

A STUDY ON EMPLOYEE RETENTION STRATEGIES ADOPTED BY BIGBASKET
Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

SACHIN WINSTOPHER S

REGISTER NO:41410260



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

MAY 2023



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE
www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SACHIN WINSTOPHER S 41410260** who carried out the project entitled "**A STUDY ON EMPLOYEE RETENTION STRATEGIES ADOPTED BY BIGBASKET**" under my supervision from January 2023 to February 2023.

DR. SHETTY DEEPA THANGAM GEETA

M.Com, B.Ed., Ph. D.

Internal guide

AKASH RAJ E

External guide

Submitted for Viva voce

Examination held on 06.05.2023

INSTITUTE OF SCIENCE AND TECHNOLOGY
(Deemed to be University)
Jeppiaar Nagar, Rajiv Gandhi Sala
Chennai-600 119

Internal Examiner

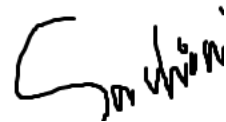
External Examiner

DECLARATION

I **SACHIN WINSTOPHER.S (41410260)** hereby declare that the Project Report entitled **“A STUDY ON EMPLOYEE RETENTION STRATEGIES ADOPTED BY BIGBASKET”** done by me under the guidance of **DR. SHETTY DEEPA THANGAM GEETA.** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 06.05.2023

PLACE: CHENNAI



SACHIN WINSTOPHER.S

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY** 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, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. PALANI, M.Com., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project **DR. SHETTY DEEPA THANGAM GEETA, assistant professor - School of Management Studies** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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.

SACHIN WINSTOPHER S

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	
	LIST OF TABLES	
	LIST OF CHARTS	
1	INTRODUCTION	
	1.1. Introduction	1
	1.2. Industry Profile	3
	1.3. Company Profile	7
	1.4. Statement of the problem	7
	1.5. Objectives of the Study	8
	1.6. Need for the study	9
	1.7. Scope of the study	9
2	REVIEW OF LITERATURE	
	2.1 Review of Literature	10
3	RESEARCH METHODOLOGY	
	3.1. Research Methodology	14
	3.2. Research Design	14
	3.3. Sources Of Data	18

	3.4. Sample Size	19
	3.5. Period Of Study	19
	3.6. Hypothesis	19
	3.7. tools for Analysis	19
	3.8. Limitation of the study	20
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage Analysis	21
	4.2. Chi Square	60
	4.3. One-way Anova	64
	4.4. CORRELATION	66
5	FINDINGS, SUGGESTIONS AND CONCLUSION	
	5.1. Findings of the Study	68
	5.2. Suggestions & Recommendations	72
	5.3. Conclusion	73
	REFERENCES	
	ANNEXURE – QUESTIONNAIRE	

ABSTRACT

Employee retention is the conscious and deliberate effort to retain quality individuals on the company payroll. Stated otherwise, it is the proactive methods utilized by successful organizations to stop the drain of company profits caused by excessive employee turnover. In today's world the power of intrinsic motivators cannot be undervalued. Employees are constantly exploring various avenues to develop their skills so that they can be promo table and employable in the fast-changing times. Organization need to consider individuals learning needs and address them suitably by creating learning opportunities for them. The aim of this project is to have an understanding of the employees retention strategies adopted at BigBasket and to study the issues related to it. The primary objective of this project is to study the Employees retention strategies adopted in the organization. The other objectives are to study the employees' awareness and knowledge about growth strategies adopted by BigBasket to retain the employees, assess the effectiveness of Environmental strategies in retaining the employees, identify the impact of compensation strategies in retaining the employees and understand the role of support strategies in retaining the employees. Convenience sampling method has been used in the research work. Multiple choice questions have been chosen to collect the responses from 120 employees. The data collected has been analyzed through various statistical tools like Karl Pearson's Correlation, Chi- square test and One-way Anova test. Numerous new findings has been derived from this research has helped to provide few suggestions to retain the employees at BigBasket.a

KEY WORDS:

- Employee retention
- Organization
- The primary objective
- Awareness and knowledge
- Convenience sampling method

LIST OF TABLES

TABLES NO.	PARTICULARS	PAGE NO.
4.1.1	Age of the respondents	21
4.1.2	Gender of the respondents	22
4.1.3	Respondents by their Educational Qualification	23
4.1.4	Respondents by their years of experience	24
4.1.5	Vision of organization being communicated	25
4.1.6	Importance given to participation in Decision Making	26
4.1.7	Regularity of Job-related Training	27
4.1.8	Facilitating free flow of communication by organization	28
4.1.9	Presence of opportunities for career growth	29
4.1.10	Presence of opportunities for internal promotions	30
4.1.11	Objective met through mutual goal setting and problem solving	31
4.1.12	Existence of harmony and supporting relationship among team members	32
4.1.13	Involvement in promoting brand image of the organization	33
4.1.14	Demonstration of in tolerance for performance	34
4.1.15	Presence of flat structured and transparent organization	35

