

# YOUR ATTRITION, PLEASE!

The wave of Indians leaving their jobs over the past few years is showing no signs of slowing down. And for many willingly choosing to quit, the message is clear: toxic bosses and workplaces will no longer be tolerated.



When Indian workers first began leaving their jobs in troves in early 2021, experts generally believed that the 'Great Resignation' was a direct side effect of the chaos and uncertainty caused by the pandemic.

Workers left en masse due to Covid-19 safety concerns or because their companies didn't provide adequate remote-work support. Millions more left for more autonomy or meaning in their work; many of these shifts linked to lockdown reflection. And others quit for more money elsewhere, as the labor market tightened.

But something unexpected is happening now. Even with Covid restrictions mostly lifted and the pandemic waning in many countries, the resignation letters here continue to pile up. Despite widespread predictions of a slowdown, data shows not only are people still leaving positions en masse; many workers who haven't resigned yet plan to do so in coming months.



**86%** of Indian employees plan to resign within the next six months



**61%** of them are willing to accept lower salaries or forgo pay raises and promotions to focus on their mental health and a healthy work-life balance

**1 in every 2** resignations among US workers were likely to happen in the first half of 2022

Source: Michael Page, [resumebuilder.com](https://www.resumebuilder.com)



# Why Are They Still Quitting?

While the pandemic served as the trigger, the seeds of the Great Resignation were sown well before — and until the deep-rooted factors causing workers to quit are addressed, resignations are unlikely to subside.

Harappa Insights conducted a survey of working professionals — across career cusps and industries — to understand the factors fueling this trend.

## The Top Reasons



Toxic Bosses **58%**

Toxic Workplace **54%**

Stagnated career growth **42%**

Mismatch between company **33%**  
& personal values

Failure to create impact at work **27%**

Better remuneration elsewhere **20%**

Overseas opportunity **19%**

Lack of remote working options **11%**

More flextime elsewhere\* **9%**

Higher academic pursuits **6%**

People value work flexibility as much as a

**10%**  
raise in pay



\*A flex-time policy is a flexible time scheme/work policy used by companies to organize working hours while allowing different starting and departure times.

All the reasons above have serious effects at the organizational level leading to conflict, increased tension, negative impact on employees' mental, physical, and emotional health, productivity and work quality.

# How The Reasons Vary By...

## ... Gender

### Men



Toxic Bosses  
**67%**

Toxic Workplace  
**56%**

Stagnating Career Growth  
**44%**

### Women



Toxic Workplace Norms\*  
**55%**

Stagnating Career Growth  
**44%**

Mismatch Between Company & Personal Values  
**35%**

## ... Generation

### Gen X



Toxic Bosses  
**71%**

Stagnating Career Growth  
**29%**

Toxic Workplace  
**53%**

### Gen Y



Toxic Workplace  
**58%**

Toxic Bosses  
**49%**

Stagnating Career Growth  
**49%**

### Gen Z



Mismatch Between Company & Personal Values  
**50%**

Toxic Workplace  
**50%**

Toxic Bosses  
**50%**

\*'Toxic Workplace Norms' refers to toxic workplace + toxic bosses

Gen X: Born between 1965–80, Gen Y: 1981–95, Gen Z: 1996–present

“

*I cannot work in a toxic environment where I am expected to work 12 to 16 hours a day and attend calls on weekends. I don't want to work somewhere where I can't take time off for my family or personal work.*

