

# JOB ATTITUDES AND ATTRITION: AN EMPIRICAL STUDY OF IT AND ITES EMPLOYEES IN INDIA

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**Abstract** Attrition becoming an area of growing concern in the Information Technology and Information Technology Enabled Services sector, the purpose of this paper is to investigate Job Attitudes and its relationship to IT and ITES employees' attrition in India. 610 samples were chosen by convenience sampling method through questionnaire. Data was analyzed using multiple regression and factor analysis. Multiple regressions (Multiple R value: 0.724, R Square value: 0.525 and Adjusted R Square: 0.520) have proved the main hypothesis that there is relationship between job attitudes and attrition. The result is strengthened by confirmatory factor analysis. The fit of general model is high (Goodness of Fit Index (GFI)) =0.993, Adjusted Goodness of Fit Index (AGFI) =0.976 and Root Mean Square Residual (RMR) =0.060. Non-Significant  $\chi^2$  and Goodness of fit Indices is the 0.993 accompanied by Confirmatory/comparative Fit Index=.998 and Root Mean Square Error of Approximation (RMSEA) is 0.027. The value of GFI, AGFI, CFI close to 1 indicate, it is a very good fit model to predict attrition by job attitudes and an RMSEA of 0.01 indicates the close fit of model and that value up to 0.027 represents the reasonable errors of approximation for a model.

**Keywords:** Employees in IT Sector, Job Attitude, Job Attrition

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Human resources such as skill, knowledge and competencies are the key instruments in helping organizations to sustain their competitive advantage in the knowledge economy. As it is said by Barney et al (1998) that globally competitive organizations depend on the uniqueness of their human resources and the systems for managing human resources effectively to gain competitive advantage. Human resources are not only the principal value creators of the knowledge industry, but they are also the intellectual capital or the 'infrastructure investment'. Therefore, attracting, training, retaining and motivating employees are the critical success determinants for any knowledge based organisation.

This study explores the relationship between Job Attitudes and attrition. March and Simon (1958) described each member's participation ;in an organisation as contingent upon an inducement – contribution utility balance that is, in turn, a function of two major distinct but related motivational forces; (1) the perceived desirability and (2) the perceived ease of movement out of the organisation. Perceived desirability of movement is mainly influenced by job attitudes and is often described as a "push" factor. Perceived ease of movement depends on each person's perception of the availability of jobs in the external job market and is often described as a

"pull" factor. These are otherwise known as Job Attitudes.

Despite March and Simon's (1958) pioneering work on psychological mechanisms, which suggested the interaction of perceived desirability and ease of movement as a main determinant of actual attrition, it was not until Mobley's (1988) model that researchers began to elaborate on the cognitive or psychological decision processes linking negative Job Attitudes with actual voluntary attrition. Mobley focused on attrition as a process and sought to map out psychological and perceptual processes thought to mediate the relationship between satisfaction and attrition. Specifically, in the model he proposed a series of links between individuals' evaluations of their current jobs and actual attrition in a causal order: Evaluation of existing job → job dissatisfaction → thinking of quitting → evaluation of expected utility of search and cost of quitting → intention to search for alternatives → search for alternatives → evaluation of alternatives → comparison of alternatives vs. present job → intention to quit/stay → quit/stay. Subsequent models have generally reflected the influence of both March and Simon's (1958) push and pull factors and the intervening psychological mechanisms between job attitudes and actual attrition described by Mobley (1988).

Researcher has made the three general observations on such models. First, they typically describe “the employment search process as an outgrowth of disaffection” and the translation of dissatisfaction into search and then quitting as “highly rationalized, systematic and orderly “ Such models have likewise been described as depicting an “orderly progression from dissatisfaction” or a “slow burn, deliberative process”. Second, although these models do include pull factors (e.g., Job attitudes, unemployment rate, and perceived alternative job opportunities).

Third, almost certainly related to the first two observations, empirical evidence over the years appears to indicate that there is room for improvement in such models regarding how well (e.g., in terms of predictive validity and/or model fit) they capture and describe voluntary attrition decisions. Therefore concept of this study is going to be developed based upon the two components i.e., Job Attitudes and attrition. These two components are explained as follows.