4.1.16	Ambient work infrastructure and atmosphere	36
4.1.17	Acceptable geographic locations for work	37
4.1.18	Practice of professionalism at work	38
4.1.19	Fun and enjoyment	39
4.1.20	Promotions on performance basis	40
4.1.21	Recognition for hard work and talent	41
4.1.22	Merit and performance are basis of organizational reward	42
4.1.23	Organizational support for high achievers	43
4.1.24	Encouragement on team reward than individual reward	44
4.1.25	Reward commensurate to performance and contribution	45
4.1.26	Promoting team bondage	46
4.1.27	Celebrating team bondage	47
4.1.28	Respect for individual self dignity	48
4.1.29	Encouraging employees to voice their opinions without fear reprisal	49
4.1.30	Organization provides attractive and competitive pay	50
4.1.31	Introduction of reward system to stimulate involvement	51
4.1.32	Flexible benefits to respond to changing workforce	52
4.1.33	Providing employee stock options	53
4.1.34	Periodical perks and incentives	54
4.1.35	Weighted Average Method On Growth Strategies	55
4.1.36	Weighted Average Method On Environmental Strategies	56

4.1.37	Weighted Average Method On Support Strategies	58
4.1.38	Weighted Average Method On Compensation Strategies	59

LIST OF CHART

TABLES NO.	PARTICULARS	PAGE NO.
4.1.1	Age of the respondents	PAGE NO.
4.1.2	Gender of the respondents	21
4.1.3	Respondents by their Educational Qualification	22
4.1.4	Respondents by their years of experience	23
4.1.5	Vision of organization being communicated	24
4.1.6	Importance given to participation in Decision Making	25
4.1.7	Regularity of Job-related Training	26
4.1.8	Facilitating free flow of communication by organization	27
4.1.9	Presence of opportunities for career growth	28
4.1.10	Presence of opportunities for internal promotions	29
4.1.11	Objective met through mutual goal setting and problem solving	30
4.1.12	Existence of harmony and supporting relationship among team members	31
4.1.13	Involvement in promoting brand image of the organization	32
4.1.14	Demonstration of in tolerance for performance	33
4.1.15	Presence of flat structured and transparent organization	34
4.1.16	Ambient work infrastructure and atmosphere	36
4.1.17	Acceptable geographic locations for work	37

4.1.18	Practice of professionalism at work	38
4.1.19	Fun and enjoyment	39
4.1.20	Promotions on performance basis	40
4.1.21	Recognition for hard work and talent	41
4.1.22	Merit and performance are basis of organizational reward	42
4.1.23	Organizational support for high achievers	43
4.1.24	Encouragement on team reward than individual reward	44
4.1.25	Reward commensurate to performance and contribution	45
4.1.26	Promoting team bondage	46
4.1.27	Celebrating team bondage	47
4.1.28	Respect for individual self dignity	48
4.1.29	Encouraging employees to voice their opinions without fear reprisal	49
4.1.30	Organization provides attractive and competitive pay	50
4.1.31	Introduction of reward system to stimulate involvement	51
4.1.32	Flexible benefits to respond to changing workforce	52
4.1.33	Providing employee stock options	53
4.1.34	Periodical perks and incentives	54
4.1.35	Weighted Average Method On Growth Strategies	55
4.1.36	Weighted Average Method On Environmental Strategies	56
4.1.37	Weighted Average Method On Support Strategies	58

4.1.38	Weighted Average Method On Compensation Strategies	59
--------	--	----

CHAPTER-1

INTRODUCTION

1.1 INTRODUCTION

With the labour market at its tightest in recent memory, the talk of the town seems to be attracting top talent to a company. But what a company does to retain that talent, and the talent it already employs, is arguably more important than attraction. In recent times, employee's retention has become one of the leading challenges for organization. Given today's weak company loyalty, employees are increasingly "jumping ship" for better job opportunities elsewhere. The issue isn't simply losing a key member of your team; there is also the hassle-and cost-of replacement. It is obvious that employee's retention is one of the most pressing issues that Human Resource Professionals face today.

Organizations have come to realize the critical strategic implications of losing their best people. Employee's turnover is assuming crisis proportions for many employers who struggle to retain people in the tightest labour markets in recent memory. While manager turnover can promote efficient hotel operations, encourage organizational activities, inspire new management methods or introduce new technologies, high turnover rates are associated with increased recruiting and training costs for the company. In a dynamic and competitive hospitality environment, employee turnover rate ranges between 60% and 300% (Lee and Way, 2010, Moncarz et al., 2009). This may occur due to seasonal fluctuations, a low-skilled labor market, and part-time staff in hospitality settings. High turnover rates not only affect staff morale but also lead to the loss of productive workers while reducing efficiency. Therefore, employee turnover is an important issue in human resource management (HRM) (Alonso and O'Neill, 2009, Dickerson, 2009, Cho et al., 2006).

