

A STUDY ON STRATEGIES ADOPTED TO OVERCOME THE EMPLOYEES ATTRITION RATE IN CI GLOBAL TECHNOLOGIES

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

JENIFER JOSPHIN J

Register No: 41410141



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL 2023



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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **JENIFER JOSPHIN J (41410141)** who carried out the project entitled "**A Study on Strategies Adopted to Over Come the Employees Attrition Rate in Ci Global Technologies**" under my supervision from January 2023 to April 2023.

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Dean – School of Management Studies

External Guide

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Submitted for Viva voce Examination held on **05/05/2023**

Internal Examiner

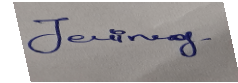
External Examiner

DECLARATION

I **JENIFER JOSPHIN J (41410141)** hereby declare that the Project Report entitled **“A Study on Strategies Adopted to Over Come the Employees Attrition Rate in Ci Global Technologies”** done by me under the guidance of **DR. N. MATHAN** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023

PLACE:Chennai

A small, rectangular photograph of a handwritten signature in blue ink on a light-colored surface. The signature appears to read 'Jenifer'.

JENIFER JOSPHIN J

ACKNOWLEDGMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **DR. G. Bhuvaneswari, Dean - School of Management Studies** and **DR. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

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I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

JENIFER JOSPHIN N



The IT Solutions Destination

PROJECT COMPLETION LETTER

21April,2023

Sub: Completion Letter

We wish to confirm that **MS. JENIFER JOSPHIN J(41410141)**, Who has completed second year MBA in Sathyabama Institute of Science and Technology, Chennai, has successfully completed the HR Project in our concern Titled "**A STUDY ON STRATEGIES ADOPTED TO OVERCOME EMPLOYEES ATTRITION RATE IN CI GLOBAL TECHNOLOGIES**" from 05/01/2023 – 21/04/2023.

During this tenure with us, the student's conduct and behavior was observed to be good

We wish success in all the future endeavors.

For CI Global Technologies P Ltd,

Bhuvana R
Senior HR Generalist

CI Global Technologies Pvt. Ltd.

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ABSTRACT

This study is conducted to examine the study on strategies adopted to overcome the employee's attrition rate in ci global technologies. 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.

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LIST OF ABBREVIATIONS

S. NO.	ABBREVIATION	EXPANSION
1	EOU	Export Oriented Units
2	STP	Software Technology Pert
3	SEZ	Special Economic Zone
4	FDI	Foreign Direct Investment
5	BPO	Business Process Outsourcing
6	ISO	International organization for Standardization
7	HCL	Hindustan Computer Limited
8	TCS	Tata Consultancy Services
9	USD	United States Dollar
10	NASSCOM	National Association of Software and Service Companies
11	ERP	Enterprise Resource Planning
12	US	United States
13	MS	Microsoft
14	HRMS	Human Resource Management System
15	CA	Chartered Accountant
16	QA	Quality Assurance
17	ANNOVA	Analysis of Variance
18	CRM	Customer Relationship Management

19	CRE	Customer Relationship Executive
20	FICCI	Federation of Indian Chamber of Commerce and Industry
21	MWS	Mobile Warehouse Solutions
22	MSP	Mobile Sales Person
23	MAS	Master of Science in Applied Communication
24	POS	Point of Sale
25	MSD	Microsoft System Diagnostics
26	AI	Artificial Intelligence
27	ML	Machine Learning
28	ACCPAC	A Complete and Comprehensive Program for Accounting Control
29	IT	Information Technology

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

A reduction in the number of employees through retirement, voluntary/involuntary resignation or death is called Attrition.

Employers generally consider attrition a loss of valuable employees and talent. However, there is more to attrition than a shrinking workforce. As employees leave an organization, they take with them much-needed skills and qualifications that they developed during their tenure. On the other hand, junior professionals with promising qualifications can then succeed into higher level positions or business owners can introduce more diversity in experience or expertise.

High voluntary employee attrition has a significant negative effect on an organization by virtue of lost productivity, increased training and recruitment costs. By taking proactive action to retain its top employees, a company can thus reap substantial benefits, thereby increasing its top and bottom line. Employees voluntarily leave an organization for various reasons, such as new opportunities, limited or no professional growth in current position, unhappiness with compensation, personal reasons, etc. Not all voluntary departures can be prevented by an organization since the reasons an employee leaves may be totally outside the control of the company. For example, an employee who resigns due to the fact that his/her spouse is relocating can likely not be influenced to stay by the company. On the other hand, a valued employee leaving due to compensation reasons could potentially be retained by an increase in salary.

The problem of voluntary employee turnover and retention has been studied in the management and organizational behavior literatures for several decades. Several factors have been identified and empirically validated as contributors to the propensity of an employee voluntarily resigning, including job satisfaction, perceived ease of movement, intra organizational movement

possibilities, salary growth, and promotion. Similarly, various factors contributing to employees staying have also been identified and studied empirically. These include advancement opportunities, extrinsic rewards, flexible work arrangements, job satisfaction, and lack of alternatives, non-work influences and organizational factors such as prestige.

It is important to note that not all voluntary attrition is bad, and it does not make good business sense for an organization to try to retain all employees expected to attrition voluntarily. This is especially true when the retention lever to be used is a salary increase (or a onetime bonus) since the available investment bucket is often quite limited and a decision needs to be made about the number of people who much be incentivized as well as the size of the actual incentive that each individual employee receives. As such, employees with low or declining performance are generally not good candidates for a retention action. Moreover, even top employees who are engaged in jobs that require common skills that can be easily replaced are not good candidates for retention actions. Often, these employees are being paid higher salaries (by virtue of getting regular raises) than the going market rate which is governed by the availability of the skills, tightness of the labor market, economic factors, etc., and if such an employee departs, the company can replace him/her without much financial cost. Although the departure of such an employee may result in short term losses, trying to retain someone else who has some core skills that are very difficult to find, and hence is very expensive to replace, makes better business sense for an organization.

1.1.1 Kinds of Attrition

Voluntary attrition

Voluntary attrition takes place when the employee leaves the organization by their own will. Pull factors like higher emoluments elsewhere, better opportunities of growth and promotion etc. are responsible for this kind of attrition.

Involuntary attrition

Involuntary attrition takes place when the employees leave the organizations due to some negative forces or push factors like faulty promotion policy, biased performance appraisal etc.

Compulsory attrition

It takes place due to the rules and regulations of the government and that of the organization as well. It includes attrition taking place due to attaining the age of retirement.

Natural Attrition

It takes place due to the causes and factors that are beyond the control of the individual and organization as well. These factors may include end of life, and insanity.

1.1.2 Causes of Attrition

Internal causes

These causes are pertaining to the internal environment of an organization. Therefore, they are controllable.

Salary

- Insufficient
- Delay in payment
- No / delayed increment
- Wage compression
 - Biased promotion
 - No / delayed promotion

Transfer

- Forceful transfer
- Transfer to a place employee is not willing to go

Workplace Infrastructure & amenities

- Lack of hygiene
- Lack of basic facilities like water, canteen hygiene

Task

- Monotony of task
- Task – labor mismatch
- Team issues
- Lesser job autonomy

Lack of Flexible workforce

- Lack of flexibility in timing, choice of task etc.
- Employees incompetency / unwillingness to learn and understand

Lack of job security

- Fear of being expelled/ retrenched/terminated
- Faulty performance appraisal
- Underestimation of performance
- Power distance & politics
- Communication gap between management and workforce

External causes-

These are the causes which are beyond the control of an organization as they belong to the external environment. These causes may be related to:

- Better pay
- Chances of promotion
- Better perks
- More fringe benefits in other organizations

Individual/Personal causes

- End of life
- Marriage
- Pregnancy
- Shift of family
- Mental imbalance
- Over - sensitivity
- Wish to go abroad
- Attrition of the group members

1.2 INDUSTRY PROFILE

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy. Information Technology has made possible information access at gigabit speeds.

It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT-ITES sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD

59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

Government Initiatives

After the economic reforms of 1991-92, major fiscal incentives provided by the Government of India and the State Governments, like, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange, setting up of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), has enabled India to flourish and acquire a dominant position in world's IT scenario. In order to alleviate and to promote Indian IT industry, the Government of India had set up a National Task Force on IT and Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world. In line with the international practices, norms for the operations of venture capital funds have also been liberalized to boost the industry. The Government of India is also actively providing fiscal incentives and liberalizing norms for FDI and raising capital abroad.

Financial Assistance

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India's growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications.

High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US\$ 4.66 billion in May 2011, up from US\$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months.

Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform. A foreign company can hold equity in Indian company's up to 100%.

Challenges

Cyber security and quality management are few key areas of concern in today's information age. To overcome such concerns in today's global IT scenario, an increasing number of IT- BPO companies in India have gradually started to emphasize on quality to adopt global standards such as ISO 9001 (for Quality Management) and ISO 27000 (for Information Security). Today, centers based in India account for the largest number of quality certifications achieved by any single country.

India aims to transform India into a truly developed and empowered society by 2020. However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITES sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going. India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world IT sector. HCL, Wipro, Infosys and TCS are few of the household names of IT companies in India.

Future prospects

Globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers for this sector. But it is very fast getting clear that the future growth of IT and IT enabled services will be fuelled by the verticals of climate change, mobile applications, healthcare, energy efficiency and sustainable energy. The near future of Indian IT industry sees a significant rise in share of technology spend as more and more

service providers both Indian and global target new segments and provide low cost, flexible solutions to customers.

By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender. However, to achieve this growth, the sector has to continue to reinvent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITES sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

1.3 COMPANY PROFILE

CI GLOBAL TECHNOLOGIES PRIVATE LIMITED

1.3.1 About the Company

CI Global Technologies Pvt Ltd (CI) founded in 1996 and providing Software Product Development Services, Project Services, Migration, Customization and Implementation services to various clients across the globe. CI established in Mobility Solutions, Web Development, Web Services and Testing Services.

CI is a product development services organization and a partner to established technology leaders helping them bring software products to market in less time and at reduced costs.

Industries : Product Design, Software.

Headquarters Regions : East Coast, Northeastern US.

Founded Date : Jan 19, 2009.

Type : Private.

Specialties : Software Development, Product Development,
Product

	Engineering, Mobile App development, Legacy
	Modernization, Modernization, Sage/ Cloud
	Deployment, Performance Testing, Test, Test
Automation,	
	Sage100/300/500 ERP, Sage Intact, Intact, MS
Dynamics	
	365, Product Migration, Third Party App Integration,
Party	
	App Integration, Multiple Tool Integration, Custom
	Frameworks, Frameworks, ERP Testing, Product
	Customization NetSuite, Sage HRMS, and US/CA
Payroll.	

CI partners with clients to create dedicated delivery centres. CI has been able to continuously maintain partnerships with clients for almost 10 years through a compelling combination of proven methodologies, expert developers, high standards of quality and commitment.

“CI delivers technology solutions right from conceptualization, product development and support enabling organizations to stay ahead of the competition. CI's mission is to work with emerging organizations to help them in bringing products in lesser time at reduced costs. CI has always been committed and it adheres to business philosophy based on following values: Integrity, Openness and Teamwork”.

CI is the development partner of Sage Software and expertise in Sage 300 ERP, Sage Pro, Sage CPO and Sage Abra Suite.

CI offers Information Technology related services through four Strategic Business Units:

- Dedicated Development Centre

- Offshore Development Centre
- Outsourcing
- On-site Resources.
- CI has more than 250 + customers across the globe.

1.3.2 CI's Mission

We aim to build value-based relationships by accelerating customers' adoption of new technologies. We do it by solving complications while building successful innovations for cost optimization in your businesses.

1.3.3 CI's Principles

A team that builds together grows together. Being a customer-centric company we believe in creating value through actions. We are committed to building relationships with ownership and sustainable growth for your success.

1.3.4 CI's Values

Integrity

Commitment to drive and build connections with integrity at the core thorough communication at every step to ensure we're on the same page.

Openness

We keep our door open to your ideas and our minds open for your feedback at any point of our engagement with absolute transparency.

Trust

We believe in delivering beyond promises, and with ownership over the deliverables, we let our actions speak for ourselves.

Teamwork

Neither contractors nor vendors, we work with you as an extended arm of your team by building projects faster and better.

Our Partners

Sage, Microsoft, Scanco.

1.3.5 Journey of CI Global

The journey of CI Global started as a team of six in a small office in 1998 and is now a team of more than a hundred with several thought leaders. Our tryst with the Sage ecosystem began right in the formative years. From Sage Pro Development and QA, they transitioned to Sage 300 (formerly known as Accpac) and CRM to build their third-party plugins. We soon started to work on Sage CRE and Sage HRMS (formerly known as Sage Abra) product offerings. We've been incredibly privileged to come across the kind of people who stood by us throughout our journey.

From the maintenance of legacy software to the running development cycles of Net suite and Sage Intacct integrated solutions, CI Global continues to deliver technology solutions. From conceptualization and product development to providing support for enabling organizations. We have the ideal combination of a domain and technological expertise and an experienced team, which we retain through constant learning and upgrading our valued resources. Engineering products with a shorter turnaround time to market is our primary goal.

1.3.6 CI's Achievements

CI Global got the prestigious "Projects Services (including on-site services)" award. The award was presented by Mr. Dayanidhi Maran, Union minister of communication and IT in New Delhi.