**Sudarshan, ISV Partnerships (AWS), IT & ITeS, 35, Bengaluru**

# How The Reasons Vary By ...

## ... Industry

### Services



Toxic Bosses  
**67%**

Toxic Workplace  
**44%**

Stagnating Career  
Growth  
**44%**

### Startup



Toxic  
Workplace  
**71%**

Toxic Bosses  
**52%**

Stagnating Career  
Growth  
**43%**

### IT



Toxic  
Workplace  
**69%**

Toxic Bosses  
**62%**

Stagnating Career  
Growth  
**46%**

### Consulting



Toxic Bosses  
**67%**

Unable to make an  
impact with my work  
**50%**

Stagnating Career  
Growth  
**33%**

### Banking & Finance



Toxic  
Workplace  
**67%**

Toxic Bosses  
**67%**

Stagnating Career  
Growth  
**50%**

### Manufacturing



Mismatch between  
company &  
my values  
**67%**

Toxic workplace  
norms  
**67%**

Stagnating Career  
Growth  
**33%**

# A Recurring Theme

The top reasons for exiting organisations across the various data splits were largely consistent with the overall trend — toxic bosses and workplaces.

## Toxic Boss

- Value their own reputation over the well-being of their employees or the company
- Belittles employees to keep them second-guessing themselves and fearful of speaking up or asking for help
- Fostering unhealthy competition among their own team members



## Toxic Workplace

- Often considered the result of toxic employers and/or toxic employees
- Use unethical means to psychologically manipulate and annoy those around them
- Motives are to maintain or increase power, money or special status or divert attention away from their performance shortfalls and misdeeds





# The Case For Retention

The cost of replacing employees is far greater than most leaders imagine. And then there's the added downside associated with your top talent leaving to work for your competitors, and the impact on the remaining employees and team dynamics every time a person leaves. Every second spent recruiting, hiring, training, and developing new employees is time taken away from your core business.

You also have to worry about prospective vendors, investors, and shareholders, who typically inquire about turnover rates and gauge this as a barometer of corporate health. And don't forget about your own reputation.



# Top Reasons Why Indian Workers Stay

We spoke to the same professionals to identify some of the top reasons that could motivate them to stay in an organization. Heads up: These weren't the exact converses of what they had identified as their core reasons to quit.



Career growth & opportunities 39%

Awards, appreciation, recognition & rewards 34%

Organizational culture 29%

Competitive salary 29%

Collaborative colleagues 20%

Organizational values 15%

Good boss 15%

Learning & development opportunities 4%

Additional perks 3%

“

*When someone appreciates you in front of others, that is far more valuable than any monetary benefits. Of course, money motivates, but support is also a motivating factor.*

**Manasa Pidathala, Senior Associate-Center for Civil Society, 35, Bengaluru**

# How The Reasons Vary By ...

## ... Gender

### Men

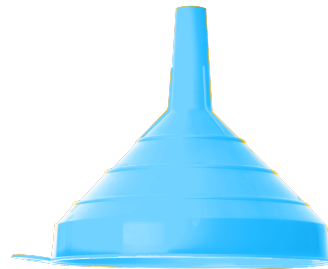


Career Growth & Opportunities  
19%

Competitive Salary  
25%

Organisational Value  
33%

### Women



AARR\*  
33%

Competitive Salary  
33%

Career Growth & Opportunities  
58%

## ... Generation

### Gen X



Organisational Values  
53%

Competitive Salary  
47%

AARR\*  
53%

### Gen Y

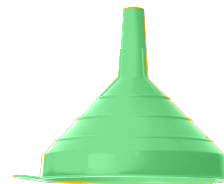


Competitive Salary  
28%

AARR\*  
42%

Career Growth Opportunities  
58%

### Gen Z



Good Boss  
25%

Collaborative Culture At Work  
25%

AARR\*  
25%

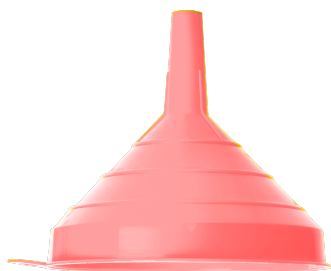
\*AARR: Awards, appreciation, recognition and rewards