Many studies (e.g., Cho et al., 2009, Pizam and Thornburg, 2000) have focused on turnover rates and costs in the hotel industry. Robbins (1995) has pointed out that the overall costs associated with employee turnover range from 1.2 to 2 times higher than the annual salary of the former employee, with an average cost of 1.5 times higher. Thus, the loss caused by the turnover of an employee can be significant. High turnover rate is already considered an important issue in the hotel industry (Kim et al., 2010,

Carbery et al., 2003). This phenomenon may be an inherent aspect of hospitality culture (Kim et al., 2010). This issue warrants increased attention by the hotel industry in order to ensure high quality personnel. If the hotel industry wants to be highly competitive, it must rely on the effective management of employees and reduce turnover rates. Such actions can help a hotel maintain a high level of service, allowing it to remain competitive (Argote, 1999, Argote et al., 1990).

1.1.1 RETENTION

"Employee retention is the conscious and deliberate effort to retain quality individuals on the company payroll. Stated otherwise, it is the proactive methods utilized by successful organizations to stop the drain of company profits caused by excessive employee turnover".

1.1.2 HERMAN*

"Employee retention is not some externally generated set of activities or metrics that have a life of their own and that are applicable to every circumstance. Effective employee's retention is something that is very specific to each individual organization.

1.1.3 ATTRITION

The word attrition means "wearing or moving away". There is a much greater acceptance that attrition is a fact of the industry. Most companies had experimented with various strategies

- Average attrition in 1999- about 12%
- Maximum attrition between 1 to 4 years experience.

Attrition in most of the larger companies below the average due to a concerted effort and several initiatives.

- Three years horizon becoming a norm- average stays 2 to 2.5 years.

- Employee expectation of some change every six months to keep interest in the organization.

1.1.4 TURNOVER

Turnover is an indication that something is wrong with the company “ at a minimum, the company and the employee have been mismatched and often the only thing the business has to show for it is another costly statistics”. SHIFFIN (Workspan/02/01)

1.2 INDUSTRY PROFILE

1.2.1 INTRODUCTION

Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10% of the country's gross domestic product (GDP) and around 8% of the employment. India is the world's fifth-largest global destination in the retail space. India ranked 73 in the United Nations Conference on Trade and Development's Business-to-Consumer (B2C) E-commerce Index 2019. India is the world's fifth-largest global destination in the retail space and ranked 63 in World Bank's Doing Business 2020.

The sizeable middle class and nearly unexplored retail market in India are the main enticing factors for international retail behemoths seeking to move into newer markets, which will help the Indian retail business grow more quickly. The urban Indian consumer's purchasing power is increasing, and branded goods in categories like apparel, cosmetics, footwear, watches, beverages, food, and even jewellery are gradually evolving into business and leisure that are well-liked by the urban Indian consumer. The retail sector in India is expected to reach a whopping US\$ 2 trillion in

value by 2032, according to a recent analysis by the Boston Consulting Group (BCG).



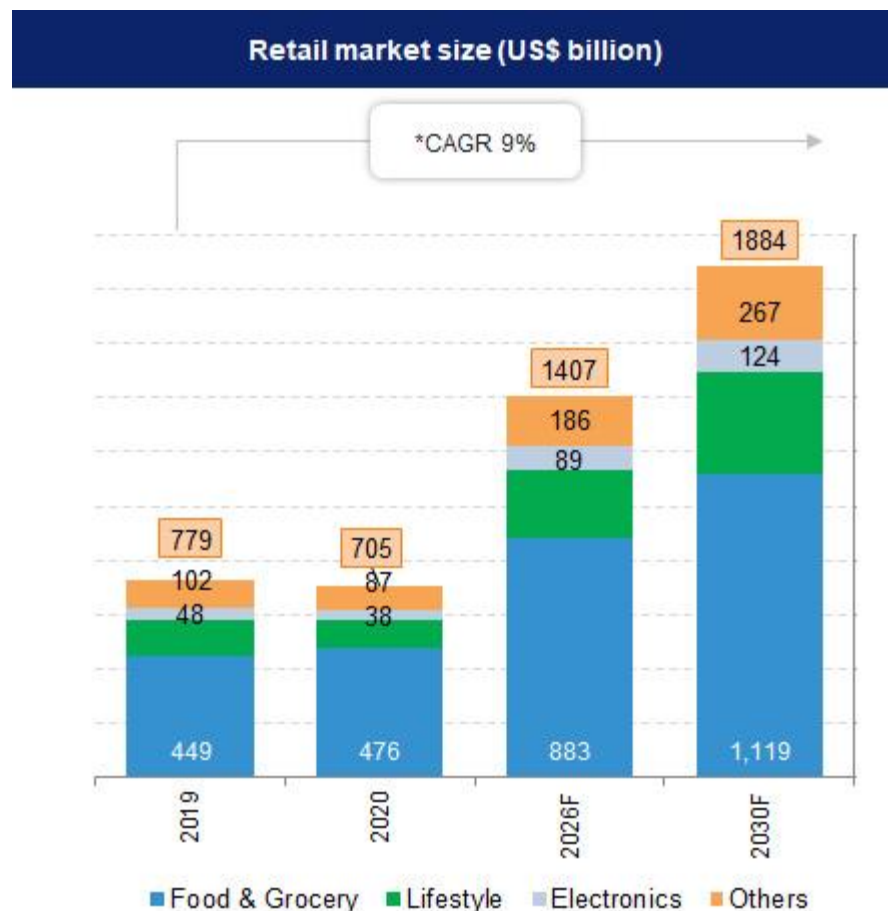
India is the world's fifth-largest global destination in the retail space. In FDI Confidence Index, India ranked 16 (after US, Canada, Germany, United Kingdom, China, Japan, France, Australia, Switzerland, and Italy).