## 1. JOB ATTITUDES AND ATTRITION

Job attitude is a long-term feeling which is formed by the employees about their job. The attitudes are classified into two type namely positive attitude and negative attitude. Positive attitudes are attitudes which can motivate the employees and give job satisfaction. Negative attitudes are the attitudes which can neither motivate the employees nor give job satisfaction. Literatures on Job Attitudes have identified the following factors lead to motivation and provide for the development of positive attitudes. Here the attitudes are built up and developed based upon the following variables. 1. Achievement, 2.Advancement, 3.Recognition, 4.Growth, 5, Responsibility, and 6.Reward.

Attrition means, an employee who withdraws himself permanently from one company and switching over to another very frequently. This study focuses on the attitudes of employees role play in attrition. It is predicted that positive attitudes lead to less attrition and more retention and negative attitudes lead to more attrition.

## 2. STATEMENT OF PROBLEM

This study is initiated to seek answers to the attrition problem faced by IT and ITeS Industries. There may be personal factors of employees, organisational factors, job factors and attitudes of employees about their job as the reasons for attrition but this study focuses on Job Attitudes of employees and its role in attrition.

### 2.1. Objectives of the Study

This study focuses particularly about Job attitudes of employee and its role in attrition as its objectives. Therefore

the specific object of the study is the ascertainment of the nature of association between Job Attitudes and employees’ attrition.

### 2.2. Hypotheses

On the basis of above objectives the following hypotheses are developed

1. Positive Job Attitudes helps the employee to stay in the organisation.
2. Negative Job Attitudes leads the employees’ attrition in the organisation.

### 2.3. Limitation of the Study

The limitations applicable to all behavioral studies hold good in this case too. First size of the sample was not large enough to give chance for fair representation to the entire universe. However the statistical validity and reliability tests can establish the accurateness. Care has been taken to understand and interpret the results.

### 2.4. Sample Selection

The questionnaire was administered to 1500 respondents of IT and ITeS sectors’ employees who were working in Chennai, Bangalore, Hyderabad, Pune and Kolkata. The researcher could collect only 800; out of this 800 sample only 610 questionnaires could be used for data analysis. Rests of the questionnaire nearly 190 were unusable due to lack of information furnished by the respondents. Out of 610 respondents, 70 percent are from IT and 30 percent from ITeS sector.

## 3. REASON FOR CHOOSING THE SAMPLE AREAS

Chennai, Hyderabad, Bangalore, Pune and Kolkata were chosen as sample areas, because these areas are coming under top six IT hubs of India and more than 68.29 percent industry are concentrating in these areas. The ranking of these areas are as follow, 1. Bangalore, 2.Chennai, 3. Hyderabad, 4. Pune, 5. Kolkatta and 6. NCR.

### 3.1. Data Analysis

The analysis consists of descriptive as well as inferential and Percentage analysis was used for frequency distribution. The descriptive as well as inferential analysis was made by using chi-square test and structural equation model through confirmatory factor analysis to test the hypotheses.

#### 4. RELIABILITY AND VALIDITY

This study was made with a self administrated questionnaire was used to collect the necessary data to find out the reliability of the questionnaire. The instrument has three parts. Part I deals with personal and organisational data of IT and ITes employees and Part II deals with statements of Job Attitudes' variables i.e. achievement, advancement, recognition, growth, responsibility and reward developed for this study. These items are based on the literature in field of Job Attitudes and attrition, work motivation and attrition and job satisfaction and attrition. The items were placed on five points scale. Part III consists of questions relating to measurement of attrition. These statements are placed on three points scale. This was made with 610 respondents.

**Table 1:** Results of Reliability Test Using Cronbach Alpha

Variables	No of Items	No. of Respondents	Alpha
Job Attitudes	24	610	0.8976
Attrition	10	610	0.7700

The reliability of the scale was tested by using Cronbach alpha. Table 1 shows the reliability level of the Job Attitudes statements and Attrition statements of questionnaire. The reliability level of the Job Attitudes statements is above 89.76 per cent and that of Attrition is 77 per cent. It shows that the statements are more reliable. From this table, it is inferred, that the uniform result could be obtained anywhere in the world, through these statements.

#### 5. CONCEPTUALISATION OF JOB ATTITUDES

Job attitude is a long-term feeling, which is formed by the employees about their unfulfilled expectation of their job. The attitudes are classified into two type's namely positive attitude and negative attitude. Positive attitudes are attitudes which can motivate the employees and give job satisfaction. Negative attitudes are the attitudes which cannot motivate the employees nor give job satisfaction. The positive and negative Job Attitudes could be identified with help the following tables.

