



MITIGATING EMPLOYEE ATTRITION: A SYSTEMATIC REVIEW AND META ANALYSIS OF STRATEGIC INTERVENTIONS FOR ORGANISATIONS RETENTION

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ABSTRACT

This study is conducted to examine the study on strategies adopted to overcome the employee's attrition rate in Mentor Infocomm India Pvt Ltd. The objective of the study to find the various factors of employee leaving the organization. For the purpose of this study employees were selected through random sampling technique. To achieve the objectives, data were collected through a structured quaternary probing various accept of employee attrition rate. Results of this survey were then analyzed using simple percentage, chi-square and ANOVA. The data analysis showed the employees were mostly implemented whenever they were applicable.

Key words: Employee attrition, Organization, Strategy, Employee.

INTRODUCTION

Attrition refers to the reduction in employees due to retirement, resignation, or death. Employers view attrition as a loss of valuable talent, but it also creates opportunities for junior professionals to advance and for businesses to introduce new expertise. High voluntary attrition negatively impacts organizations, causing lost productivity and increased recruitment costs.

Employees leave voluntarily for reasons such as new opportunities, limited growth, and compensation issues. Not all departures can be prevented, especially if reasons are outside the company's control. Research has identified factors contributing to voluntary turnover, including job satisfaction and salary growth.

Retaining top employees can benefit organizations, but it's not practical to retain all employees. Companies should prioritize employees with unique skills and high replacement costs. Employees with low performance or common skills that can be easily replaced are not ideal candidates for retention actions.

PRIMARY OBJECTIVES:-

- The study on Mitigating employee attrition: a systematic review and meta analysis of strategic interventions for organisations retention

SECONDARY OBJECTIVES: -

- To find the various factors of employee leaving the organization.
- To know how effective was the relationship between the employees and the superiors.
- To find whether workload is distributed equitably.
- To let employees know and aware that their skills, contributions and dedication are valued and appreciated by company.
- To provide future steps to overcome attrition.

REVIEW OF LITERATURE

The big five personality traits can be summarized as follows:

- Abbasi and Hollman (2000) talked about five reasons that facilitates employee turnover. Toxic workplace environment, hiring practices, lack of recognition, managerial style, and lack of competitive compensation systems are the reasons which results in employee turnover.
- Walker (2001) has identified seven factors which boosts retention. These factors are compensation and appreciation of the work performed, recognition of capabilities and performance contributions, challenging work, good communication, opportunities to learn, positive relationships with colleagues, and good work-life balance.
- Muser and R. Linda (2001) focused on certain effective strategies for employee retention. Methods to determine why employees leave or stay were discussed as well as the retention tools that work best to retain diverse employees.
- Arora et al., (2001) in their study observed that virtually it is becoming difficult for all firms to retain the talented pool of professionals. Even the compensation given to them (which is ideally above Indian standards) is not reducing their turnover.
- Ramlall (2003) accentuated that inadequate compensation, payment below prevailing market rate and inadequacy in the internal and external equity was the common reason because of which employees leave an organization.
- Mano-Negrin and Tzafir (2004) claim that employees leaves their organization because of the economic reasons, and one can use these reasons to understand and further envisage the employee turnover in the market.
- Oldham and Hackman (2005) highlighted that employees leave their jobs only when they face continuous problems pertaining to work related matters. For instance, over-controlling supervisors or an unsatisfactory compensation.
- Hora (2005) talked about the importance of understanding employee expectations. It is important for the HR Managers to understand the importance of their employees and to understand the areas that interests them.