Rajiv Gandhi National Quality Award

As three-time recipient of the award, Ms. Sarada Ramani and Mr. R. Ramani were presented by Shri Sharad Pawar at a function held at FICCI Golden Jubilee Auditorium, New Delhi.

Rajiv Gandhi National Quality Award

The award was presented to Mr. M. S. Ramanujam, Senior Consultant of CI Global, and he received the Award from Shri Sharad Pawar, then Hon'ble Union Minister, Government of India.

MMA Award for Managerial Excellence

At the 54th year celebrations of Madras Management Association, Ms. Sarada Ramani was felicitated with the award for her team's exceptional services in the Information Technology industry.

Udyog Rattan Award

The award by the Institute of Economic Studies for "Excellence in Productivity, Quality, Innovation, and Management" was bagged by CI Global. Ms. Sarada Ramani received the award at the hands of Shri Surjeet Singh Barnala, then Governor of Andhra Pradesh.

ESC Award for Establishing Indian Brand In Foreign Market

CI Global was given the prestigious award for establishing its Software products in Foreign Market. Mr. Ramani Ramachandran, MD of CI Global Software Tech received the award.

Special Award - SSI (Consistent Growth Rate)

Ms. Sarada Ramani, the President of our Company, received the Award from Mr. Arun Shourie, then Minister for Communications and Information Technology, Government of India in New Delhi.

National Award for An Outstanding Woman Entrepreneur

Dr. A. P. J Abdul Kalam presented the award to Ms. Sarada Ramani at Vigyan Bhavan, New Delhi. It was an honor to receive appreciation from the missile man himself.

Best Entrepreneur Award in A Small Scale Industry

The award instituted by the Ministry of Small Scale Industry of the Central Government was presented to Ms. Sarada Ramani. The award was presented by the then Vice President of India, Mr. Bhairam Singh Shekhawat.

1.4 PRODUCT PROFILE

CI is a Brand of Global Corporation CI.COM (P) LTD and CI Global Technologies LLC. CI diversifies its software services organization into a leading Mobile Add On provider for Sage 300 ERP. CI envisioned the futuristic concept of mobilizing sales | service| delivery function of Small and Medium Size Businesses way back in 2002, at the time of limited choice of device availability and ability to conduct businesses on small screens.

CI's USP products Mobile Salesperson (MSP) and Mobile Warehouse Solution (MWS) are used by Sage Users across the globe. These products are available through Sage partner network across North America, Caribbean, Africa, Middle East, Asia Pacific, and Australia. CI value proposition is Accuracy in Accounting, Efficiency in Business Process, and Productivity of Employee. These values made the organization as the most preferred vendor in SMB market place.

CI' s positioned its products as an end to end easy to use sales-fulfillment solution for remote sales person and end-to-end Inventory management solution for Receiving, Counting, Transferring and Shipping stocks in Sage 300 ERP. These products bring in 20% reduction in a sales person's effort on field with 15% more selling time available for each salesperson.

Back in the warehouse, Inventory is captured quickly and posted onto the ERP from various point of receiving, transfer and shipment using barcode scanning facility to reduce any manual data entry. The USP is flexibility of the framework to suit according to the changing needs of the customer. CI follows a simple 4 Steps customer engagement model called IITS (Installation | Implementation | Training | Support) to have a seamless implementation process for its customers. Post Implementation Support is the key for CI's success with its global customers.

1.4.1 Services

- Product Development
- Product Integration
- Product Migration

1.4.2 Project Testing and Development

The team is well-versed in developing cross-platform apps that can work in different environments seamlessly. Their experience in releasing software products for companies of all sizes helps in providing to-the-point solutions for the challenges you face.

Product Integration:

- With innovative software solutions entering the market, integration is at the core of connecting the available options that are relevant to your

customers.

- For instance, integration of features like mobile receipt printing would take your customer's operations to the next level.
- CI Global's technology expertise and domain experience allow a flawless transition for a better future.

Product Migration:

- The new product version benefits you as intended at CI Global; get the functionality of the software and ease the **transition** across multiple ERPs and platforms through QA testing and product testing.
- Use cutting-edge technologies to recreate the functionality with efficient systems.

1.4.3 Our Solutions

Sage Intact

From accessing the business needs to configuring the business rules on the Sage Intacct platform, CI Global offers end-to-end services for seamless business operations.

Sage 300

Develop tightly integrated/standalone solutions with complete functionality to enhance Sage 300 for your customer's business.

Sage 100

Address your customer's needs head-on: Develop add-ons for optimizing Sage 100/Sage 100c (MAS 90/MAS 200).

Sage 500

Deploy professionals with decades of experience in the ERP ecosystem for maintaining your end-of-life Sage 500 ERP.

Net suite

Manage inventories and optimize shipping cycles: Build on existing applications for customized Net suite ERP workflow development. Unlock potential opportunities and streamline processes with CI Global' s expertise across ERP ecosystems.

Microsoft Dynamics 365:

With a D365 trained team, integrate and customize applications to unlock potential and complete visibility with actionable insights.

1.4.4 CI's Product

Rubi cube

- Resolve business challenges and complexity through the power of data. Automate and deliver critical insights to the relevant stakeholders.
- Using Rubi cube, extend the functionality of CRMs, POS systems and ERPs like Sage Intacct, Sage 300, MS D365, and NetSuite with AI/ML.
- With modularity, Rubi cube is available on-premises or in the cloud with an implementation time of less than 36 hours.

CHAPTER 2

REVIEW OF LITERATURE

2.1 LITERATURE REVIEW

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.

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 Tzafrir (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 an employee's decision to leave an organization.

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). Social support and job autonomy might have a direct negative impact on the employee turnover intention.

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. The other three being employer related issue, skill of employees and the compensation. Compensation seemed to have the least effect on attrition.

Ho et al., (2010) emphasized the relevance of push and pull factors while understanding employee attrition in the Malaysian service industry. Work stress, improper work-life balance, and poor relations with co-workers are some of the factors which comes under the umbrella of push factors and promotion opportunities, better compensations, desire for higher studies, and interesting work are some of the pull factors.

Deepa and Stella (2012) in their exploratory study on "Employee turnover in the IT industry with special reference to Chennai city", highlighted a number of factors which contribute to employee turnover. Demographics, Organizations performance, Organization culture (in terms of its reward system, leadership, shared goals etc.), Employees personal traits (like desire to learn, change in personal life, new job offer etc.), Job characteristics, Unrealistic expectations are the factors that are perceived to enhance employee turnover in the ICompendium-1.

Joy P and Radhakrishnan (2012) in their study on marketing executives of financial product companies identified six factors which affects attrition. 58.77 percent of variance was jointly explained by all the six factors. Work specific attrition, human resource policy of the organization, boss behaviour with subordinates, prevailing economic forces, fellow employee influence and opportunities in the

society are the six factors identified in this study. A positive relationship among all the factors was supported by the correlation matrix.

Zahra et al., (2013) have highlighted the significance of commercialization of education which leads to faculty turnover. As the numbers of Universities are increasing there is a paradigm shift which is increasing the staff turnover because of abundant opportunities.

Vinit et al., (2013) highlighted that factors like appraisal, openness, training, and flexibility act as key influencers for employee turnover. Thus these are the parameters on which an employee thinks before deciding to leave an organization.

Saleem and Affandi (2014) investigated the impact which Human Resources practices have on the employee attrition. Fairness of rewards and growth opportunities were considered to be the key factors influencing the employees' decision to leave an organization.

Jeen Dorance Batty S (2014) aimed to the factors which may be the possible reasons for an employee to leave an organization. Employee's turnover intention and its impact on organizational outcomes were analyzed and that was collected through questionnaires from the first and middle line employees in selected organized retail outlets in Bangalore. From the econometric analysis, it was found that turnover intention has influenced attrition factors such as Quality of Work Life, career growth, working hours, personal/family reasons, and relation with internal co-worker, welfare, working condition, and salary.

Kanwal and Muhammad (2013) focused on the retention of employees in banks in Pakistan. Research focused on the factors that are in relevance to the bonus and rewards, satisfaction of employees with the job, training as a career exposure management team work, are the major contributors towards the employee retention in an organization. It was found that training and development had a significant impact on the employee retention. Other factors that have been recognized in the literature review had a synergic effect on the employees' performance. Therefore, it was suggested that both the employees and the Manager must work in a team and had an effective collaboration with each other while performing in the team work.

Mathur et al., (2013) aimed to understand the impact of retention strategies on employee turnover in sugar industry in India. The focus of this study was on dysfunctional turnover. Other variables such as welfare benefits, personal satisfaction and organization culture, which are associated with the employee turnover, were also investigated as a part of this study. It was found that the main reason for leaving the organization by employees were compensation and working environment. Results of the study revealed that retention strategies have direct impact on employee turnover. Researcher suggested that by using different HR practices like effective compensation policy, performance appraisal, training and development programme, feedback and assigning competitive work the condition of employee retention can be increased.

Balakrishnan and Masthan D (2013) identified the drivers of the employee engagement and also examined the relationship between employee engagement and employee retention. It was observed that employee engagement leads to commitment and psychological attachment and reflects in the form of high retention (low attrition) of employees. The study suggested that the level of engagement in employees can be enhanced by identifying its drivers (influential factors). Organizations can design good practices in the light of findings to retain their best talent (highly skilled and specialized human resources) without much financial burden. Statistical evidence in the study confirm that the employee retention can be improved by addressing non- financial drivers of employee engagement like communication, recognition, manager/supervisor support (relationship), work engagement, team work.

Kwenin, O. D and Muathe S et.al., (2013) analyzed the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The results showed that organizations' fair reward systems lead to equity and increase retention. The findings also revealed that job satisfaction and favorable human resource policies have positive link with retention. Moreover, the study also identified that employee job satisfaction as a strong signal for retention. Consequently, the study recommended that management of the organization should provide intrinsic values in the jobs to make them more satisfying for the employees to stay. Human resources policies were also identified to connect directly with retention, and was thus suggested that the

company should take a second look at its policies to promote growth and opportunities for employees.

Rao, Aparna K (2012) attempted to bring out employee retention approaches, strategies for knowledge workforce, for achieving competitive advantage. Researcher explored all aspects related to workforce stability issues in the employment market with a focus on retaining employees. It was found that Employee retention was the most critical issue facing corporate leaders as a result of the shortage of skilled labor, economic growth and employee turnover. Researcher concluded that employee retention can be practiced better by motivating the employees in the aspects of Open Communication which enforces loyalty among employees.

Nazia et al., (2013) focused on the practices followed by a selected Indian MNCs in retaining their employees and also highlights the opinions of the employees about such retention practices mass. Author has thrown light on how MNCs in India are making strategic moves in retaining their talent. This study attempted to fill the gaps by analyzing the impact of three R's i.e. Respect, Recognition and Rewards on satisfaction level of the employees and by examining the various practices adopted by Indian MNCs in retaining their employees. It was found that most of the employees opted either yoga or other recreational activity to manage stress. The study concluded that organizations must take some measures to relive the employees from the workload through job rotation, change in work location and other recreational activities.

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. These tools include mentoring, networking, career and learning opportunities, a balance between work and home life, a welcoming climate, and support for research. There was much concern about recruitment and retention of diverse employees but usually the focus was on the former with little or no discussion of the latter. Researcher revealed that seventy-seven percent of organizations in a study stated that recruitment and retention of a diverse workforce was a high priority but less than ten percent had professional development or mentoring programs.

Sheng and Chang (2012) surveyed the effect of information and communication technology (ICT) on transfer of knowledge and its effect on achieving innovation in competitive advantages in medical sector of Taiwan. Obstacles ahead of transfer of knowledge were problems in an organization and ambiguity of the knowledge (i.e. ambiguity of cause and effect relations of the knowledge). The results of data analysis showed that capability of the organization in ICT field has positive and significant effect on transfer of knowledge and the transfer improves development of attaining innovation regarding competitive advantage in the organization.

Lew and Sinkovics (2013) concluded in their survey of the effect of strategic unity at international level and its effect on competitive advantage that high-technology industries enjoy strategic alliance as the source of product development, winning international market share, and developing competitive advantages.

Lim et al., (2012) concluded in their study that the stronger the IT ward managers regarding the structural power in organizational hierarchy, the stronger the IT role in the organization and the more the competitive advantages for the organization.

Hazen and Byrd (2012) found that new information technologies such as electronic data interchange (EDI) and FRID technology have positive effect on attaining competitive advantages and expansion of innovation. They said that these technologies may bring differentiating features for the business.

Moreno et al., (2012) demonstrated that environmental human resources (HR) management improves and increases competitive advantages of the companies. Indeed, such businesses employ researchers to create competitive advantages.

Rugraff (2012) conducted a study in car industry of Czech and found that two main factors of creating competitive advantages in the industry is to forward-looking and backward-looking merger or the suppliers in the industry (participation in and sharing resources of customers and suppliers)

Kim et al., (2012) stated in a study that recruitment of trained and skilled staff improves competitive advantage of the organization and differentiation among other industries. Studied the effective factors on attaining competitive advantages in 179 foreign countries in China with the presumption that these companies have accepted market tendency and integrity of management. They found that market trend and management integrity create competitive advantage through attenuating costs, differentiation, and diversity in the market.

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).

Feng et al., (2010) conducted a study in China between 2008 and 2009 and concluded that customer and suppliers' participation throughout the process of attaining competitive advantages (cost leadership strategy) improves competitive advantages of the industry.