Table 2 shows the mean score secured by each statements individually. Here, there are 24 Job Attitudes statements are there in the questionnaire. The mean sum of each and every statement is ascertained and shown in front of the same statement. The mean sum amounted to indicate the Job Attitudes level. When the mean score get increased attitudes level also get increased positively. Low mean score indicates negative Job Attitudes. The statements are derived from variable of Job Attitudes i.e. achievement,

advancement, recognition, growth, responsibility and reward. Each and every variable consists four statements. Achievement consists the statements numbered 2, 7,8 and 18; Advancement consists the statements numbered 9,16,17 and 23; Recognition consists the statements numbered 4,5,19 and 25; Growth consists the statements numbered 10,11,15 and 24; Responsibility consists the statements numbered 3,6,21 and 22.. The cut off point for negative (low), average (normal) and high (positive) Job Attitudes is given in the table 3.

**Table 2:** Mean Score of Job Attitudes

No	Statements	Mean
1	Present job offers me lot of challenges.	4.22
2	The job is complicated. However, I usually finish my Job in time	3.96
3	The task assigned to me is highly enjoyable.	3.97
4	I get immediate feedback from the job.	3.93
5	I change my style of functioning after I get the feedback	4.03
6	There is intrinsic pleasure in the work I do.	3.84
7	I do this job, so that I can achieve something in my life.	3.90
8	I get immediate response from my superiors about my accomplishments.	3.75
9	There is a lot of variety in the work I do.	3.72
10	What I do in the job is meaningful to me.	3.85
11	I feel very significant in my job life.	3.83
12	Management trusts me and assigns me difficult tasks.	3.91
13	I feel myself responsible for the work is assigned to me	4.10
14	I really enjoy the autonomy given to me.	3.80
15	I work with the people who are creative and innovative.	3.88
16	Every day, I am made to feel that there is value addition by me.	3.71
17	Time passes very fast in my job life.	3.84
18	I get an elated feeling after some achievements.	3.82
19	There is lot of recognition for meritocracy.	3.58
21	I can select my team-mates in my job.	3.40
22	Accomplishments are reasonably rewarded in my company.	3.68
23	The more work I do, the more feeling I get that I should do some more.	3.95
24	Sky is the limit for the growth in my organisation.	3.54
25	My company and my superiors recognize my achievements.	3.61

**Table 3:** Quartile Deviations of Job Attitudes

Particulars	Percentile:25 (First quartile Q <sub>1</sub> )	Median (Second quartile Q <sub>2</sub> )	Percentile:75 (Third quartile Q <sub>3</sub> )
Overall Job Attitudes	84	93	100

The employees who have scored below first quartile are called as low Job Attitudes or otherwise are known as negative Job Attitudes. The employees who have scored above third quartile is named as high Job Attitudes or otherwise known as positive Job Attitudes. The employees who have scored between first quartile and third quartile is called as average Job Attitudes or otherwise known as normal Job Attitudes.

**Table 4.** Frequency Distribution of Level Job Attitudes

Level of Job Attitudes	Frequency	Percentage
Low	169	27.70
Average	271	44.43
High	170	27.87
Total	610	100.00

The employees who have scored the points above the average/median is said to be have positive Job Attitudes (Table 4). The employees have scored below the average/median is identified as that they had negative Job Attitudes; the employees have scored the average points or points at median is identified as that they had normal or moderate Job Attitudes. The above table shows that 27.70 percent employees had the negative Job Attitudes, 44.43 percent employees had an average or normal Job Attitudes and 27.87 percent employees had positive Job Attitudes out of 610 employees. It is confirmed from the above table that the majority of employees' Job Attitudes are average level and

employees who had the negative and positive Job Attitudes are equal to each other. So it is concluded that the most of the employees are balancing their attitudes towards an opportunity given for achievement, advancement, recognition, growth, responsibility and reward i.e. dimensions of Job Attitudes in the present job to survive in this field.

## 6. CONCEPTUALISATION OF ATTRITION

Attrition means, an employee one who withdraws himself permanently from one company and switching over to another very frequently. The attrition is conceptualized into low, average and high on the basis of following tables.