- Udechukwu and Mujtaba (2007) gave a mathematical model that explained employee turnover by focusing on internal (employer) and external (social affiliate) determinants which influence
- Kim and Stoner (2008) emphasized that employees intend to leave because of factors related to individual (e.g. demographic factors or personality), job (e.g. nature, content or design of job) or organization (e.g. pay, supervisor or co-worker).
- Ling and Chen (2008) found in their study on a model for attaining competitive advantages that sharing knowledge and forward-looking/backward-looking mergers (with customers, suppliers, and distributors) – cost leadership strategy- improves competitive advantages in long-run.
- Adhikari (2009) identified the factors affecting employee attrition in the IT and ITES industry. The paper identified four factors. Work related issues have the greatest impact on attrition
- Tan (2009) stated in a study that relation between the staff and the company is strengthened through creating common values in a company, which eventuates in competitive advantages.
- Oh and Rhee (2010) argued that Korean car industry has achieved competitive advantages in the world industry through combining capabilities of suppliers and merging (cost leadership strategy).

PERCENTAGE ANALYSIS

TABLE 1.1

Gender

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Male	134	96
Female	5	4
Total	139	100

Source: Primary data

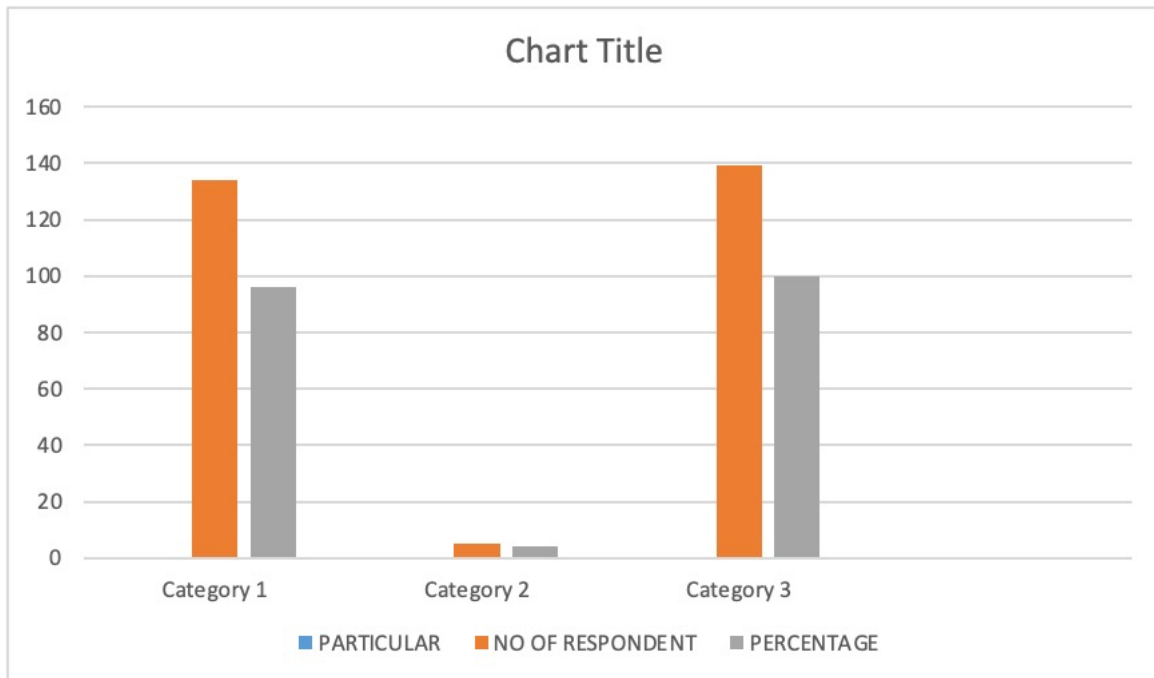


Figure 1

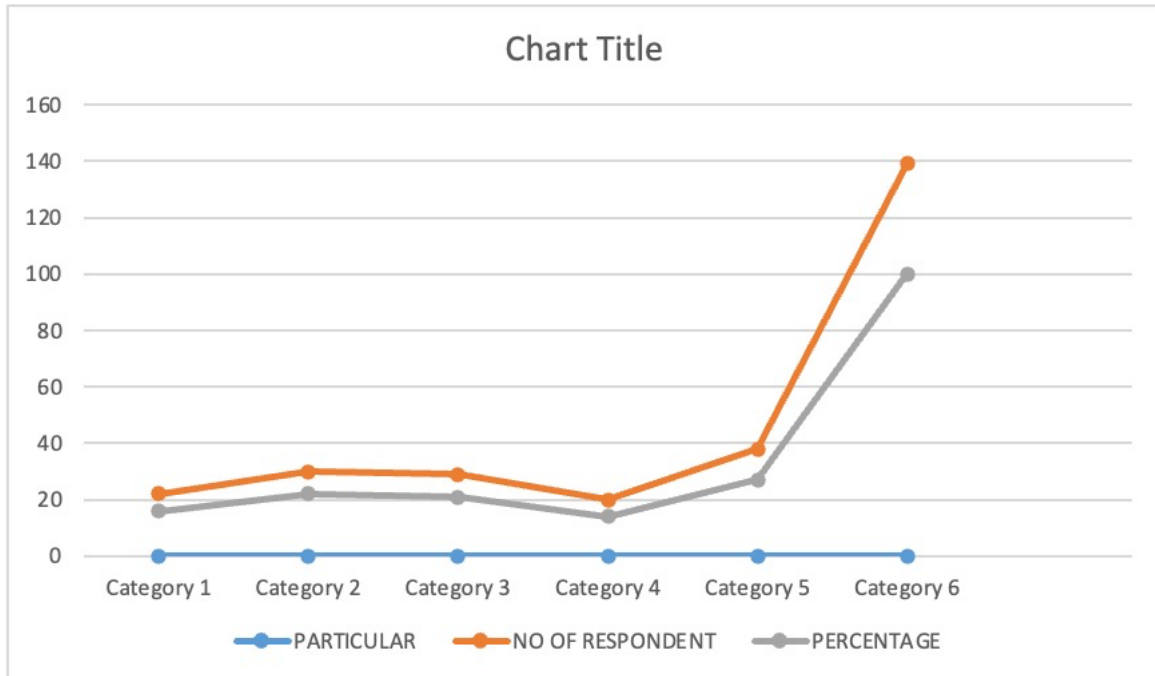