Bobillo et al., (2010) studied 1500 manufacturing firms in Germany, France, the UK, Spain, and Denmark and maintained that organizational factors (e.g. capital markets, financial liaison, and skilled work force) – differentiation strategies approaches- have positive effect on attaining competitive advantages.

Massa and Testa (2009) found through their surveys on competitive advantages of food industries found that knowledge management process is positively effective on attaining competitive advantages in the industry and enables utilization of differentiation, centralization, and cost leadership strategies.

Tan (2009) stated in a study that relation between the staff and the company is strengthen through creating common values in a company, which eventuates in competitive advantages.

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.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research Methodology is a way to systematically solve the research problem. It is generally defined as the systematic, theoretical analysis of the methods applied to a field of study and comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It may be understood as a science of studying how research is done scientifically and the methods adopted in the research study. Methodology adopted in this project work is descriptive type. The data has been collected from secondary sources such as journals, articles, books, questionnaire and portfolios.

3.2 NEED FOR STUDY

The success of any organization depends largely on the workers, the employees are considered as the backbone of any company. The study was mainly undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce attrition level.

3.3 SCOPE OF SIGNIFICANCE OF STUDY

Attrition is gaining a lot of importance in today's competitive world. When an employee at the managerial level leaves an organization he carries along with him the tacit knowledge, skill and secrets of the company which is one of the sources of competitive advantage. It is also an expensive affair for a company. If a correct solution is not identified then a company may face a threat in the industry. Avoiding this issue can lead to serious problems for it.

3.4 OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVES: -

- To find the level of attrition rate in the organization.

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.

3.5 RESEARCH DESIGN

A Research design is a matter plan specifying the methods and procedure for collecting and analyzing the needed data. It is frame work for the research plan of action. Research design is based is on the descriptive research technique employing the survey method and the analysis is made on this primary data collection for this project study. A research design is purely and simply the framework or plan for a study the guides the collection and analysis of data.

The major purpose of descriptive research as the name implies is that of describing characteristics of the population. The advantage of descriptive research is that they provide a quick inexpensive, efficient and accurate means of assessing information about the population.

3.6 SOURCES OF DATA

DATA DESIGN

Data is a gathered body of facts. It is the central thread of any activity. Understanding the nature of data is most fundamental for proper and effective use of statistical skills.

TYPE OF DATA USED

When working with statistics, it's important to recognize the different types of data used in the survey Here the type of data used are Categorical data and Numerical data.

DATA SOURCE

The required data was collected by both the primary and secondary sources. Primary data refer to information obtained first-hand by the researcher on the variables of interest for the purpose of study. Secondary data refer to information gathered from sources that already exist.

Primary Data

Data collection method: Survey method

Data collection tool: Questionnaire

Secondary Data

Books, Journals, Articles, Related Websites, Company details (internal sources).

3.7 POPULATION

The population comprises of 1200 employees.

3.8 SAMPLE SIZE

The sample size taken for study is 139 employees.

3.9 SAMPLING TECHNIQUE

The type of sampling can be either probability sampling or non-probability sampling. The suitable technique applicable for this study is Non-probability sampling and the sampling design being used here is Purposive sampling method.

Purposive sampling:

Instead of obtaining information from those who are most readily or conveniently available, it might sometimes become necessary to obtain information from specific target groups. The sampling here is confined to specific types of people can provide the desired information, either because they are the only ones who have it, or they conform to some criteria set by the research provide findings of different kinds.

SAMPLING DESIGN

All the items under consideration in any field of inquiry constitute a 'universe' or 'pollution'. The items so selected constitute what is technically called a sample. The sample of a study can have a profound impact on the outcome of a study. It is simply referred as the participants in a research study i.e., the new employees of the organization which is taken under study is referred as sample. A sample design is defined as the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. It is made up of two elements - Sampling Method and Estimator.

3.10 PERIOD OF STUDY

Period of study was 3 months.

3.11 STRUCTURE OF QUESTIONNAIRE

QUESTIONNAIRE DESIGN

The most important part of the survey process is the creation of questions that accurately measure the opinions, experiences and behaviors of large audience. Questionnaire design is the process of designing the format and questions in the survey instrument that will be used to collect data about a particular phenomenon.

TYPE OF QUESTIONNAIRE

Depending upon the nature of the questions in a questionnaire, there can be different types of questions in questionnaire - Questions in open ended format and questions in closed ended format. There are different types of questionnaires in closed ended format and the type of questionnaire used in this survey are:

- Likert questions
- Demographic questions
- Mixed questions

3.12 ANALYTICAL TOOLS

DESCRIPTIVE ANALYSIS (PERCENTAGE ANALYSIS)

Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful manner. They are simply a way to describe our data. Here the collected data was tabulated and analyzed using percentage analysis.

Percentage analysis:

Percentage method is the most common method used. It helps the researcher to make a comparison with two or more series of data and also to describe. This method to represent raw streams of data as a percentage for better understanding of collected data. This relationship is comparative relative terms.

ANNOVA

INFERENCEAL ANALYSIS (STATISTICAL TOOLS)

Inferential statistics makes inferences about populations using data drawn from the population. Instead of using the entire population to gather the data, which is done by collecting a sample or samples from the millions of residents and make inferences about the entire population using the sample.

The collected data was tabulated and analyzed using the following statistical tools.

- ANOVA.
- Chi-square test.

CHI-SQUARE TEST

The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories. This analysis in statistics is used to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore, it is a measure to study the divergence of actual and expected frequencies. It makes no assumptions about the population being sampled.

The formula for computing Chi – Square (χ^2) is as follows.

$$\chi^2 = \{(O-E)^2 / E\}$$

is the Observed Frequency in each category

- **E** is the Expected Frequency in the corresponding category
- **DF** is the "degree of freedom" (n-1)
- **χ^2** is Chi Square, between the means of three or more independent (unrelated) groups. This guide will provide a brief introduction to the one-way ANOVA, including the assumptions of the test and when you should use this test.

3.13 LIMITATIONS OF STUDY

- Time is very short for research so this is very difficult to get the knowledge about everything
- The information was collected through the questionnaire to the willingness of the respondent to respond.
- The study was mainly concentrated only on resigned workers.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

The percentage is one of the essential components of data analysis, which helps find a value from a huge amount of data and information.

TABLE 4.1: TABLE SHOWING THE RESPONDENT OF GENDER

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

Source: Primary data

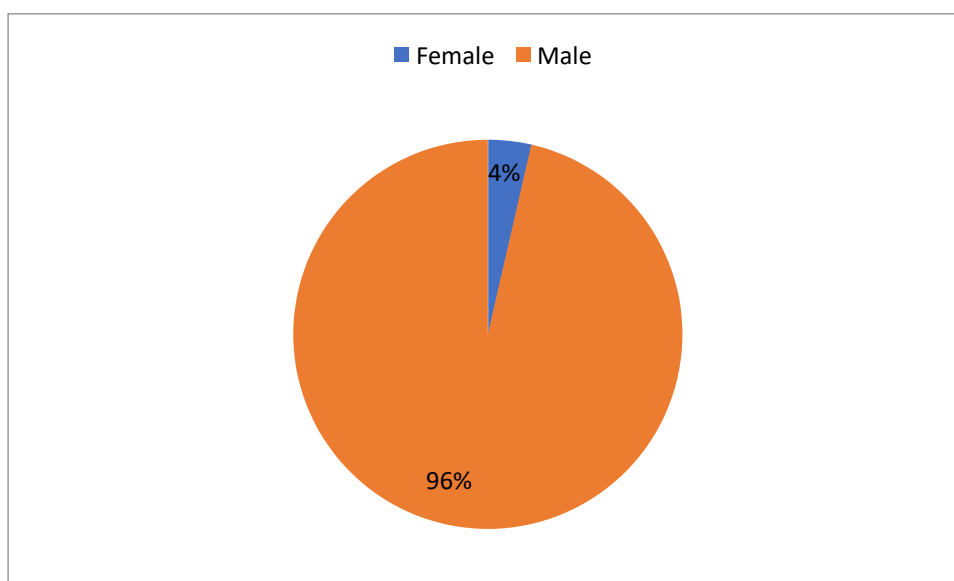


CHART 4.1: PIE CHART SHOWING GENDER OF THE RESPONDENT

INTERPRETATION:

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

TABLE 4.2: TABLE SHOWING THE AGE GROUP OF RESPONDENT

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
20-25	56	40
26-30	50	36
31-35	11	8
36-40	13	9
Above 40	9	7
Total	139	100

Source: Primary data

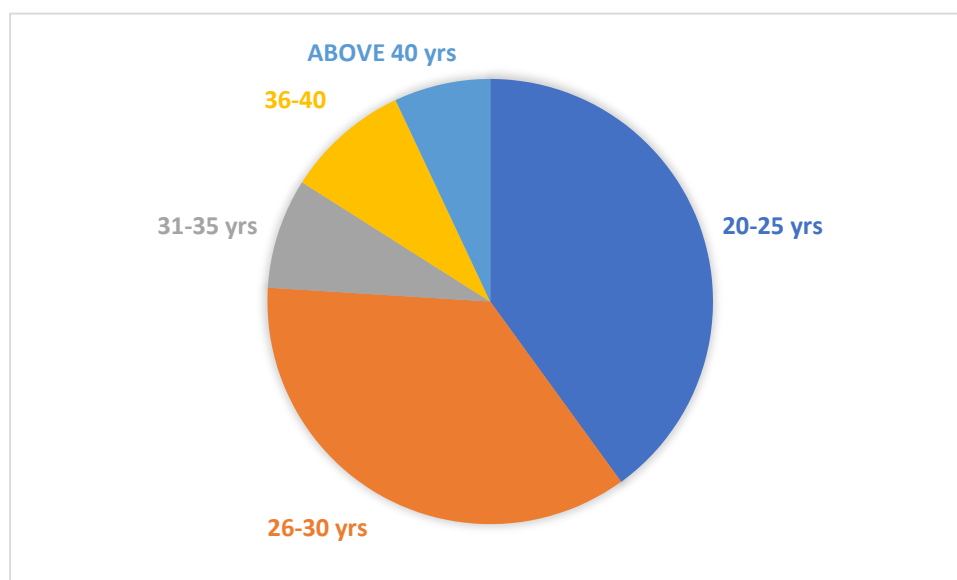


CHART 4.2: PIE CHART SHOWING AGE GROUP OF THE RESPONDENT

INTERPRETATION:

This chart shows the age categories of respondent who took part in the completion of the questionnaire. It is inferred that 40% of the respondents from 20-25, 36% of the respondents from 26-30, 9% of the respondents from 36-40, 8% of the respondents from 31-35, 7% of the respondents from above 40.

TABLE 4.3: TABLE SHOWING THE RESPONDENT OF QUALIFICATION

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
SSLC	9	7
HSC	13	9
Under graduate	58	42
Post graduate	59	42
Total	139	100

Source: Primary data

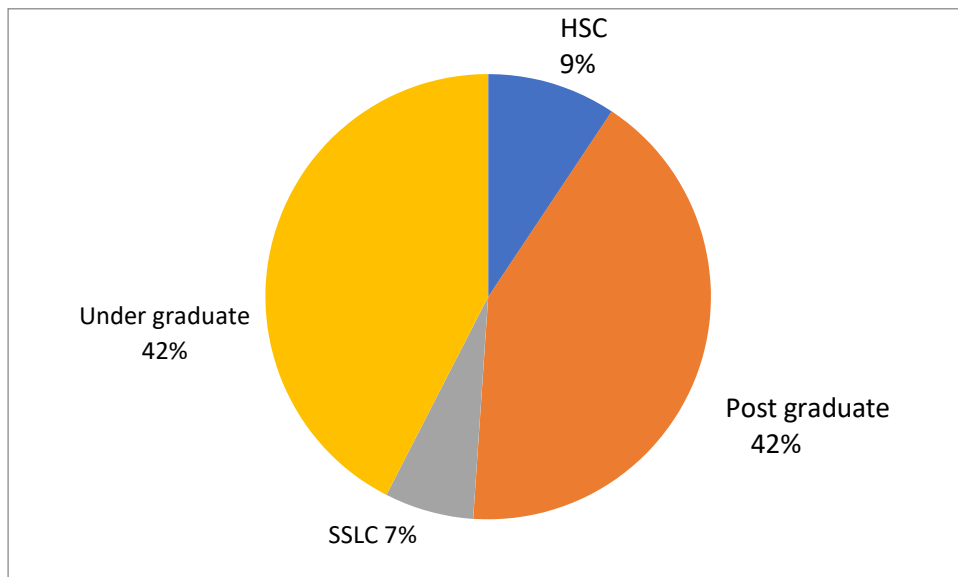


CHART 4.3: PIE CHART SHOWING THE RESPONDENT OF QUALIFICATION

INTERPRETATION:

The above data has given the percentage of respondents about the qualification of the employee's 42% of the respondents are under graduate, 42% of the respondents are post graduate, 9% of the respondents are HSC, 7% of the respondents are SSLC.