1.2.2 MARKET SIZE

As per Kearney Research, India's retail industry is projected to grow at 9% over 2019-2030, from US\$ 779 billion in 2019 to US\$ 1,407 billion by 2026 and more than US\$ 1.8 trillion by 2030. Revenue of India's offline retailers, also known as brick and mortar (B&M) retailers, is expected to increase by Rs. 10,000-12,000 crore (US\$ 1.39-2.77 billion) in FY20. India's direct selling industry is expected to be valued at US\$ 2.14 billion by the end of 2021. E-Retail has been a boon during the pandemic and according to a report by Bain & Company in association with Flipkart 'How India Shops Online 2021' the e-retail market is expected to grow to US\$ 120-140 billion by FY26, increasing at approximately 25-30% p.a. over the next 5 years. Despite unprecedented challenges,

the India consumption story is still robust. Driven by affluence, accessibility, awareness and attitude, household consumption stood at Rs. 130–140 trillion (US\$ 1.63-1.75 trillion) in 2021.

India has the third-highest number of e-retail shoppers (only behind China, the US). The new-age logistics players are expected to deliver 2.5 billion Direct-to-Consumer (D2C) shipments by 2030. Online used car transaction penetration is expected to grow by 9x in the next 10 years.



1.2.3 INVESTMENTS/ DEVELOPMENTS

The Retail sector in India has seen a lot of investments and developments in the recent past.

- India's retail trading sector attracted US\$ 4.11 billion FDIs between April 2000-June 2022.
- According to data released by the Ministry of Statistics & Programme Implementation (MOSPI), India's Consumer Price Index (CPI) based retail inflation stood at 6.77% YoY in October 2022.
- In November 2022, Aditya Birla Fashion and Retail Ltd. entered into a strategic partnership with the Galeries Lafayette to open luxury department stores and a dedicated e-commerce platform in India.
- In August 2022, Louis Philippe, India's leading premium menswear brand from Aditya Birla Fashion and Retail Ltd., announced the launch of its outlet in Vadodara, Gujarat.
- In August 2022, Wipro Consumer announced the launch of traditional snacks and spices as it forays into packaged foods.
- In July 2022, Reliance Brands Limited (rbl) partnered with Maison Valentino to bring to India the most established Italian Maison de Couture.
- In June 2022, Reliance Brands Limited inks a JV with plastic legno spa to strengthen toy manufacturing ecosystem in India
- In June 2022, Aditya Birla Group formally launches TMRW – a Digital First 'House of Brands' venture in the Fashion & Lifestyle space
- In May 2022, Reliance brands limited (rbl) partnered with Tod's S.p.A, the iconic Italian luxury brand to become the official retailer of the brand across all categories including footwear, handbags and accessories in the Indian market.
- In April 2022, Wipro Consumer Care inaugurated its factory in Telangana. It has invested in a state-of-the-art soap finishing line that runs on highest speed of 700 Nos of soap /minute.

1.3. COMPANY PROFILE

Big Basket is one of the largest online grocery super market in India. It was founded in 2011 by Hari Menon, VS Sudhakar, V S Ramesh, Vipul Parekh and Abhinay choudari. It has its headquarters in Bengaluru. It operates in more than 30 cities in India. Big basket offers variety of products ranging from fresh fruits, vegetable, Food grains, oil, masala, packaged snacks, beverages, household supplies, healthcare products. It has more than 20000 products and 1000 brands in its catalogue. Customers order groceries through online website which will be delivered to their doorstep. Big basket has a valuation of 1.8 billion dollars. It has reached unicorn status. The investors include Alibaba Group. Abraaj Group, Ascent Capital, Bessemer Venture Partners, Brand Capital, Helton Venture Per., ICICI Venture, IFC Venture Capital Group, Lion Rock Capital, Pay. Mall, Sands Capital Management, Sands Capital Ventures, Trifecta Capital and zodiac Capital. It has over 10 million customers. Its customers are working people, students, old people who have no time or energy to go to grocery stores, stand in line and buy the necessary products. Big basket helps these people to browse through a huge variety of quality grocery items. Customers can order the required products which will be delivered within 90 minutes for express delivery or next morning for slotted delivery.

1.4.STATEMENT OF THE PROBLEM

Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise. The organization needs to take care of the interests of the other employees as well and can't afford to make them angry. In the recent past, many key employees of the company have quit the job. Company is unable to retain few employees even after taking many employee care activities. Turnover is the rate at which an employer gains and losses employees. The simple way to describe it is "how long employees tend to stay" or "flow rate through the revolving door." There are two types of turnover, which is voluntary and involuntary.