Inference

It is inferred from the above table that 96% of the respondents are male and 4% of the respondents are female.

Table 2: EXPERIENCE IN THE INDUSTRY

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Less than a year	22	16
1 Year	30	22
2 Years	29	21
3 Years	20	14
More than 3 years	38	27
Total	139	100

Figure 5



Inference

The above data has given percentage of the respondent about the experience of the employee's in the industry that 27% of the employee's having more than years, 22% of the employee's having 1 year, 21% of the employee's having 2 years, 16% of the employee's having less than 1 year, 14% of the employee's having are more than 3 years of experience

**WEIGHTED AVERAGE METHOD
4.2 WEIGHTED AVERAGE METHOD
VOLUME OF OUTGOING**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Very High	9	6.5
2	High	15	10.8
3	Neutral	21	15.2
4	Low	32	23
5	Very Low	62	44.5
Total		139	100%

Weighted Average solution

$$\begin{aligned}
 \text{Weighted Average} &= \frac{\sum W_i X_i}{\sum W_i} \\
 &= \frac{9*5+15*4+21*3+32*2+62*1}{139} \\
 &= \frac{294}{139} \\
 &= 2.12 > 5
 \end{aligned}$$

INFERENCE

A weighted average 2.12 shows the majority of respondents are very low volume of outgoing.

ANOVA (Analysis of Variance)

4.3 ANOVA:

Analysis of Variance between experience and level of satisfaction.

NULL HYPOTHESIS

H0 – There is no significant difference between Experience and Level of Outgoing.

ALTERNATIVE HYPOTHESIS

H1 – There is significant difference between experience and Level of Outgoing.