TABLE 4.4: TABLE SHOWING THE RESPONDENT OF MARITAL STATUS

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Married	64	46
Unmarried	75	54
Total	139	100

Source: Primary Data

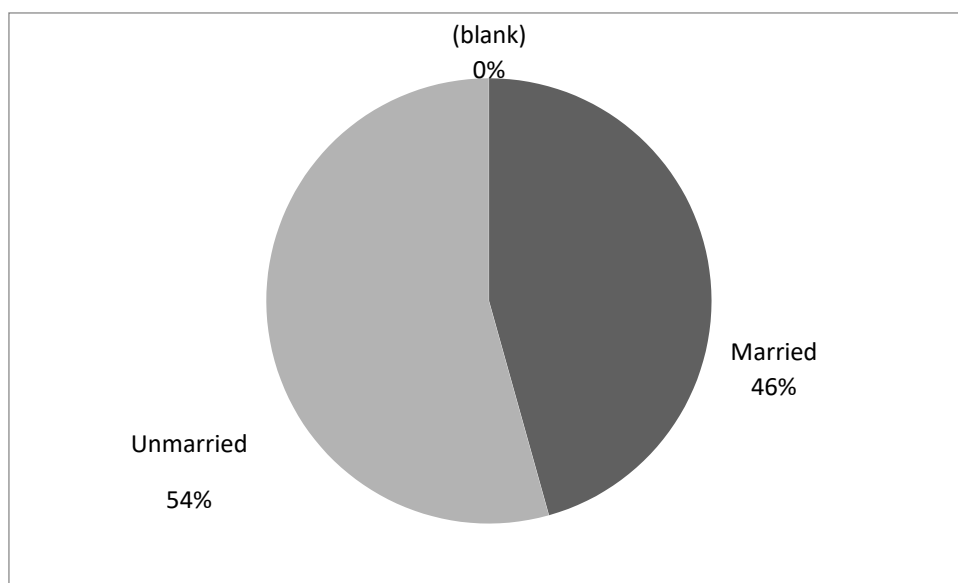


CHART 4.4: PIE CHART SHOWING THE RESPONDENT OF MARITAL STATUS

INTERPRETATION:

From the above table we infer that 54% of the respondents are unmarried and 46% of the respondents are married.

TABLE 4.5: TABLE SHOWING THE RESPONDENT OF GRADE

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
CG 1	14	11
CG 2	29	21
CG 3	34	25
CG 4	34	25
CG 5	25	18
Total	136	100

Source: Primary data

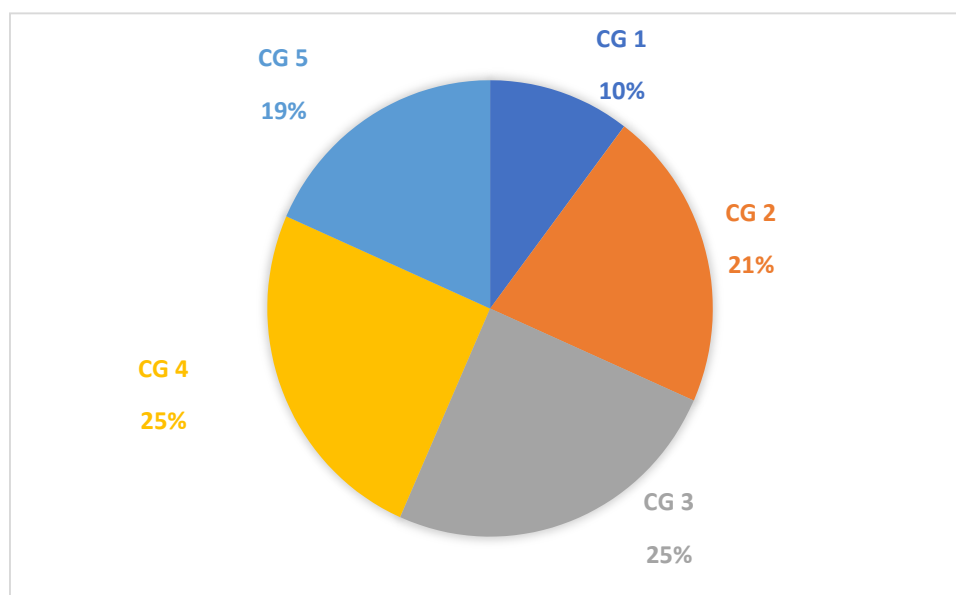


CHART 4.5: PIE CHART SHOWING THE RESPONDENT OF GRADE

INTERPRETATION:

From the above table we infer that 25% of the respondents are CG 3 grade, 25% of the respondents are CG 4 grade, 21% of the respondents are CG 2 grade, 18% of the respondents are CG 5 grade, 11% of the respondents are CG 1 grade.

TABLE 4.6: TABLE SHOWING THE RESPONDENT FOR 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

Source: Primary data

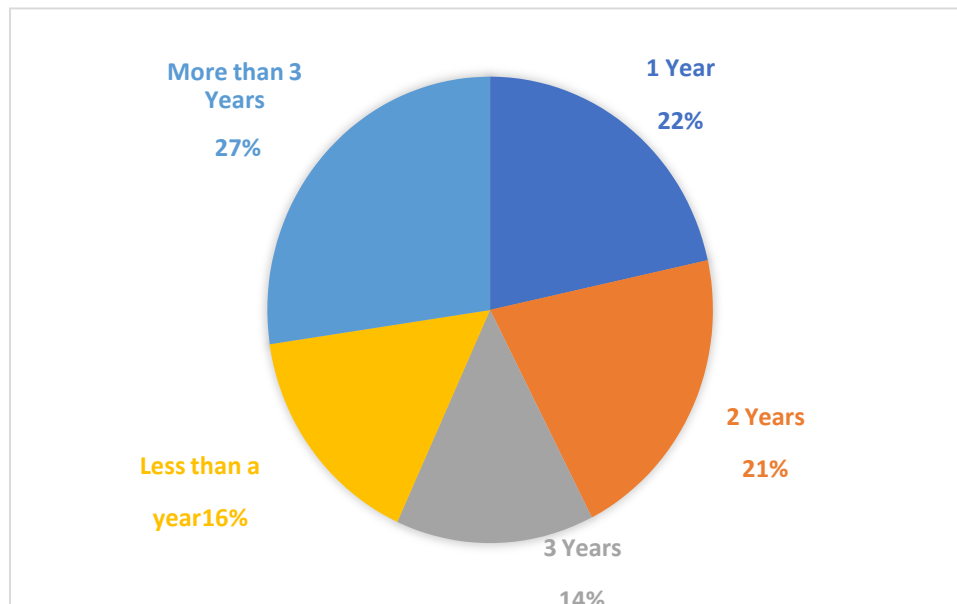


CHART 4.6: PIE CHART SHOWING THE RESPONDENT FOR EXPERIENCE IN THE INDUSTRY

INTERPRETATION:

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.

TABLE NO 4.7: TABLE SHOWING THE RESPONDENT OF EXPERIENCE IN THIS ORGANIZATION.

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Less than a year	25	18
1 Year	38	27
2 Years	20	14
3 Years	23	17
More than 3 years	33	24
Total	139	100

Source: Primary data

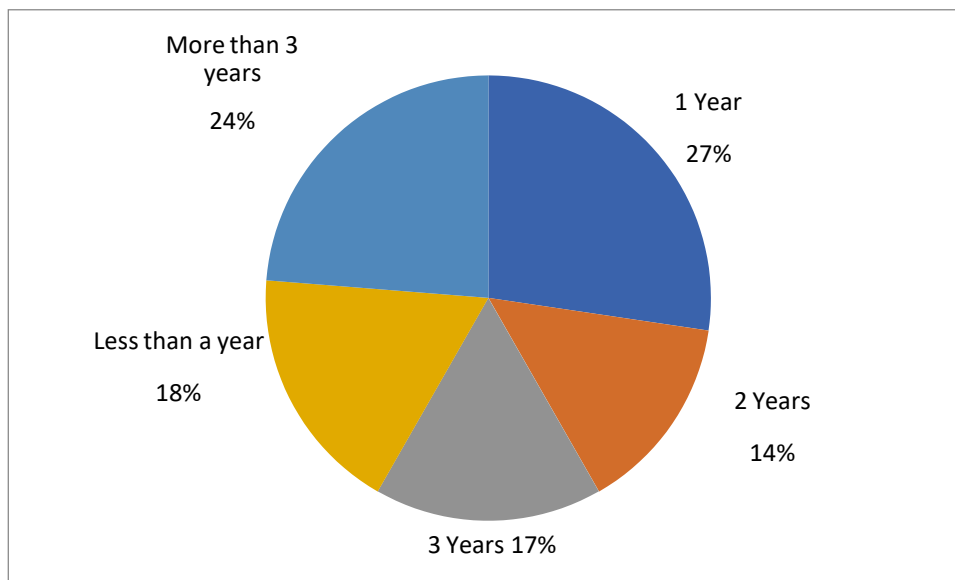


CHART 4.7: PIE CHART SHOWING THE RESPONDENT OF EXPERIENCE IN THIS ORGANIZATION

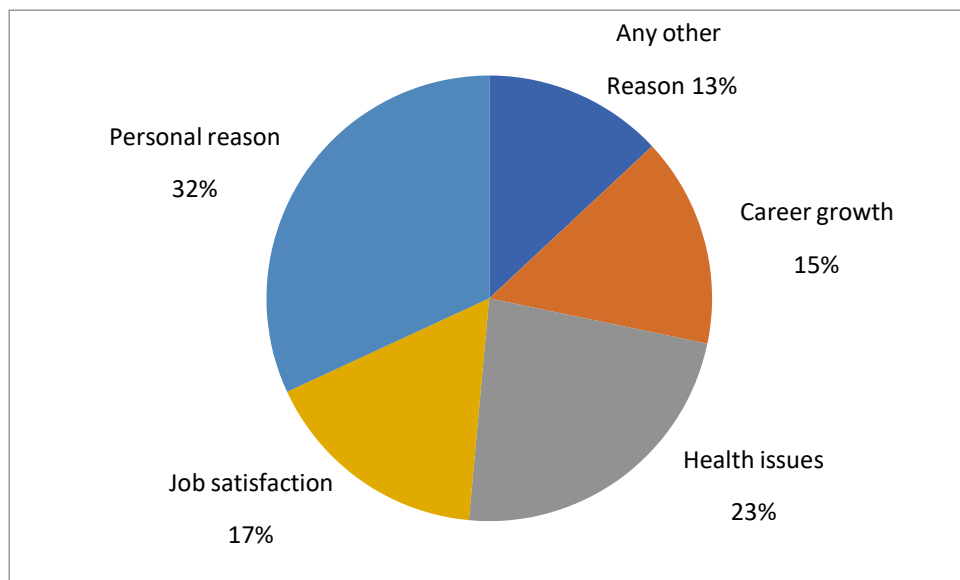
INTERPRETATION:

The above data has given percentage of the respondent about the experience in this organization 27% of the employee's having 1 year of experience, 24% of the employee's having more than 3 years of experience, 18% of the employee's having less than 1 year of experience, 17% of the employee's having 3 years of experience, 14% of the employee's having 2 years of experience.

**TABLE 4.8: TABLE SHOWING THE RESPONDENT OF REASON FOR
LEAVING THE ORGANIZATIONS**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Lack of Career growth	21	15
Health issues	32	23
Job dissatisfaction	23	17
Personal reason	44	32
Other reason	19	13
Total	139	100

Source: Primary data



**CHART 4.8: PIE CHART SHOWING THE RESPONDENT OF REASON FOR
LEAVING THE ORGANIZATION**

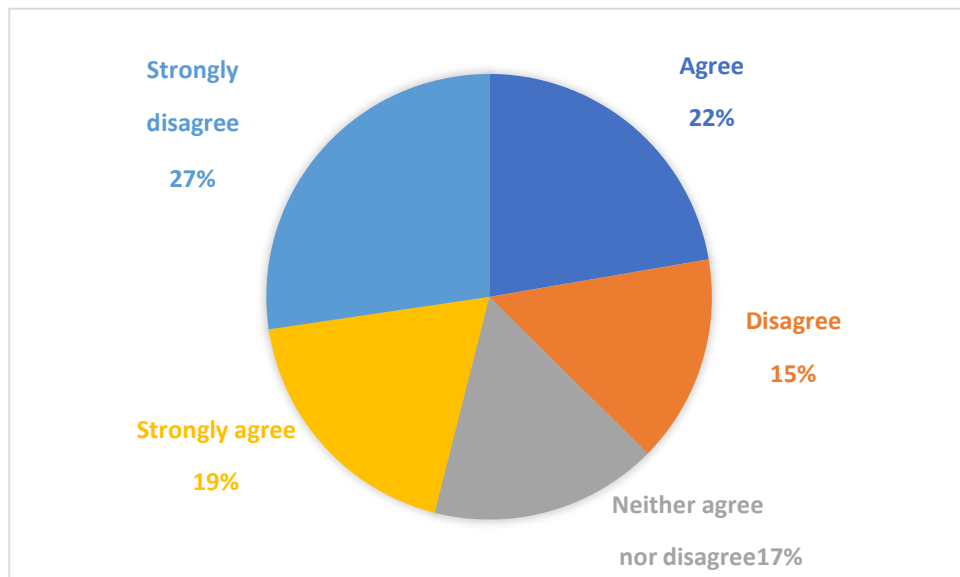
INTERPRETATION:

From the above table we infer that 32% of the respondents quit the organization due to personal reason, 23% of the respondents quit the organization due to health issues, 17% of the respondents quit the organization due to job satisfaction, 15% of the respondents quit the organization due to career growth, 13% of the respondents quit the organization due to any other reason.