High employee turnover rate: One of the most common problems in employee retention is a high employee turnover rate. This means that employees are leaving the organization at a much higher rate than expected, which can lead to decreased productivity, increased recruitment costs, and a loss of institutional knowledge.

Poor employee engagement: Another common problem in employee retention is poor employee engagement. Employees who are disengaged are more likely to leave the organization, as they feel less invested in the company and its goals.

Inadequate compensation and benefits: Inadequate compensation and benefits are another major factor that contributes to employee turnover. If employees feel that they are not being compensated fairly for their work, they are more likely to leave for a higher-paying job elsewhere.

Lack of career development opportunities: Employees who feel that there are no opportunities for career development within the organization are more likely to leave in search of a better career path. This is particularly true for younger employees who are early in their careers and looking for opportunities to grow and develop.

1.5.OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To have an understanding of the employee retention strategies adopted at BigBasket and to study the issues related to it.

SECONDARY OBJECTIVES

- To study the employees' awareness and knowledge about growth strategies adopted by BigBasket to retain the employees.
- To assess the effectiveness of Environmental strategies in retaining the employees.
- To identify the impact of compensation strategies in retaining the employees.
- To understand the role of support strategies in retaining the employees.

- To provide suitable suggestions to retain the employees at BigBasket.

1.6. NEED FOR THE STUDY

Employee retention is the conscious and deliberate effort to retain quality individuals on the company payroll. Stated otherwise, it is the proactive methods utilized by successful organizations to stop the drain of company profits caused by excessive employee turnover. In the globally competitive and challenging business scenario the success of an organization will be a great extent, influenced by the human resources. The need for the study is as follows:

1. To understand the effectiveness of employment strategies in BigBasket.
2. To find out the effective ways to improve the present employee retention strategies.

To find out the issues related to employee retention strategies adopted in BigBasket

1.7. SCOPE OF THE STUDY

- The scope for the study is explained as follows:
- This study helps the organization to find the effectiveness of retention strategies adopted in Bigbasket
- This study helps to make decision regarding the improvement in the retention strategies.
- This study focus on understanding the employee awareness and knowledge about the employee strategies

CHAPTER-2

2.1.REVIEW OF LITERATURE

Pfeffer, (1994). Competitive advantage through people: Unleashing the power of the work force. Harvard Business Press. This book argues that people are the key source of competitive advantage for organizations and that employee retention is a critical component of that advantage. Pfeffer outlines various strategies for retaining employees, including investment in employee training and development, provision of competitive compensation and benefits, and creation of a supportive work environment

Becker, Huselid, (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. *Research in Personnel and Human Resources Management*, 16, 53-101. This paper highlights the importance of high-performance work systems (HPWS) in enhancing employee retention. HPWS are characterized by employee involvement, skill development, and performance-based rewards, and they have been shown to improve employee motivation, job satisfaction, and commitment.

Selden, Jacobson(2001). Human resource management practices: Assessing added value. *Public Administration Review*, 61(1), 31-48. This paper examines the impact of various human resource management practices, including those related to employee retention, on organizational performance. The authors argue that effective HR practices can lead to improved employee commitment and retention, which in turn can lead to improved organizational performance.

Cohen,(2003). Multiple commitments in the workplace: An integrative approach. This book proposes an integrative approach to understanding employee retention, which recognizes that employees may have multiple commitments that influence their decisions to stay or leave an organization. Cohen argues that organizations need to create a work environment that supports employees' multiple commitments, including

their commitment to the organization, their family and personal life, and their broader social values.

Ramlall (2004) identified several factors that contribute to employee retention. These factors include job satisfaction, organizational commitment, job security, compensation and benefits, work-life balance, and career growth opportunities. the literature suggests that effective employee retention strategies involve a combination of job embeddedness, job satisfaction, alternative job opportunities, and various incentives.

John (2005) Going to an interview is a daunting task for most applicants. Even the most qualified can sweat at the possibility. Going on an interview is often compared to "going to the dentist," so it's not surprising that many firms experience high "no show" rates. Part of this problem can be attributed to the low unemployment rates. Low unemployment means applicants can easily find other jobs if they "blow" this opportunity. But there are other company-controlled reasons why some firms have almost zero "no sow" rates while others exceed 15%. I will show how to reduce the no-show rate later in this article

Eberly (2006) found that there are three main categories of employee retention strategies: job embeddedness, job satisfaction, and alternative job opportunities. Job embeddedness refers to the connections an employee has with their job, coworkers, and community, while job satisfaction refers to how satisfied an employee is with their job. Alternative job opportunities refer to the availability of other job opportunities outside of the organization.

Abeysekera (2007) in a study evaluated the HR practices like realistic information about job, job analysis, work life balance and career opportunities, supervisor support and compensation and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover.

