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EMPLOYEE ATTRITION ANALYSIS USING HR ANALYTICS – A STUDY AT KAYNES TECHNOLOGY INDIA LTD, CHENNAI

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ABSTRACT
Employee attrition is one of the major challenges affecting organizational productivity, operational efficiency, and workforce stability. This study focuses on employee attrition analysis using HR analytics in Kaynes Technology India Ltd, Chennai. The research aims to identify the key factors influencing employee turnover and examine the effectiveness of HR analytics in predicting and reducing attrition. The study uses both primary and secondary data. Primary data were collected using structured questionnaires from employees across different departments. Secondary data were collected from journals, company reports, HR records, and online sources. Statistical tools such as percentage analysis, chi-square test, and Pearson correlation were used for data analysis. The findings indicate that salary dissatisfaction, limited career growth, unfair incentives, and stress are major reasons for employee attrition. The study concludes that HR analytics plays a significant role in workforce planning and employee retention.

1. INTRODUCTION

Employee attrition refers to the reduction of employees in an organization due to resignation, retirement, termination, or voluntary exits. High employee attrition negatively impacts productivity, increases recruitment costs, and reduces organizational efficiency. In modern organizations, employee retention has become an important aspect of human resource management.

HR analytics is a data-driven approach used to analyze employee behavior and organizational trends. It helps organizations understand the causes of employee attrition and develop effective retention strategies. Organizations use HR analytics to improve workforce planning, employee engagement, and productivity.

Kaynes Technology India Ltd is one of the leading electronics manufacturing companies in India. The company operates in sectors such as automotive, aerospace, industrial electronics, and IoT solutions. Due to increasing competition and workforce challenges, analyzing employee attrition has become important for maintaining organizational growth and employee satisfaction.

2. OBJECTIVES OF THE STUDY

Primary Objective:
• To study employee attrition analysis using HR analytics in Kaynes Technology India Ltd.

Secondary Objectives:
• To identify factors influencing employee attrition.
• To analyze employee satisfaction regarding salary, work environment, and career growth.
• To evaluate the effectiveness of HR analytics in predicting employee turnover.
• To understand employee perceptions about organizational support.
• To suggest strategies for improving employee retention.

3. SCOPE OF THE STUDY

The study focuses on employee attrition analysis and HR analytics practices at Kaynes Technology India Ltd, Chennai. It examines factors such as salary satisfaction, incentives, communication, supervisor support, work-life balance, and career development. The study also evaluates how HR analytics supports employee retention and workforce planning.

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4. LIMITATIONS OF THE STUDY

- The study is limited to selected employees of the organization.
- Time constraints limited detailed analysis.
- Some employees may provide biased responses.
- Confidential organizational data were not fully accessible.
- Findings are based only on the collected sample and may not represent the entire workforce.

5. REVIEW OF LITERATURE

Greenhaus and Allen (2010) stated that work-life balance significantly influences employee satisfaction and retention. Organizations offering flexible working conditions experience reduced employee turnover.

Beutell (2012) found that work-life conflict and excessive workload reduce employee performance and increase stress levels.

Allen et al. (2015) emphasized that supportive organizational policies improve employee morale and reduce attrition intentions.

Kossek and Lautsch (2016) identified that flexible work arrangements improve productivity and employee engagement.

Gupta and Singh (2020) explained that HR analytics helps organizations identify attrition patterns and supports data-driven workforce decisions.

Recent studies in 2023 highlighted the importance of employee wellness programs, mental health support, and digital HR tools in improving employee retention.

6. RESEARCH METHODOLOGY

The study adopts descriptive and analytical research designs. Both primary and secondary data sources were used.

Primary Data:
Primary data were collected through questionnaires, employee surveys, and direct interactions.

Secondary Data:
Secondary data were collected from HR records, journals, company reports, books, and websites.

Sampling Technique:
Simple random sampling technique was adopted.

Sample Size:
The sample size consisted of 100 employees from various departments.

Tools Used:

- Percentage Analysis
- Chi-Square Test
- Pearson Correlation

7. DATA ANALYSIS AND INTERPRETATION

The analysis revealed that the majority of employees were satisfied with their work environment and interpersonal relationships. However, several employees expressed dissatisfaction regarding salary fairness and career growth opportunities.

Around 59% of employees were satisfied with their current job role, while 56% agreed that the workplace environment was safe and comfortable. Nearly 70% of employees reported positive relationships with colleagues.

Salary dissatisfaction was identified as one of the major concerns. Only 46% of employees believed that salary structures were fair. Career growth opportunities were also viewed negatively by many respondents.

Statistical Analysis:
The chi-square test indicated no significant relationship between gender and job satisfaction. Pearson correlation analysis re
vealed a significant negative relationship between salary dissatisfaction and overall job satisfaction.

8. FINDINGS

- Employees are generally satisfied with workplace relationships and communication.
- Salary fairness and incentive equality remain major concerns.
- Career growth opportunities are insufficient for many employees.
- Supervisor support and management approachability require improvement.
- Work-life balance and stress management require attention.
- More than half of the employees show attrition intention.
- HR analytics supports workforce planning and employee retention.

9. SUGGESTIONS

- Improve salary structures through proper benchmarking.
- Provide transparent and performance-based promotion policies.
- Strengthen employee engagement and wellness initiatives.
- Conduct regular training and development programs.
- Introduce flexible work arrangements for better work-life balance.
- Improve supervisor leadership and communication skills.
- Use HR analytics tools for predicting attrition and proactive retention planning.

10. CONCLUSION

Employee attrition has become a critical challenge affecting organizational productivity and workforce stability. The study identified salary dissatisfaction, limited career growth, stress, and ineffective retention strategies as key reasons for employee turnover.

The findings indicate that HR analytics helps organizations identify employee dissatisfaction patterns and supports data-driven HR decisions. Organizations must focus on improving compensation systems, employee engagement, career development opportunities, and work-life balance to reduce attrition and improve organizational performance.

A strong HR analytics framework can significantly improve employee retention, workforce planning, and long-term organizational success.

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