**TABLE 4.9: TABLE SHOWING THE RESPONDENT
FOR EMPLOYEE LEAVING HIS JOB ON WORK
STRESS**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	26	19
Agree	31	22
Neither agree nor disagree	23	17
Disagree	21	15
Strongly disagree	38	27
Total	139	100

Source: Primary data



**CHART 4.9: PIE CHART SHOWING THE RESPONDENT FOR EMPLOYEE
LEAVING HIS JOB ON WORK STRESS**

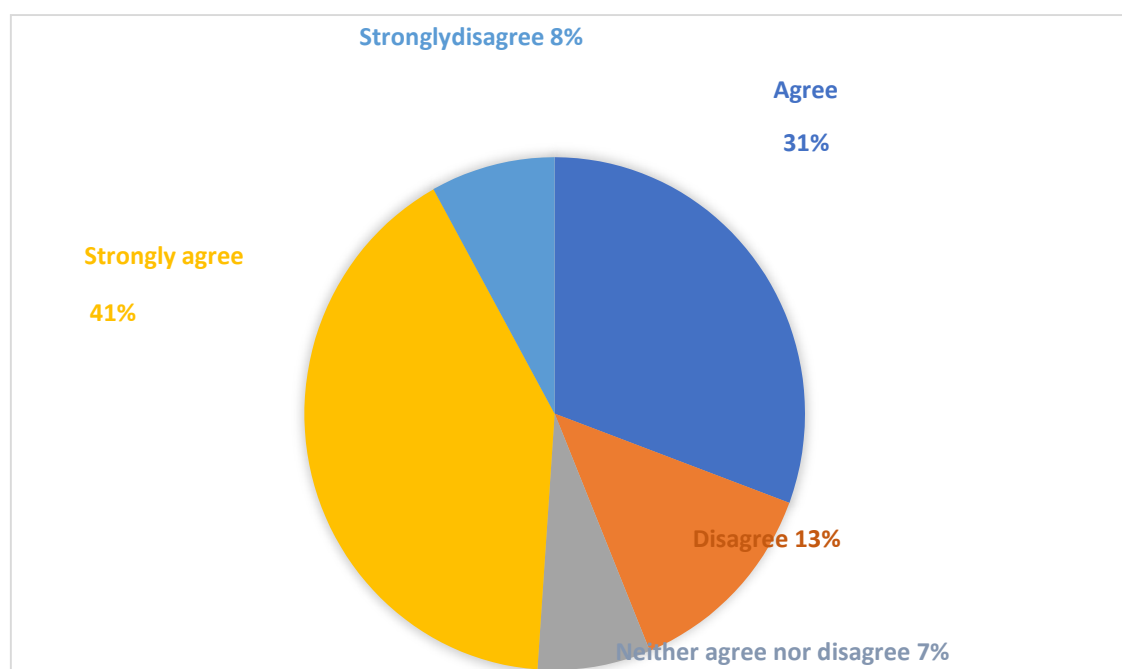
INTERPRETATION:

From the above table we infer that 27% of the respondents strongly disagree, 22% of the respondents agree, 19% of the respondents strongly agree, 17% of the respondents neither agree nor disagree, 15% of the respondents disagree.

**TABLE 4.10: TABLE SHOWING THE RESPONDENT FOR
PROFESSIONALWORK PLACE**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	56	41
Agree	42	31
Neither agree nor disagree	11	7
Disagree	18	13
Strongly disagree	12	8
Total	139	100

Source: Primary data



**CHART 4.10: PIE CHART SHOWING THE RESPONDENT FOR
PROFESSIONAL WORKPLACE**

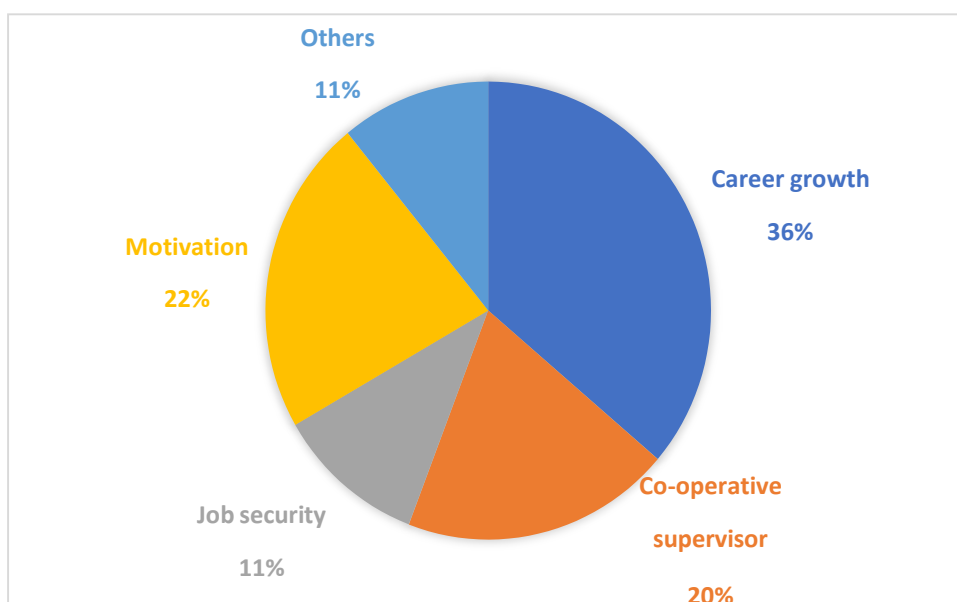
INTERPRETATION:

From the above table we infer that 41% of the respondents strongly agree for professional workplace, 31% of the respondents agree for professional workplace, 13% of the respondents disagree for professional workplace, 8% of the respondents strongly disagree for professional workplace, 7% of the respondents neither agree nor disagree for professional workplace.

**TABLE 4.11: TABLE SHOWING THE RESPONDENT ON EMPLOYEE
IMPORTANCE IN WORK PLACE**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Career growth	50	36
Cooperative supervisor	27	20
Job security	15	11
Motivation	32	22
Others	15	11
Total	139	100

Source: Primary data



**CHART 4.11: PIE CHART SHOWING THE RESPONDENT FOR EMPLOYEE
IMPORTANCE IN WORK PLACE**

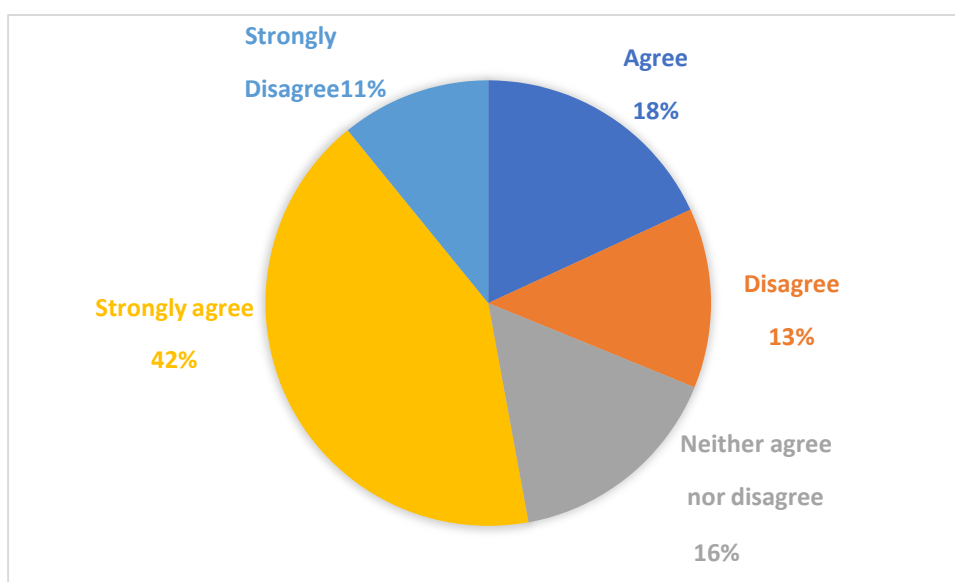
INTERPRETATION:

From the above table we infer that 36% of the employee gives importance for career growth, 22% of the employee gives importance for motivation, 20% of the employee gives importance for co-operative supervisor, 11% of the employee gives importance for job security, 11% of the employee gives importance for others.

**TABLE 4.12: TABLE SHOWING THE RESPONDENT FOR WHETHER THE
EMPLOYEE HAD SUPPORTIVE TEAM LEADER**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	58	42
Agree	25	18
Neither agree nor disagree	23	16
Disagree	18	13
Strongly disagree	15	11
Total	139	100

Source: Primary data



**CHART 4.12: PIE CHART SHOWING THE RESPONDENT FOR WHETHER THE
EMPLOYEE HAD SUPPORTIVE TEAM LEADER**

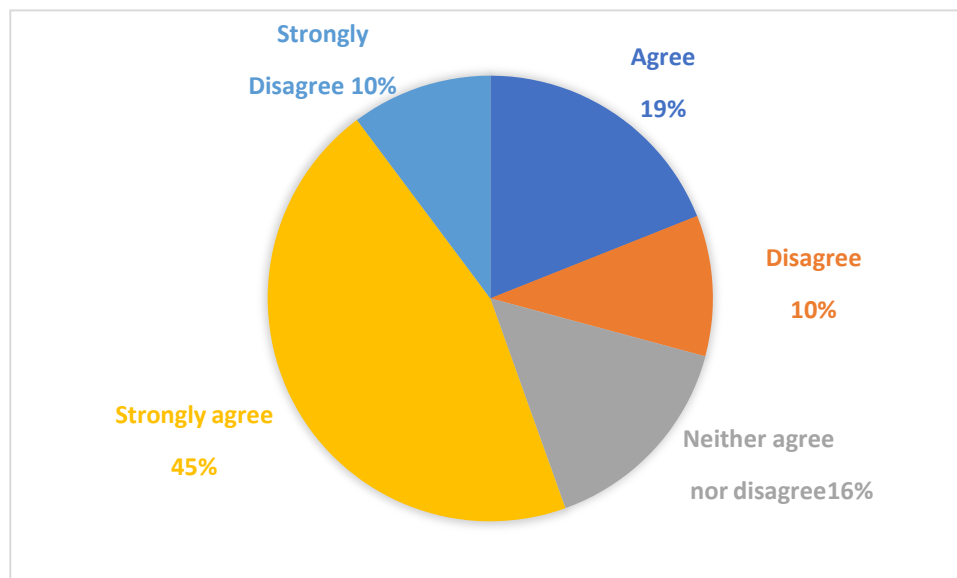
INTERPRETATION:

From the above table we infer that 42% of the respondents strongly agree for supportive team leader, 18% of the respondents agree for supportive team leader, 16% of the respondents neither agree nor disagree for supportive team leader, 13% of the respondents disagree for supportive team leader, 11% of the respondents strongly disagree for supportive team leader.

**TABLE 4.13: TABLE SHOWING THE RESPONDENT FOR OPINION ON
EMPLOYEE COMMUNICATION**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	62	45
Agree	26	19
Neither agree nor disagree	21	16
Disagree	15	10
Strongly disagree	15	10
Total	139	100

Source: Primary data



**CHART 4.13: PIE CHART SHOWING THE RESPONDENT FOR OPINION ON
EMPLOYEE COMMUNICATION**

INTERPRETATION:

From the above table we infer that 45% of the respondents strongly agree, 19% of the respondents agree, 16% of the respondents neither agree nor disagree, 10% of the respondents disagree, 10% of the respondents strongly disagree.

TABLE 4.14: TABLE SHOWING THE RESPONDENT FOR WAS THERE ANY CONFLICTS BETWEEN THE EMPLOYEES IN THE ORGANIZATION

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Always	21	15
Sometimes	24	18
Often	14	9
Rarely	27	20
Never	53	38
Total	139	100