Table 5 shows the mean sum of attrition. Here the attrition is taken as single variable in the questionnaire. The mean sum is calculated and shown in front of each and every statement. The mean score shows the intention level of employees for leaving the job from the present company. When the mean score is getting increased, the intention level for attrition also gets increased automatically. The mean score shows the more intention level of employees for leaving the present job from the present company. The cut off point for low, average, and high attritions are given in the table 6.

The employees who have scored below first quartile are called as low attrition. The employees who have scored above third quartile is named as high attrition. The employees who have scored between 20 and 25 are called as average attrition.

**Table 5.** Mean Score of Job Attrition

No	Statements	Mean
1	Will you leave the present job, if better monetary offer comes on your way?	2.45
2	When the competitor of your company approaches you with attractive employment term, what will be your response; will you resign the present job?	2.05
3	There is nothing unethical about resigning/quitting present job in search of better prospects.	2.38
4	Would you accept better role, offered by your company's competitor?	2.30
5	When you are denied promotion, would you resign the present job?	2.07
6	Would you wish to accept voluntary job offer from better place than the present city/town in which you're employed currently.	2.29
7	When you are not authorized to take individual work decision, will you resign the present job?	2.04
8	Will your consciousness allow you to resign the present job, if you are not supported in time of crisis by your company?	2.15
9	Would you like to change your company, when autonomy is not given to you?	2.17
10	If better freedom and responsibility are given to you, will you quit the present job?	2.09

**Table 6:** Quartile Deviations of Job Attrition

Particulars	Percentile:25 (First quartile Q <sub>1</sub> )	Median (Second quartile Q <sub>2</sub> )	Percentile:75 (Third quartile Q <sub>3</sub> )
Overall Attrition score	20	22	25

**Table 7:** Frequency Distribution of level of Attrition

Level of Job Attrition	Frequency	Percentage
Low	145	23.77
Average	302	49.51
High	163	26.72
Total	610	100.00

Table 7 shows that 23.77 percent employees had the low level attrition, 49.51 percent employees who had an average level of attrition and 26.72 percent employees had the high level of attrition out of 610 employees. It is confirmed from this table that the employees who had average attrition level has got second rank and low attrition level has got the third i.e. last rank. It shows that when the employees are moderately experienced, they wish to change the job from the present company into another company when they do not find an opportunity for the dimension of Job Attitudes in the present company.

### 6.1. Relationship Between Job Attitudes and Attrition

The relationship between job attitudes and attrition is presented in the Table 8. The dependent variable is level of attrition (y), and the independent variables are Achievement(x<sub>1</sub>), Advancement(x<sub>2</sub>), Recognition(x<sub>3</sub>), Growth(x<sub>4</sub>), Responsibility(x<sub>5</sub>) and Reward(x<sub>6</sub>).

**Table 8:** Variables in the equation (dependent Variable: level of Attrition score)

Variables	co-efficient (t-value)	Standard Error	P value
Constant	54.735	1.332	0.000**
X <sub>1</sub> : Achievement	-0.431 (4.220)	0.102	0.000**
X <sub>2</sub> : Advancement	0.222 (2.267)	0.098	0.024*
X <sub>3</sub> : Recognition	-0.369 (3.682)	0.100	0.000**
X <sub>4</sub> : Growth	-0.505 (5.481)	0.092	0.000**
X <sub>5</sub> : Responsibility	0.327 (3.293)	0.099	0.001**

X <sub>6</sub> : Reward	0.285 (2.940)	0.097	0.003**
Multiple R value	0.724		
R Square value	0.525		
Adjusted R Square	0.520		
Standard Error	4.405		
F value	110.914		
P value	0.000**		

Note: \* means significant at 5 %, \*\* means significant at 1 %

The estimated sample regression equation can be written as follows:

$$Y = 54.735 - 0.431x_1 + 0.222x_2 - 0.369x_3 - 0.505x_4 + 0.327x_5 + 0.285x_6$$

**Table 9:** Structural Equation Model Values of Job Attitudes and Attrition

Model	Values
x <sup>2</sup>	18.673
Df	13
P value	0.134
GFI	0.993
AGFI	0.976
CFI	0.998
RMR	0.060
RMSEA	0.027

The measures of goodness of fit (adjusted R<sup>2</sup> = 0.520), means generally that the majority of the variation in attrition is explained or accounted for by the estimated regression equation that uses attitudes and attrition (Table 8). This information is quiet useful in assessing the overall accuracy of the attrition. The impact of achievement, recognition and growth emerged to be statistically significant at 1% level. Further, they have negative impact on attrition. This

means that there is no scope for achievement, recognition and growth to the employees then they automatically leave the organization. The impact of variables advancement, responsibility and reward were found to be positive and statistically significant. This means that with increase in advancement, responsibility and reward the attrition decreases and promotes retention of employees in the organization. It is concluded that positive attitudes is associated with the low attrition and negative attitudes is associated with high attrition in respect of all job attitudes variables.