Holtom (2008) discussed in this study that the factors that makes the employee for staying and leaving were different . Hence human resources are the life energy for the organization for its survival growth and development. It is the challenge of a HR

manager to retain employees in an organization for a long run in a dynamic environment. This is a secondary research, which reviews various research articles in journals and books and attempts to explore the reviews on employee retention in various sectors, industries etc.,

Hay (2009) stated that employee engagement includes components such as commitment and discretionary effort. Commitment refers to employees' attachment with an organization and the intent to continue with. Discretionary effort refers to the employees' readiness to leave. . It is discussed that these two components must be considered seriously.

Taylor (2010) while explaining turnover stated that pull and push factors are to be considered. Positive attraction towards alternative job opportunity is pull factors, in which employees are searching for alternative job opportunities even if they are happy and satisfied. In this circumstance, it is highly essential that employer/management must understand the real value of their employees and identify the reasons for searching or what they are expecting in the current job and this would help to retain the talents. The next important factor is push factors, in which some dissatisfied circumstances are prevailing in the current organization which makes the employee to leave for refining work life.

Gaan (2011) employee turnover has been a major issue pertaining to IT personnel. It has been noted frequently that IT personnel have a stronger than average tendency to leave their current employer to work for another. Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Retention is defined as a voluntary move by an organization to create an environment which engages employees for long term (Chaminade, 2007). The main purpose of retention strategies is to prevent the loss of competent employees from the organization

Hom, Griffeth (2012). Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion. *Psychological Bulletin*, 138(5), 831-858. This paper

proposes an expanded model of employee turnover that includes not only actual turnover but also various proximal withdrawal states, such as job search and intention to quit. The authors argue that by focusing on these proximal withdrawal states, organizations can take proactive steps to address employee retention issues before they escalate into actual turnover.

Aziz (2015) found that effective employee retention strategies involve a combination of both monetary and non-monetary incentives. These incentives may include salary increases, bonuses, flexible work arrangements, career development opportunities, and recognition programs. Employee retention is a critical issue for organizations as it impacts their overall performance and productivity. As a result, many organizations have focused on developing effective retention strategies to retain their employees.

CHAPTER - 3

3.1. RESEARCH METHODOLOGY

3.1.1 RESEARCH PROBLEM

It is the interest of the researcher to have a thorough understanding about the retention strategies adopted in this industry, and the employer, employee interest on the same.

3.1.2 PILOT STUDY

To have basic idea about the employee retention programme adopted and the issues related to it a pilot study was conducted to find out the feasibility of conducting the study at BigBasket, Chennai. The researcher had a discussion with the HR Manager. This furnished the logical basis upon which the questionnaire was subsequently framed

3.2. RESEARCH DESIGN

As the study attempts to describe the employee retention and analyze the employee awareness, the **Descriptive Design** seemed to be most appropriate and was therefore adopted.

3.2.1 POPULATION

Since the researcher wanted to confirm employee retention strategies adopted at BigBasket, in the basis of the opinion of the executives at BigBasket, all the executives at BigBasket is 200. The department wise break up of the executives at BigBasket is given below for reference,

3.2.2 SAMPLING

Even though the department wise strength of the executives was made available to the researcher, it was not possible to adopt “Stratified Random Sampling” (department wise) for the selection of sampling units due to organizational constraints. Same way it was also not possible to have a proportionate selection of units on the basis of department wise strength. On the other hand it was suggested by the organization to ascertain with the executives in each department about their willingness to fill in the questionnaire and those who are willing to do so, were asked to be included in the data collection.

Accordingly adopting “Convenience Sampling” procedure, a total of 120 respondents were covered by the study.

The confirmation at later stage regarding the executives covered by the study and their department of work is understood to be as follows

3.2.3 TOOLS OF DATA COLLECTION

Questionnaire is the tool adopted by the researcher for collecting the data. It refers to securing answers for a set of pre constructed form of questions to be filled in/ answered by the respondent. This method is followed because it is

- Cost effective.
- Free from bias of the interviewer.
- Rating will be done based on the respondents own thinking.
- Enough time is available for filling the questionnaire.
- All the respondents of the study are well educated and busy.

3.2.4 CONTENTS OF THE QUESTIONNAIRE

Contents of the questionnaire are divided into

- Personal data of the respondents pertaining to employee retention.
- Environmental strategies pertaining to employee retention.
- Support strategies pertaining to employee retention.
- Growth strategies pertaining to employee retention.
- Compensation strategies pertaining to employee retention.

3.2.5 PRE TESTING

In order to ascertain the validity of the tool of the data collection. Viz questionnaire, a pre testing was done by the researcher with a selected number of five respondents from the employees of the organization. This was essential to find out the parts of the questionnaire, which was lacking perfection, and also it helped the researcher to identify the lacking area and also modify some parts of the questionnaire. The exercise done in this regard was very useful for the researcher to give the final touch towards the questionnaire before putting into actual study.

3.2.6 ANALYSIS AND INTERPRETATION

The data collected was analyzed and interpreted using statistical package for social sciences (SPSS). Tables were created for the various items mentioned in the questionnaire.

3.2.7 ANALYSIS USING KARL PEARSON'S CORRELATION:

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables. The Pearson product-moment correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. It is denoted by the symbol r .

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

3.2.8 CHI- SQUARE TEST I – (χ^2)

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1980. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation.