Source: Primary data

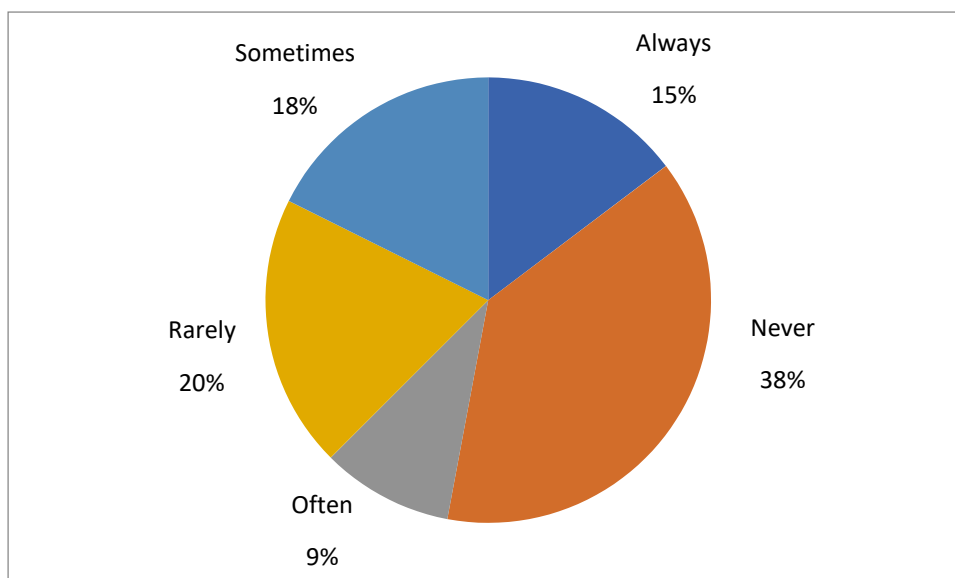


CHART 4.14: PIE CHART SHOWING THE RESPONDENT FOR WAS THERE ANY CONFLICTS BETWEEN THE EMPLOYEES IN THE ORGANIZATION

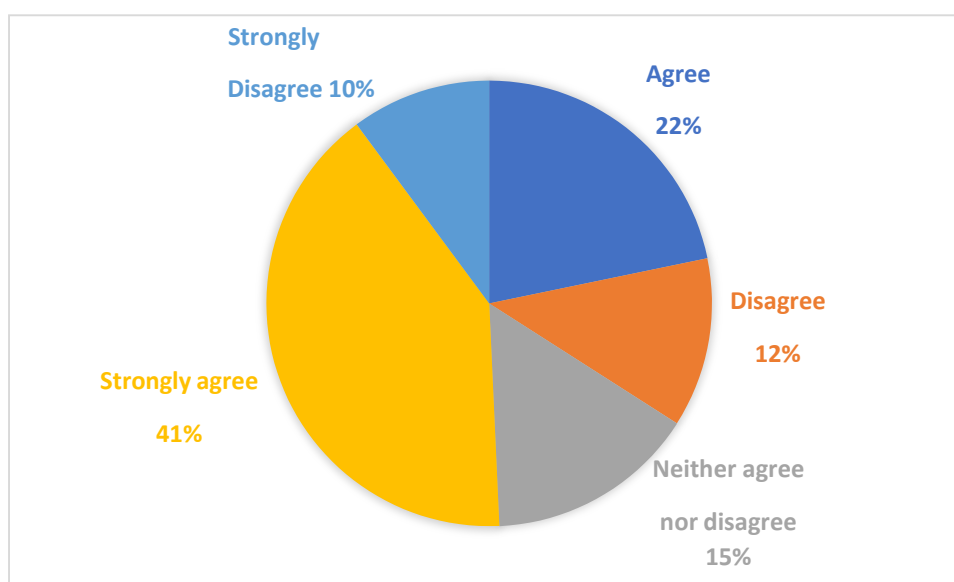
INTERPRETATION:

From the above table we infer that 15% of the respondents always for conflicts in the organization, 18% of the respondents sometimes for conflicts in the organization, 9% of the respondents often for conflicts in the organization, 20% of the respondents rarely for conflicts in the organization, 38% of the respondents never for conflicts in the organization.

**TABLE 4.15: TABLE SHOWING THE RESPONDENT FOR EQUAL
DISTRIBUTION OF WORKLOAD**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	56	41
Agree	30	22
Neither agree nor disagree	21	15
Disagree	17	12
Strongly disagree	15	10
Total	139	100

Source: Primary data



**CHART 4.15: PIE CHART SHOWING THE RESPONDENT FOR EQUAL
DISTRIBUTION OF WORKLOAD**

INTERPRETATION:

From the above table we infer that 41% of the respondents strongly agree for equal distribution of work load, 22% of the respondents agree for equal distribution of work load, 15% of the respondents neither agree nor disagree for equal distribution of work load, 12% of the respondents disagree for equal distribution of work load, 10% of the respondents strongly disagree for equal distribution of work load.

TABLE 4.16: TABLE SHOWING THE RESPONDENT FOR WHETHER ORGANIZATION WAS HELPFUL IN GAINING KNOWLEDGE

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	61	45
Agree	36	26
Neither agree nor disagree	21	15
Disagree	10	7
Strongly disagree	11	7
Total	139	100

Source: Primary data

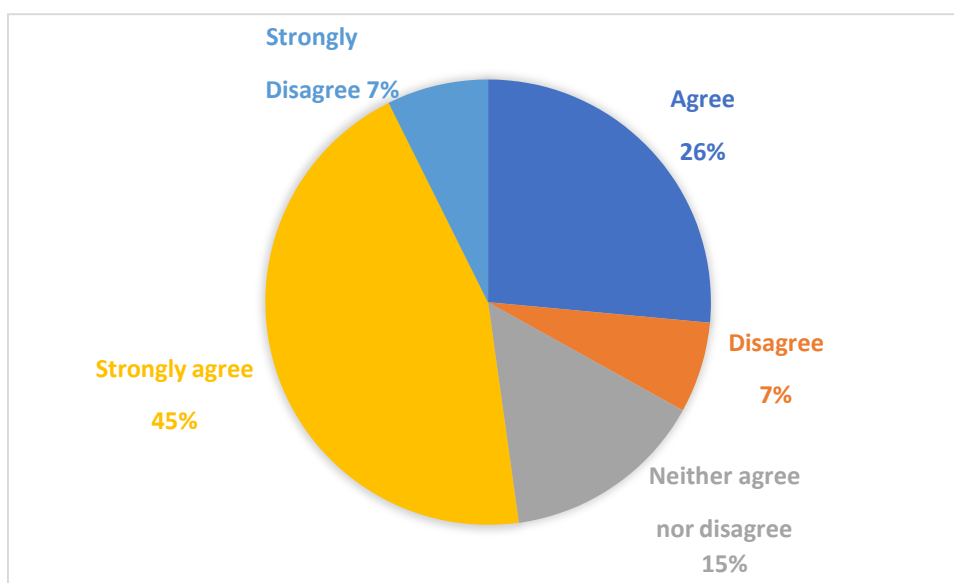


CHART 4.16: PIE CHART SHOWING THE RESPONDENT FOR WHETHER ORGANIZATION WAS HELPFUL IN GAINING KNOWLEDGE

INTERPRETATION:

From the above table we infer that 45% of the respondents strongly agree, 26% of the respondents agree, 15% of the respondents neither agree nor disagree, 7% of the respondents disagree, 7% of the respondents strongly disagree.

TABLE 4.17: TABLE SHOWING THE RESPONDENT FOR POTENTIAL CANDIDATES ATTRACT TOWARDS THE ORGANIZATION

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Opportunities to express his own ideas	30	22
Freedom to work apart from work timings	21	14
Accommodation near the work place	22	14
Reputation of the organization	47	34
Motivation from the organization	19	16
Total	139	100

Source: Primary data

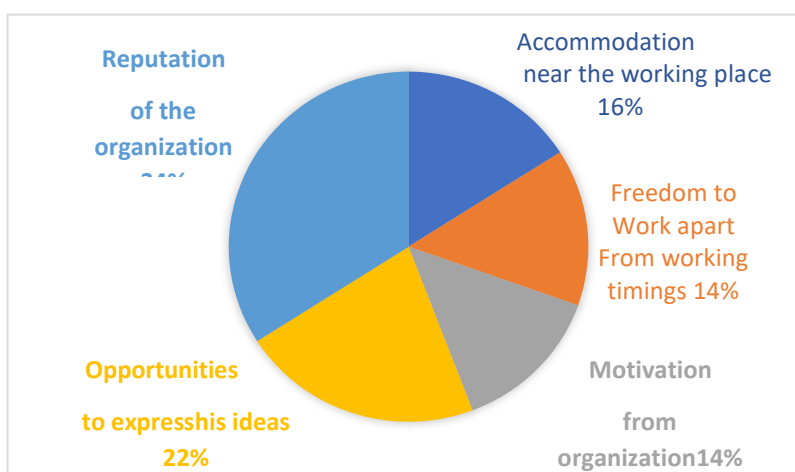


CHART 4.17: PIE CHART SHOWING THE RESPONDENT FOR POTENTIAL CANDIDATES ATTRACT TOWARDS THE ORGANIZATION

INTERPRETATION:

From the above table shows the respondent opinion on potential candidates attracts towards the organization 34% of the respondent's reputation of organization, 22% of the respondent's opportunities to express his ideas, 16% of the respondent's motivation from the organization, 14% of the respondent's freedom to work apart from working timings, 14% of the respondent's accommodation near the organization.

TABLE 4.18: TABLE SHOWING THE RESPONDENT OPINION ON PROMOTION IS BASED ON PERFORMANCE MANAGEMENT

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	56	42
Agree	27	19
Neither agree nor disagree	17	12
Disagree	20	14
Strongly disagree	19	13
Total	139	100

Source: Primary data

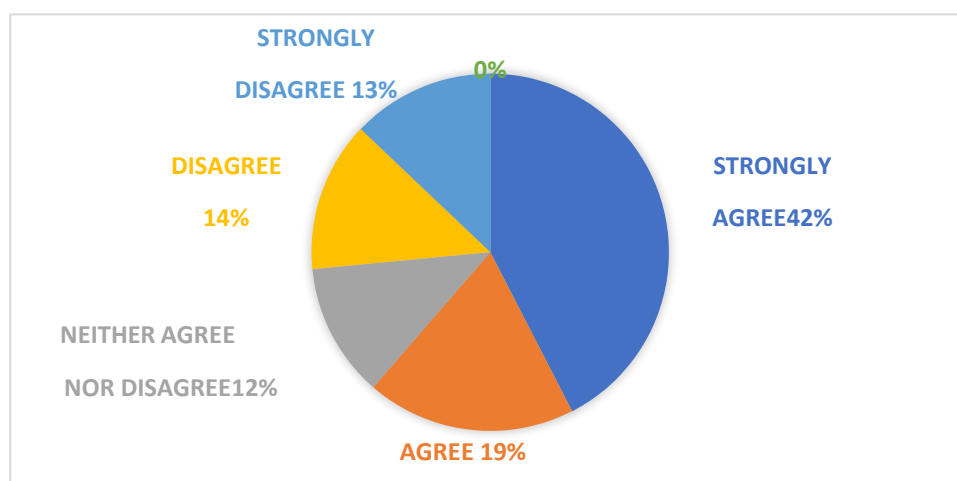


CHART 4.18: PIE CHART SHOWING THE RESPONDENT OPINION ON PROMOTION IS BASED ON PERFORMANCE MANGEMENT

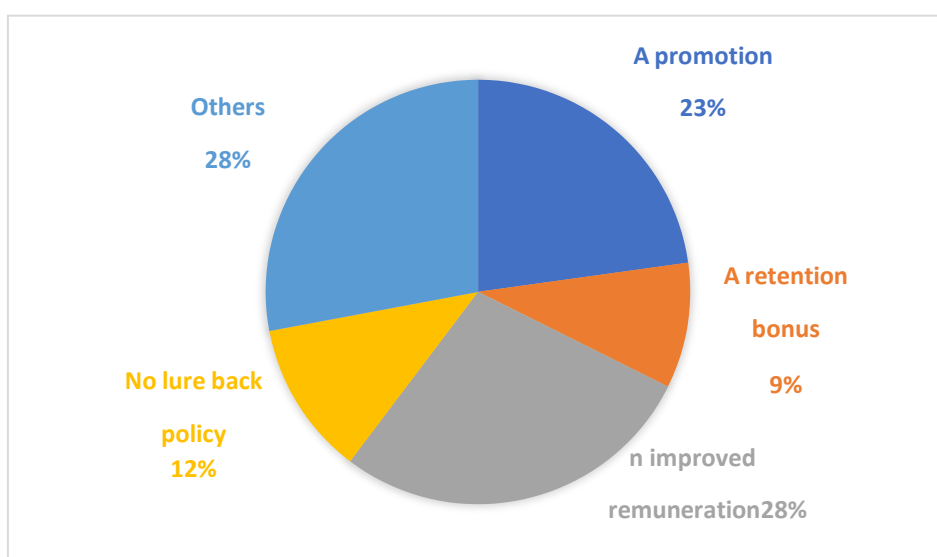
INTERPRETATION:

From the above table shows the respondent opinion on promotion is based on performance management, 42% of the respondents strongly agree, 19% of the respondents agree, 14% of the respondents disagree, 13% of the respondents strongly disagree, 12% of the respondents neither agree nor disagree.

**TABLE 4.19: TABLE SHOWING THE RESPONDENT FOR TABLE
BENEFITS PROVIDED FOR RESIGNING EMPLOYEES**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
An improved remuneration	39	28
A promotion	32	23
A retention bonus	13	12
No lure back policy	16	9
Others	39	28
Total	139	100

Source: Primary data



**CHART 4.19: PIE CHART SHOWING THE RESPONDENT FOR BENEFITS
PROVIDED FOR RESIGNING EMPLOYEES**

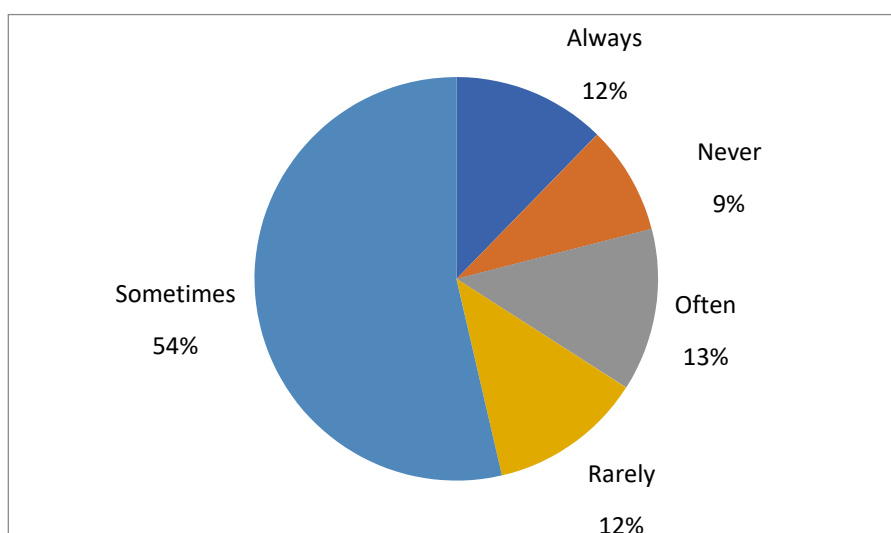
INTERPRETATION:

From the above table shows the respondent benefits provided for resigning employees 28% of the respondent are improved remuneration, 28% of the respondent's others, 23% of the respondents a promotion, 12% of the respondents a retention bonus, 9% of the respondents no lure back policy.