The multiple regression analysis using structural equation model is presented in the Table 9. The demographic variables and organisational variables predict the Job Attitudes and in turn which predict the attrition. Based on the result the non-significant variables both demographic and organizational have been removed. One of the most surprising findings is the lack of significant relation between demographic variables and attrition and organisational variables and attrition. Furthermore in the demographical variables there were no significant relation between and gender's Job Attitudes and attrition intention, marital statuses is significant with Job Attitudes but not significant with attrition intention, the place of education is not significant relation with both Job Attitudes and attrition and age is not significant with Job Attitudes but significant with attrition intention. The organisational variables such as sector is not significant with Job Attitudes but significant with attrition intention, total previous experience is not significantly related with Job Attitudes and attrition intention, number company worked previously is not significant with Job Attitudes but significantly related with attrition intention.

The result is confirmed on the basis of confirmatory factor analysis. The fit of general model is high (Goodness of Fit Index (GFI))=0.993, Adjusted Goodness of Fit Index (AGFI) =0.976 and Root Mean Square Residual (RMR) =0.060. Non-Significant  $\chi^2$  and Goodness of fit Indices is the 0.993s accompanied by Confirmatory/comparative Fit Index=.998 and Root Mean Square Error of Approximation (RMSEA) is 0.027. The value of GFI,AGFI,CFI close to 1 indicate, it is a very good fit model to predict attrition by Job Attitudes and an RMSEA of 0.01 indicates the close fit of model and that value up to 0.027 represents the reasonable errors of approximation for a model. The model has assessed the causal explanation of employees' Job Attitudes and attrition ( $\chi^2=18.673$  with p. value 0.134. It is greater than 0.05, hence this model is good fit model.

## 7. CONCLUSION

In general, the results have supported most of the developed hypothesized relationship between Job Attitudes and attrition. This study has added a new stimulus to Job Attitudes variables, which were ignored by previous researchers. On

the other hand, the previous researchers only identified the Job Attitudes can act as antecedents of employees' attrition none of them can determine the supremacy of these Job Attitudes variables over attrition. This analysis suggests that the employee's attrition problem in IT and ITeS sector in India is more due to the lack of developing positive Job Attitudes rather than other factors.

This study has some noteworthy implications. The analyses reveal that the positive Job Attitudes has been found to explain much significant to retention of talented employees and negative Job Attitudes is significant to attrition. Hence it is important for all the management of IT and ITeS employees to demonstrate efforts to be fair. As the study has revealed that the employees' Job Attitudes is more effective as a mediator. Hence attrition intention can be mitigated by enhancing employees' Positive Job Attitudes level.

As it has been found that positive attitudes are associated with high retention rates and negative attitudes are associated with high attrition rates, attrition rates can be reduced by developing and building the positive Job Attitudes or removing the negative Job Attitudes of the employees. Positive Job Attitudes can be built and negative Job Attitudes can be removed by motivating employees. The employees can be motivated through enriching their jobs. Job enrichment is the process of making job more interesting, this can be done with help of job loading. Job loading consist two types namely vertical job and horizontal job loading; adding additional work into existing work of same line is known as horizontal job loading. For example, asking the care taker of customer to attend more number of customers in addition to usual working hours. Rotating the task and assignment is called as vertical job loading. This vertical job loading provides the opportunity for the employee's psychological growth. For example asking the programme developer to undertake the quality analysis of the programme instead of assigning the additional work into same line is called vertical job loading. Therefore it is concluded that vertical job loading can motivate the employees than the horizontal job loading. There are certain principles for vertical job loading as given below:

	Principle	Motivators involved
A	Removing some control while retaining accountability	Responsibility and personal achievement
B	Increasing the accountability of individuals for own work	Responsibility and recognition
C	Giving a person a complete natural unit of own work(module, division, area and so on)	Responsibility, achievement and recognition