It is calculated using:

$$\chi^2 = \sum [(O_i - E_i)^2 / E_i] \text{ with } (n - 1) \text{ degrees of freedom.}$$

Where, O_i refers to the observed frequency & E_i to the expected frequencies. χ^2 was used as a test of independence and goodness of fit.

3.2.9 ONE WAY ANOVA

The ANOVA tests the null hypothesis that samples in two or more groups are drawn from populations with the same mean values. To do this, two estimates are made of the population variance. The ANOVA produces an F-statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from populations with the same mean values, the variance between the group means should be lower than the variance of the samples, following the central limit theorem. A higher ratio therefore implies that the samples were drawn from populations with different mean values.

3.2.10 PERCENTAGES

Percentages refer to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentages are used to describe relationships, it is expressed as.

$$\text{Percentage} = (\text{no of employees} / \text{total no of employees}) \times 100$$

3.2.11 CHARTS:

Charts are graphic displays of data for easy understanding of relative positions that is not always possible with descriptive words or numbers. Types of charts commonly used in business data presentation are: Bar and pie.

3.2.12 DATA COLLECTION

Data collection was carried out at BigBasket. All the 120 respondents were distributed questionnaire at the work place itself. The researcher explained the study. On the whole all the respondents were solicited for their help.

3.2.13 ANALYSED DATA AND TABULATION

The data collected was processed and tabulated. The tabulated data was interpreted to arrive at workable conclusions. Analysis and interpretation was made to the tabulated data.

3.3. SOURCE OF DATA

Primary data

Primary data are information collected or generated for a specific purpose immediately at hand. The methods of collection are

- Questionnaire
- Observation

Secondary data

Secondary data consists of information that already exist somewhere and was collected for another purpose, which may not be the same as the purpose of research secondary data used here was

- Articles published
- Related websites

3.4. SAMPLE SIZE:

The sample size of the study is 120.

3.5. PERIOD OF STUDY:

The period of study was 3 months.

3.6. HYPOTHESIS FRAMEWORK

- **Null hypothesis (H₀):** There is no relationship between the Experience and Promotions on performance basis.
- **Alternate hypothesis (H₁) :** There is relationship between the Experience and Promotions on performance basis.

3.7. TOOLS FOR ANALYSIS

- Karl Pearson's correlation
- Chi-square test
- One way ANOVA
- Percentages
- Charts
- Bar charts

3.8. LIMITATIONS OF THE STUDY

- ❖ Since the data was collected using questionnaire, there is a possibility of ambiguous replies and omission of replies altogether to certain items mentioned in the questionnaire.
- ❖ Personal bias and prejudice of the respondents could affect the results of the study.
- ❖ Standardized measurements the validity and reliability of the research instrument has not been verified.

CHAPTER- 4

ANALYSIS AND INTERPRETATION

4.1. ANALYSIS OF THE PERSONAL DATA

The analysis of the following tables (tables:1-4) shows the personal data of the respondents like their age, experience, education etc.

TABLE NO. 4.1.1
AGE OF THE RESPONDENTS

Age in years	Number of respondents	Percent
20-25 years	18	15%
26-35 years	74	62%
36-50 years	28	23%
Total	120	100%

Age refers to the historical period of existence of the respondents. This has been recorded in terms of completed years. The age group of respondents has been classified as 20-25 years, 26-35 years, and 36-50 years. It is clear from the Table No.1 that most of the respondents (90%) are above the age of 26 years among which a majority of the respondents (62%) belong to the age group of 26-25 years and the remaining one third of the respondents (23%) belongs to the age group of 36-50 years of age. More over one tenth of the respondents (15%) belong to the age group of 20-25

CHART: 4.1.1

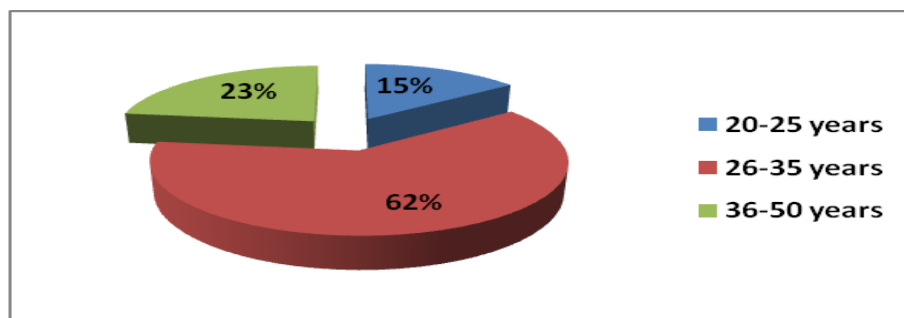


TABLE NO. 4.1.2
GENDER OF THE RESPONDENTS

Gender	Number of respondents	Percent
Male	98	82
Female	22	18
Total	120	100

A classification of male and female based on the biological factors that are genetically determined and cannot be changed. The respondents are grouped as male and female. The Table No.2 demonstrates that more than three fourth of the respondents (82%) are men and the remaining less than one fourth of the respondents (18%) are women.