**TABLE 4.20: TABLE SHOWING THE RESPONDENT OPINION ON SKILL
DEVELOPMENT PROGRAM CONDUCTED OR NOT**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Always	17	12
Sometimes	74	54
Often	18	13
Rarely	17	12
Never	13	9
Total	139	100

Source: Primary data



**CHART 4.20: PIE CHART SHOWING THE RESPONDENT OPINION ON SKILL
DEVELOPMENT PROGRAM CONDUCTED OR NOT**

INTERPRETATION:

From the above table we infer that employee's opinion on skill development program 54% of the respondents sometimes, 13% of the respondents often, 12% of the respondents never, 12% of the respondents never, 9% of the respondents rarely.

TABLE 4.21: TABLE SHOWING THE RESPONDENT OPINION ON WHETHER THE TRAINING PROGRAM CONDUCTED OR NOT

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Always	19	13
Sometimes	59	44
Often	27	20
Rarely	15	10
Never	19	13
Total	139	100

Source: Primary data

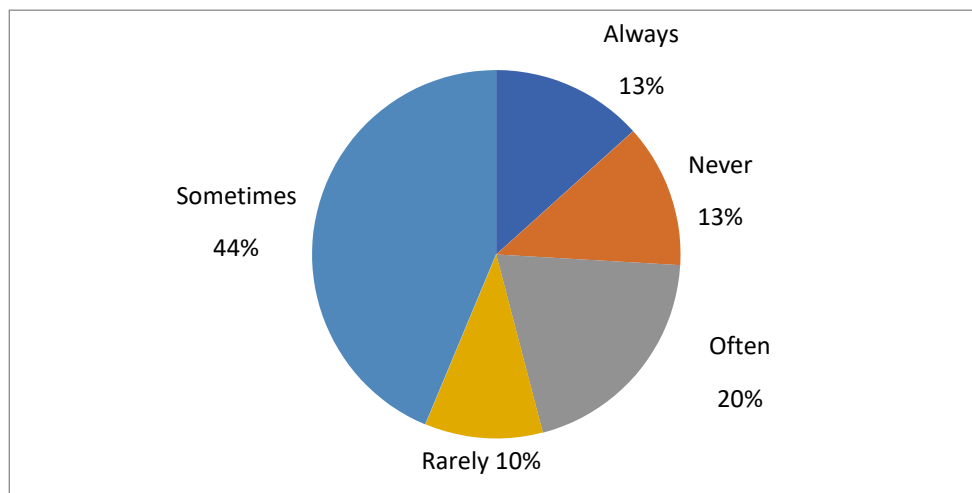


CHART 4.21: TABLE SHOWING THE RESPONDENT OPINION ON WHETHER THE TRAINING PROGRAM CONDUCTED OR NOT

INTERPRETATION:

From the above table we infer that employee's opinion on whether the training program conducted or not 44% of the respondents sometimes, 20% of the respondents often, 13% of the respondents always, 13% of the respondents never, 10% of the respondents rarely.

TABLE 4.22: TABLE SHOWING THE RESPONDENT OPINION ON IS THERE ANY INCREASED BENEFIT PROVIDED FOR RESIGING EMPLOYEES

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Always	26	19
Sometimes	44	31
Often	28	21
Rarely	29	21
Never	12	8
Total	139	100

Source: Primary data

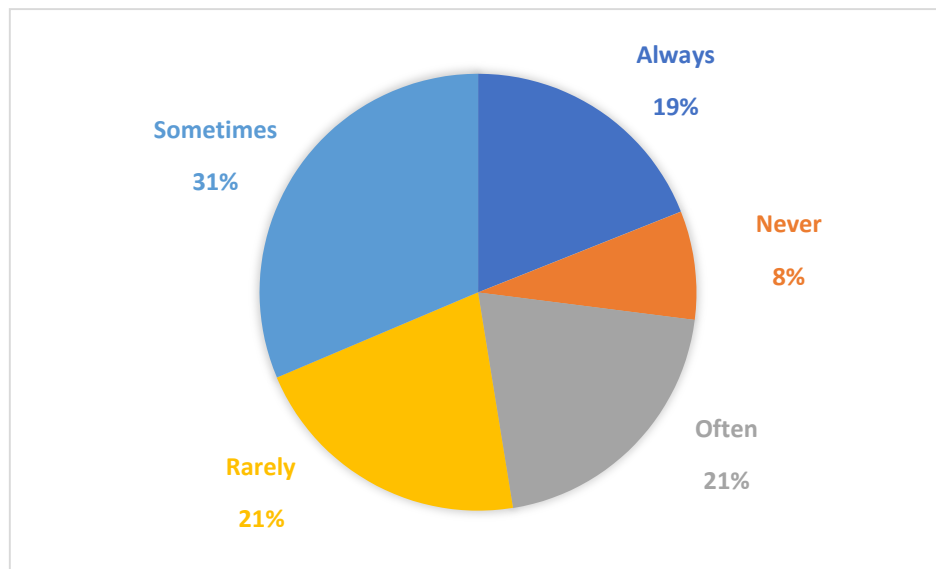


CHART 4.22: PIE CHART SHOWING THE RESPONDENT OPINION ON IS THERE ANY INCREASED BENEFIT PROVIDED FOR RESIGING EMPLOYEES

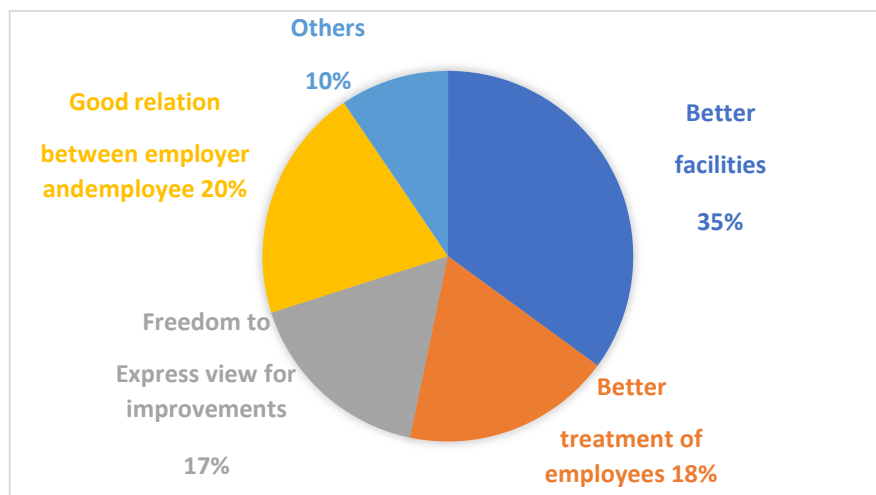
INTERPRETATION:

From the above table we infer that employee's opinion on increased benefit provided for resigning employees 31% of the respondents sometimes, 21% of the respondents often, 21% of the respondents rarely, 19% of the respondents always, 8% of the respondents never.

**TABLE 4.23: TABLE SHOWING THE RESPONDENT OPINION ON ATTRITION
BATTLE WON BY FOCUSING ON**

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Better facilities	48	35
Better treatment for employee's	26	18
Good relation between employer and employee	24	17
Freedom to express view for improvements	28	20
Others	13	10
Total	139	100

Source: Primary data



**CHART 4.23: PIE CHART SHOWING THE RESPONDENT OPINION ON
ATTRITION BATTLE WON BY FOCUSING ON**

INTERPRETATION:

From the above table we infer that 35% of the respondents better facilities, 20% of the respondents freedom to express view for improvements, 18% of the respondents better treatment for employee's, 17% of the respondents good relation between employer and employee, 10% of the respondents others.

4.2 CHI SQUARE

The chi-square test is a hypothesis test designed to test for a statistically significant relationship between nominal and ordinal variables organized in a bivariate table. In other words, it tells us whether two variables are independent.

TABLE 4.24: TABLE SHOWING THE RELATIONSHIP BETWEEN NUMBER OF YEARS OF EXPERIENCE AND COMPENSATION BENEFITS AND PROVIDED

SPSS OUTPUT:

Case Processing Summary

Valid			Missing		Total	
N		Percent	N	Percent	N	Percent
qualification *	139	100.0%	0	0.0%	139	100.0%
work environment						

Qualification * Work Environment Cross Tabulation

		nArDIS				Total
		DISA	A	sa	SDIS	
qualification	HSC	Count	0	0	13	13
		Expected Count	1.7	.9	9.2	13.0
PG		Count	18	10	18	59
		Expected Count	7.6	4.2	41.6	59.0
SSLC		Count	0	0	9	9
		Expected Count	1.2	.6	6.3	9.0
UG		Count	0	0	58	58
		Expected Count	7.5	4.2	40.9	58.0
Total		Count	18	10	98	139

Chi-Square Tests

Value		df	Asymptotic Significance (2- sided)
Pearson Chi-Square	78.852 ^a	9	.000
Likelihood Ratio	96.034	9	.000
N of Valid Cases	139		

8 cells (50.0%) have expected count less than 5. The minimum expected count is .65.

INTERPRETATION:

Since the value is less than 0.05, we accept the alternate hypothesis and reject the null hypothesis. Hence, there is a significant relationship between the qualification and the respondent for professional work place.

4.3 ANOVA

Analysis of Variance (ANOVA) is a statistical formula used to compare variances across the means (or average) of different groups. A range of scenarios use it to determine if there is any difference between the means of different groups.

TABLE 4.25: TABLE SHOWING THE RELATIONSHIP BETWEEN GENDER AND WORK LOAD FOR THE EMPLOYEES

SPSS OUTPUT:

Paired Samples Statistics

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Gender	139	.204	.017
	Workload	139	1.325	.112

Paired Samples Correlations

	N	Correlation	Sig.
Pair 1	gender & workload	-.117	.170

Paired Samples Test

		Mean		Std. Deviation		Std. Error Mean		95% Confidence Interval of the Difference		t	df	Sig. (2tailed)
								Lower	Upper			
Pair 1	gender – workload	-.482	1.364	.116				-.711	-.253	-4.167	138	.000

Descriptive

gender

					95% Confidence Interval for Mean			
N		Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
1	56	1.98	.134	.018	1.95	2.02	1	2
2	14	1.93	.267	.071	1.77	2.08	1	2
3	21	2.00	.000	.000	2.00	2.00	2	2
4	48	1.92	.279	.040	1.84	2.00	1	2
Total	139	1.96	.204	.017	1.92	1.99	1	2

ANOVA

gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.164	3	.055	1.320	.270
Within Groups	5.577	135	.041		
Total	5.741	138			

INTERPRETATION:

Since ($p > 0.05$), we accept the null hypothesis and reject the alternate hypothesis. Since, there is no significant difference between gender and the work load for the employees.

CHAPTER 5

FINDINGS AND SUGGESTIONS

5.1 FINDINGS

- The major findings of the study based on the analysis and interpretation of the data are as below:
- The majority of the study comprised on male with 96%.
- Utmost 40% of employee belong to the age group of 20-25 years.
- 42% employee's are graduates.
- 54% employee's are unmarried.
- 25% of the employee grade is CG 3 and CG4.
- The maximum number of employees who undergone through this survey are having the experience of more than 3 years in the industry with 27%.
- The maximum number of employees who undergone through this survey are having the experience of 1 year in this organization with 27%.
- 32% of the employee's quit the job due to personal reason.
- 27% of the employee's strongly agree that work stress is also major reason to quit the job.
- 41% of the employee's strongly agree that organization has professional workplace.
- The most of 36% of the employee's chosen career growth is important in workplace.
- 42% of the employee's strongly agree that had a supportive and cooperative team leader.
- 45% of the employee's strongly agree for effective communication in the organization.
- 38% of the employee's opinion was never for conflicts between the employee's in the organization.

- 41% of the employee's strongly agree that equal distribution of workload.
- 45% of the employee's strongly agree that organization was helpful in gaining knowledge.
- 34% of the employee's opinion was reputation of the organization which attracts the potential candidates towards the organization.
- 42% of the employee's strongly agree that promotion is based on performance management.
- 28% of the employee's opinion was an improved remuneration given by the organization when they decide to quit the job.
- The majority of 54% of the respondents are sometimes for skill development program.
- 44% of employee's opinion was sometimes for training program.
- 31% of employee's opinion was sometimes for benefits to resigning employee's.
- 35% of the employee's opinion was better facilities from the organization.

5.2 SUGGESTIONS

Many organizations are adopting some fundamental actions to retain employees, including salary surveys to stay shoulder to shoulder of the market, culture-building exercises for employees, exit interviews, counseling, employee development programs, rewards and recognition, as well as increased pay and benefits. As we know pay is a common reason why employees generally prefer to move to other organization. But apart from salary there are certain factors which contributes to attrition. Based on the primary and secondary data collected upon managing attrition, the following suggestions can be raised.