D	Granting the additional authority to employees in their activity; job freedom	Responsibility, achievement and recognition
E	Making periodic reports directly available to the workers themselves rather than to supervisors	Internal recognition
F	Introducing new and more difficult tasks not previously handled	Growth and learning
G	Assigning individual specific or specialized tasks, enabling them to become experts	Responsibility, growth and advancement

### 8. HORIZONTAL JOB LOADING VS. VERTICAL JOB LOADING

As the meaning of both job loading has already been discussed, the distinction between them made as follows;

### 9. HORIZONTAL LOADING

1. Firm quotas could be set for customers care taker to attended each day, by number of customers that could be hard to reach
2. The supervisor could attend the customer themselves as well as giving them solution for their problems or take on any other clerical functions
3. All difficult or complex inquiries could be channeled to a few supervisors so that the remainder could achieve high rates of output.
4. The supervisors could be rotated through divisions handling different customers and then sent back to their own division.

### 10. VERTICAL JOB LOADING

Job loading	Principle
Appointing of experts within each unit for other members of the same unit to consul before seeking supervisory help for the work to which the supervisor is to answer all specialized and difficult questions	G: Responsibility, growth and advancement
Allowing the customer care taker to take care of the solution for quarries raised by customers for which the supervisor has to give solutions	B: Responsibility and recognition
Examining less frequently the work of more experienced customer care taker by supervisors and allowing them to do themselves i.e. dropping verification from 100 % to 10 % , for the quarries which are to be checked by supervisors	A: Responsibility and personal achievement

Output is to be discussed, but only in terms such as a “full day” work is expected. As time goes on this may no longer be done. (previously the group may be constantly reminded of the number of quarries need to be answered	D: Responsibility, achievement and recognition
Output is to be discussed, but only in terms such as a “full day” work is expected. As time goes on this may no longer be done. (previously the group may be constantly reminded of the number of quarries need to be answered	D: Responsibility, achievement and recognition
Allowing the customer care taker to give solution to the problems of customers directly without asking the supervisor	A: Responsibility and personal achievement
Customer care takers are to be encouraged to the answer the quarries in a more personalized way	C: Responsibility, achievement and recognition
Each customer care taker is to be held personally responsible for the quality and accuracy of the customers’ quarries for the responsibility for which there has been the province of the supervisor and the verifier	B,E: B: Responsibility and recognition, E: Internal recognition

From the above suggestions of both horizontal and vertical loading it is ascertained that vertical job loading can motivate the employees and make them to stay in the organisation. Therefore job enrichment is very important for motivating the employees and reducing the attrition rates. The following suggestions are given for enriching the job.

1. Come up with a list of changes that may involve in the development motivation without concern for their practicability and try to implement the same.
2. Screen the list to eliminate suggestions that involves de-motivation.
3. Giving more responsibility that is rarely followed in practice. This practice can elevate to the lyrics of the patriotic anthem for the entire organisation.
4. Providing direct participation of employees who have de-motivation for developing positive Job Attitudes. Ideas expressed by the employees who have de-motivated can certainly constitute a valuable source for positive Job Attitudes. At the same time a sense of participation will result in intrinsic motivation, which can lead to achievement and advancement, which make them to feel that they have additional responsibility, recognition, growth and reward, in turn retention of employees can be made.
5. Select those dimensions in which de-motivations prevail and it should be eliminated by providing an opportunity to the employees for the same.
6. Choose the job that requires changes in its content for developing motivation. By providing changes in the

job, employees can be stimulated, positive attitudes can be built and attrition rates can be reduced.

7. Collect the suggestions from the employees who have de-motivation, consolidation and screening should be made on the same and eliminate the suggestion that involves de-motivation.
8. Motivated and de-motivated employees should be chosen equally and motivation test should be conducted on them with regular interval like three months or six months once to evaluate the effectiveness of motivation and step should be taken to remove the de-motivation.
9. Attitudes and human relation training should be conducted at regular interval for providing sense of affinity among the employees towards the organisation and eventually which make them to stay in the organisation.
10. Development of motivation or removing de-motivation is not a onetime plan but a continuous management functions.

The changes which brought for development of motivation should last for long period for the following reasons. 1. The changes should bring the job up to the level of challenge matching with skill that is hired. 2. Those have more skill to display more motivation can get promotion to higher level jobs. 3. The very nature of motivation, as opposed to de-motivation can have much longer effect on employees' behaviour. Therefore attrition rates can be reduced by enriching the job on the lines suggested above.

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