Gen X: Born between 1965–80, Gen Y: 1981–95, Gen Z: 1996–present

# How The Reasons Vary By ...

## ... Industry

### Services

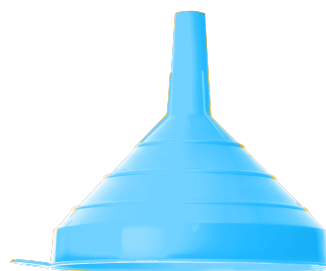


Organisational  
Values  
33%

Career Growth &  
Opportunities  
44%

AARR  
67%

### Startup

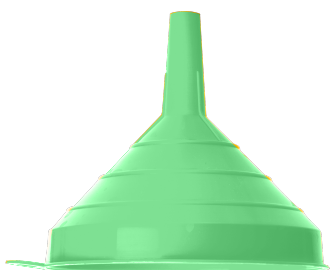


AARR  
33%

Competitive  
Salary  
48%

Career Growth &  
Opportunities  
48%

### IT



Organisational  
Values  
15%

Career Growth &  
Opportunities  
31%

Competitive  
Salary  
31%

### Consulting



AARR  
33%

Competitive  
Salary  
50%

Career Growth &  
Opportunities  
67%

### Banking & Finance

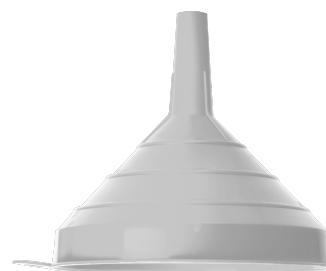


Collaborative  
colleagues  
50%

Organisational  
Values  
50%

Career Growth &  
Opportunities  
83%

### Manufacturing



Competitive  
Salary  
33%

Organisational  
Values  
33%

AARR  
67%



# There's Good News Though

You **can** help prevent a dissatisfied employee from leaving. The key is watching for signs of discontent, working with the employee's manager and approaching the employee in a timely way to find out what's going on.

With that knowledge in hand, you can then offer solutions and hopefully convince the person to stay and continue to be a productive member of the team. After all, creating and building a company culture of engagement is vital to a healthy company and business growth:



Companies with highly-engaged employees grow revenue **2.5x** grow as much as those who don't



Engaged employees are **87%** less likely to leave their organization

Source: Center for Sales Strategy

# The Harappa Advantage

At Harappa, our time-tested principles and frameworks too can ensure that your business is doing the right things to help drive employee job satisfaction and, ultimately, the retention of highly valued talent.

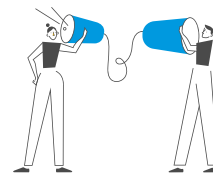
## Thrive Skills



**FOSTERING  
TRUST**



**GROWING  
OTHERS**



**ACTIVE  
LISTENING**

## Bootcamps

### BUILDING COLLABORATIVE RELATIONSHIPS



## Thrive Courses

### **BUILDING PARTNERSHIPS**

Create Stronger Partnerships  
Close the Deal  
Deliver Diligently  
Strengthen Your Partnerships  
Nurture Your Partnerships



### **ESTABLISHING TRUST**

Learn the Trust Equation  
Calculate Your Trust Score  
Earn People's Trust  
Repair and Rebuild Trust



## Thrive Masters

### **Being Inclusive At Work**

By Parmesh Shahani



Harappa Insights believes the future of work is creating a personalized, human experience at work. Employers should re-evaluate their efforts regularly, so they understand what makes an employee want to stay with their company and what changes they need to implement to increase employee retention.

Some team members will inevitably leave your organization sooner than you'd like. But you can at least make their decision a little tougher. And if those employees leave knowing they were valued and supported, they'll likely say good things about your business and, perhaps, even come back to work for you one day.

## The Methodology

Harappa Insights surveyed 80 working professionals across India between the period May-June 2022 to ascertain which factors were likely to influence their decision to leave or stay in their current positions at their companies. The participants were aged between 23 and 57 years old and represented industries countrywide. We also conducted 40-50 minute in-depth interviews with some of the respondents, allowing them to substantiate their reasons. The quantitative and qualitative insights were then combined with our on-ground experience of being learning partners with leading companies as well as our constant exploration of learning needs and trends, to formulate the research report.





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