045 is less than 0.05. So null hypothesis is rejected and alternative hypothesis is accepted. Hence we can say that there is a relationship between the year of experience and work stress.

### VI. SUGGESTIONS

Offer performance feedback and praise good efforts and results to reduce employee turnover. It should include training and development of employees after observing weaknesses and shortfalls in their performance appraisal. Employees should be included in the organization goal and objective setting so that they feel valued and work hard to achieve those goals. Employees should then be rewarded and recognized when organization achieve those targets. More freedom at work be provided to employees so that they are able to perform much better and take risk when necessary to achieve organizational goals.

### VII. CONCLUSION

This study concludes that to reduce turnover organizations should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and Effective training programs. Moreover, exit interviews should be done by the organization to obtain the employees feedback which can be implemented in company policy to bring about a change in the organizations.

### REFERENCE