Even though the employees are satisfied with their nature of job, it is identified in the study that many employees prefer to change their job due to lack of growth opportunities in their job. So the companies can look for some innovative technologies to decrease their attrition level by providing growth opportunities.

Deadlines should be set which will benefit both, the organization as well as the employees. By the way of setting targets, the employees will be engaged in their respective works which will help in utilizing the skills of workers as well as the organization can deliver its commitments on time. Also the best performing or the target achiever should be awarded which will motivate him to further excel and remain committed towards his work.

The companies should conduct regular meetings to know about what exactly employees expect. Organizations should focus on exit interviews.

Better performance linked incentives and Skill Enhancement Training Programs.

If employees stay stagnate in one job for too long, they might search for another job where they can advance. Most employees want to increase their skills and knowledge and move up the career ladder. Showing employee's a projected career path gives them a sense of direction and purpose.

CHAPTER 6

CONCLUSION

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that Work Tasks, Technology and Technical Training are the top three factors which might lead to attrition, apart from lack of growth opportunities and salary which are the common factors for employees to change their jobs in almost every organization. This study concludes that to reduce attrition, the company should adopt New Innovative Technologies and Effective Training Programs for the growth of their employees within the organization. It is clear that there are massive costs associated with attrition or turnover, and while some of these are not visible to the management reporting or budget system, they are none the less real. There is no universal attrition management solution for every company. Each organization has to build its own motivation system based on compatibility between organizational and individual goals. The following factors can be concluded

- Attrition is inevitable; it will always prevail; it can only be minimized
- Turnover is a costly drain on company resources
- Intrinsic factors are equally and sometimes more important than extrinsic factors while controlling attrition.
- Effective leadership; to a great extent, may be helpful to control attrition
- Attrition does not always have a negative impact on the organization.
- The company should adopt new Innovative Technologies and Effective Training Programs.

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QUESTIONNAIRE

A STUDY ON STRATEGIES ADOPTED TO OVER COME HE EMPLOYEES ATTRITION RATE IN CI GLOBAL TECHNOLOGIES

1. Name

2. Gender

- a) Male
- b) Female

3. Age

- a) 21-25yrs
- b) 26-30yrs
- c) 31-35yrs
- d) 36-40yrs
- e) Above 40yrs

4. Qualification

- a) SSLC
- b) HSC
- c) Under graduate
- d) Post graduate

5. Marital status?

- a) Married
- b) Un married

6. Grade

- a) CG 1
- b) CG 2
- c) CG 3
- d) CG 4
- e) CG 5

7. Experience in the industry?

- a) Less than a year
- b) More than a year
- c) 2 years
- d) 3years
- e) More than 3 years

8. For how many years have you been working in this organization?

- a) Less than a year
- b) More than a year
- c) 2years
- d) 3years
- e) More than 3 years

9. Reason for leaving the organisation?

- a) Lack of career growth
- b) Health issues
- c) Job dissatisfaction
- d) Personal reason
- e) Any other reason

10. Do you think work stress in the main reason for leaving the job?

- a) Strongly agree
- b) Agree
- c) Neither agree or nor disagree
- d) Disagree
- e) Strongly disagree

11. Do you feel the work environment is very professional?

- a) Strongly agree
- b) Agree
- c) Neither agree or nor disagree
- d) Disagree
- e) Strongly disagree

12. According to you which is most important in work place?

- a) Career growth
- b) Cooperative supervisor
- c) Motivation
- d) Job security
- e) Others

13. Do you agree that the team leader was efficient and supportive?

- a) Strongly agree
- b) Agree
- c) Neither agree or nor disagree
- d) Disagree
- e) Strongly disagree

14. Do you agree that the communication between staff and supervisor is effective?

- a) Strongly agree
- b) Agree
- c) Neither agree or nor disagree
- d) Disagree
- e) Strongly disagree

15. Was there any conflicts between the supervisor or with employees?

- a) Always
- b) Sometimes
- c) Often
- d) Rarely
- e) Never

16. Whether the workload is distributed equally?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree

- d) Disagree
- e) Strongly disagree

17. Do you agree that the organization was helpful in gaining knowledge?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree
- d) Disagree
- e) Strongly disagree

18. What is the primary reason that attract potential candidates to choose to work in our firm?

- a) Opportunities to express his ideas
- b) Freedom to work apart from working timings.
- c) Accommodation near the working place.
- d) Reputation of the organization
- e) Motivation from organization.

19. Is performance measurement is used as a criteria for promotion.

- a) Agree
- b) Strongly agree
- c) Neither agree or nor disagree
- d) Disagree
- e) Strongly disagree

20. What kind of benefits does our organization offer to resigning employee if they consent to continue their service?

- a) An improved remuneration
- b) A promotion
- c) A retention bonus
- d) No lure back policy
- e) Others

21. What are the elementary factors that affects the person towards the job.

Factors	Strongly agree	agree	Neither agree nor disagree	disagree	Strongly disagree
Reputation of the firm					
Salary offered					
Firms in emerging sector					
Working conditions					
Challenging job					

22. Is our organization conduct skill development programs to develop the individual's skills of an employee?

- a) Always
- b) Some time
- c) Often
- d) Rarely
- e) Never

23. Is our organization provide necessary training programs to overcome attrition?

- a) Always
- b) Sometimes
- c) Often
- d) Rarely
- e) Never

24. Is our organization have a policy to attempt to retain the resigning employees by offering increased benefits?

- a) Always
- b) Sometimes
- c) Often
- d) Rarely

e) Never

25. Attrition battle can be won by focusing on?

- a) Better facilities
- b) Better treatment of employees
- c) Good relations between employer and employee
- d) Freedom to express view for improvement
- e) Others

A STUDY ON STRATEGIES ADOPTED TO OVERCOME THE EMPLOYEES ATTRITION RATE IN CI GLOBAL TECHNOLOGIES.

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ABSTRACT

This study is conducted to examine the study on strategies adopted to overcome the employees attrition rate in ci global technologies. 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

A reduction in the number of employees through retirement, voluntary/involuntary resignation or death is called Attrition.

Employers generally consider attrition a loss of valuable employees and talent. However, there is more to attrition than a shrinking workforce. As employees leave an organization, they take with them much- needed skills and qualifications that they developed during their tenure. On the other hand, junior professionals with promising qualifications can then succeed into higher level positions or business owners can introduce more diversity in experience or expertise.

Voluntary attrition:

Voluntary attrition takes place when the employee leave the organization by their own will. Pull factors like higher emoluments elsewhere, better opportunities of growth and promotion etc. are responsible for this kind of attrition.

Involuntary attrition:

Involuntary attrition takes place when the employees leave the organizations due to some negative forces or push factors like faulty promotion policy, biased performance appraisal etc.

Compulsory attrition:

It takes place due to the rules and regulations of the government and that of the organization as well. It includes attrition taking place due to attaining the age of retirement, completion of tenure etc.

Natural attrition:

It takes place due to the causes and factors that are beyond the control of the individual and organization as well. These factors may include end of life, insanity etc.

OBJECTIVES OF THE STUDY PRIMARY OBJECTIVES: -

PRIMARY OBJECTIVE:-

- To find the level of attrition rate in the organization.

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 provide future steps to overcome attrition.

REVIEW OF LITERATURE

(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 Tzafrir, 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.

RESEARCH METHODOLOGY

Research Methodology is a way to systematically solve the research problem. It is generally defined as the systematic, theoretical analysis of the methods applied to a field of study and comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It may be understood as a science of studying how research is done scientifically and the methods adopted in the research study. Methodology adopted in this project work is descriptive type. The data has been collected form secondary sources such as journals, articles, books, questionnaire and portfolios.

POPULATION:-

The population comprises of 1200 employees.

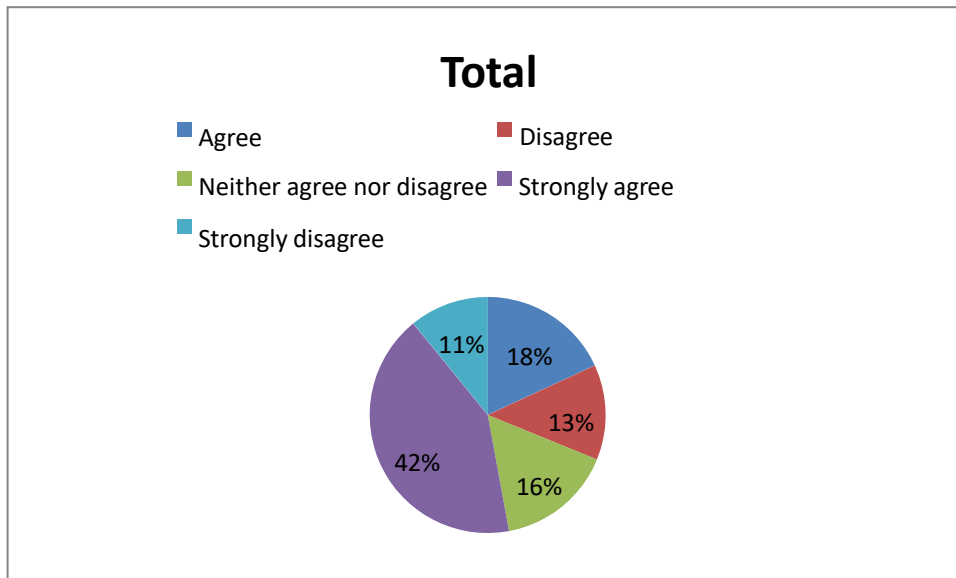
TARGET RESPONDENTS

The target respondents for this survey are the new employees in which the survey data are to be used to make inferences.

TABLE SHOWING THE RESPONDENT FOR SUPPORTIVE TEAM LEADER

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
STRONGLY AGREE	58	42
AGREE	25	18
NEITHER AGREE NOR DISAGREE	22	16
DISAGREE	18	13
STRONGLY DISAGREE	15	11
TOTAL	138	100

Source: Primary data



PIE CHART SHOWING THE RESPONDENT FOR SUPPORTIVE TEAM LEADER

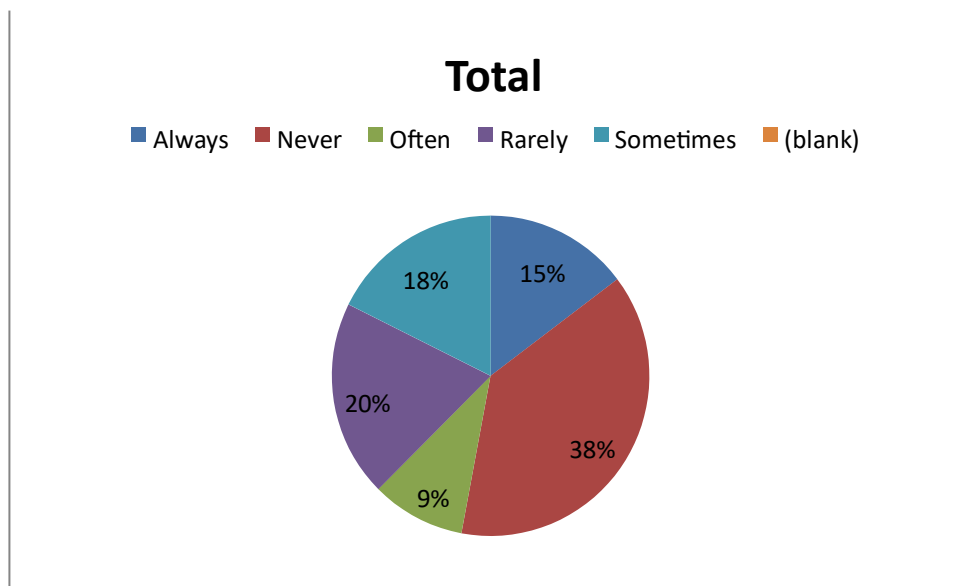
INTERPRETATION:

From the above table it is interpreted that (42%) of respondent are strongly agree and (18%) are agree and (16%) are neither agree nor disagree and (13%) are disagree and remaining (11%) are strongly disagree

TABLE SHOWING THE RESPONDENT FOR CONFLICTS BETWEEN THE EMPLOYEES

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
ALWAYS	20	15
SOMETIMES	24	18
OFTEN	13	9
RARELY	27	20
NEVER	52	38
TOTAL	136	100

Source: Primary data



INTERPRETATION:

From the above table shows that respondents of conflicts between the employees most of never [38%], rarely [20%], sometimes [18%], always [15%] and remaining often [9%].

FINDINGS:

- The most of the respondents 28% of respondents are in improved remuneration and others.
- The most of the 31% of respondents are reputation from organization.
- The most of the 36% of majority respondents are better treatment of employees in the organization.

SUGGESTIONS:

- The companies should conduct regular meetings to know about what exactly employees expect. Organizations should focus on exit interviews.
- Better performance linked incentives and Skill Enhancement Training Programs

Conclusion:

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that Work Tasks, Technology and Technical Training are the top three factors which might lead to attrition, apart from lack of growth opportunities and salary which are the common factors for employees to change their jobs in almost every organization. This study concludes that to reduce attrition, the company should adopt New Innovative Technologies and Effective Training Programs for the growth of their employees within the organization.

- Effective leadership; to a great extent, may be helpful to control attrition.
- Attrition does not always have a negative impact on the organization.
- The company should adopt New Innovative Technologies and Effective Training Programs.

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