TABLE

EXPERIENCE	NO OF RESPONDENTS	LEVEL OF OUTGOING	NO OF RESPONDENTS	TOTAL
Less than a year	25	Very High	9	34
1 Year	38	High	15	53
2 Years	20	Neutral	21	41
3 Years	23	Low	32	55
More than 3years	33	Very Low	62	95
Total	139	Total	139	278

SOLUTION

HERE,

$$G = \sum \sum y_{ij} = \text{Grand Total}$$

$$= 139 + 139 = 278$$

$$\text{Correction Factor} = G^2 / N$$

$$= 278 * 278 / 10$$

$$= 7728.4$$

$$\text{Total no of Square SST} = \sum \sum y_{ij}^2 - G^2 / N$$

Where,

$$\sum \sum y_{ij}^2$$

$$= (25*25) + (38*38) + (20*20) + (23*23) + (33*33) + (9*9) + (15*15) + (21*21) + (32*32) + (62*62)$$

$$= 9702$$

$$SST = 9702 - 7728.4 = 1973.6$$

$$R1 = SSB = \sum r^2 / r - G^2 / N$$

$$= (139*139)/5 + (139*139)/5 + (278*278)/5$$

$$= 19321/5 + 19321/5 + 77284/5$$

$$= 3864.2+3864.2+15456.8$$

$$R1 = 23185.2$$

$$\text{Error} = R2 = \text{SSW} = \text{SST} - R1 = 1973.6 - 23185.2$$

$$R2 = -21211.6$$

ANOVA TABLE

SOURCE OF VARIATION	DEGREE OF FREEDOM	SUM OF SQUARE	MEAN SQUARE	F RATIO
With Experience	K-1 5-1 = 4	SSB = R1 =23185.2	MSB =23185.2/1973.6 =11.75	MSB/MSW =11.75/-10.75 = -1.09
Without Experience	N-K 10-5 = 5	SSW = R2 = -21211.6	MSW = -21211.6/1973.6 = -10.75	
Total	N-1 10-1 = 9	SST = 1973.6		

The table value of F(4,5) at 1% level of significance is -1.09.

INTERPRETATION

Since, the calculated value of F is less than the table value, we accept the null hypothesis and conclude that there is no significant difference in experience and level of outgoing

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FINDINGS:

- The primary reason for employee attrition in Mentor Infocomm India Pvt Ltd is dissatisfaction with workplace conditions, including compensation, work-life balance, and recognition.
- The majority of employees (44.5%) report a very low volume of outgoing, indicating that attrition is a concern but not at an alarming rate.
- ANOVA analysis confirms that there is no significant correlation between employee experience and the likelihood of leaving the organization.
- Factors such as managerial style, career growth opportunities, and compensation significantly influence retention.
- Employee-supervisor relationships play a crucial role in employee satisfaction and intent to stay.

SUGGESTIONS:

- Enhance Employee Engagement – Regular feedback, recognition programs, and better communication channels can improve morale.
- Competitive Compensation & Benefits – Conduct market research to ensure salaries and benefits remain competitive.
- Career Development Programs – Provide skill-building workshops, mentorship programs, and growth opportunities to retain top talent.
- Work-Life Balance – Introduce flexible work schedules and ensure fair workload distribution.
- Improve Leadership & Management – Train supervisors in effective communication and people management to foster a positive work environment.

CONCLUSION

The study highlights that employee attrition is influenced by multiple factors, including job satisfaction, career growth, and workplace relationships. While experience level did not significantly impact attrition, organizations must adopt strategic interventions to retain talent. By fostering a supportive work environment and addressing key employee concerns, companies can effectively mitigate attrition and enhance overall productivity. Employee attrition remains a critical challenge for organizations, impacting productivity, operational costs, and workplace stability. This study identified key factors influencing attrition, such as job satisfaction, career growth, and compensation, and analysed strategies for employee retention. Findings indicate that while attrition cannot be entirely eliminated, organizations can mitigate its effects through strategic interventions, including better workplace relationships, equitable workload distribution, and career development opportunities. By implementing these measures, companies can foster a more engaging and supportive work environment, ultimately reducing employee turnover and enhancing overall organizational effectiveness.