CHART: 4.1.2

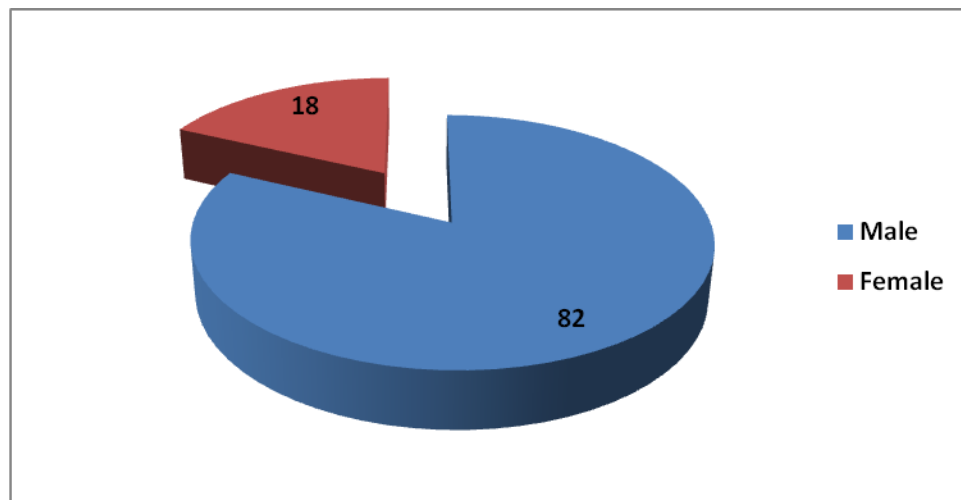


TABLE: 4.1.3
RESPONDENTS BY THEIR EDUCATIONAL BACKGROUND

Educational Qualifications	Number of respondents	Percent
M.B.A.	56	47
M.S.W.	10	8
B.E./B.Tech	52	43
Others	2	1
Total	120	100

Educational background makes an individual capable to perform task at certain levels. It basically refers the “scholastic” level of the individual. The Table No.3 demonstrates the distribution of respondents based on the educational background. Based on educational background the respondents are categorized as M.B.A, M.S.W, B.E/B.Tech and others. It is found that most of the respondents (80%) are professionally qualified in which a vast majority of the respondents (47%) have completed Master Business Administration and the remaining little more than one fifth of the respondents (8%) have completed their Master Social Work, and the other remaining one third of the respondents (43%) have completed their B.E/B.Tech, the others respondents (1%) are not professionally qualified.

CHART:4.1.3

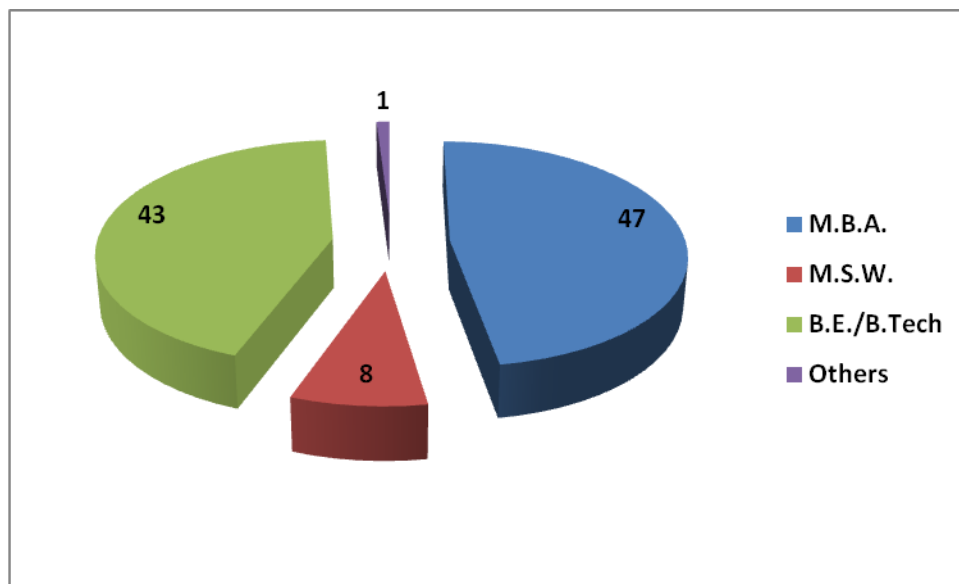


TABLE: 4.1.4
RESPONDENTS BY THEIR YEARS OF EXPERIENCE

Experience in years	Number of respondents	Percent
2-5 years	88	73
5-10 years	32	27
Total	120	100

Experience refers to the ability to acquire knowledge and skills by doing things rather than by studying. The Table No.4 demonstrates the distribution of respondents based on the total years of experience. The respondents are categorized as with 2-5 years of work experience, 5-10 years of work experience, and 10-15 years of work experience. The table depicts that most of the respondents (73 percent) have had a work experience of 2-5 years, and the remaining (27 percent)of the respondents have 5-10 years of work experience.

CHART:4.1.4

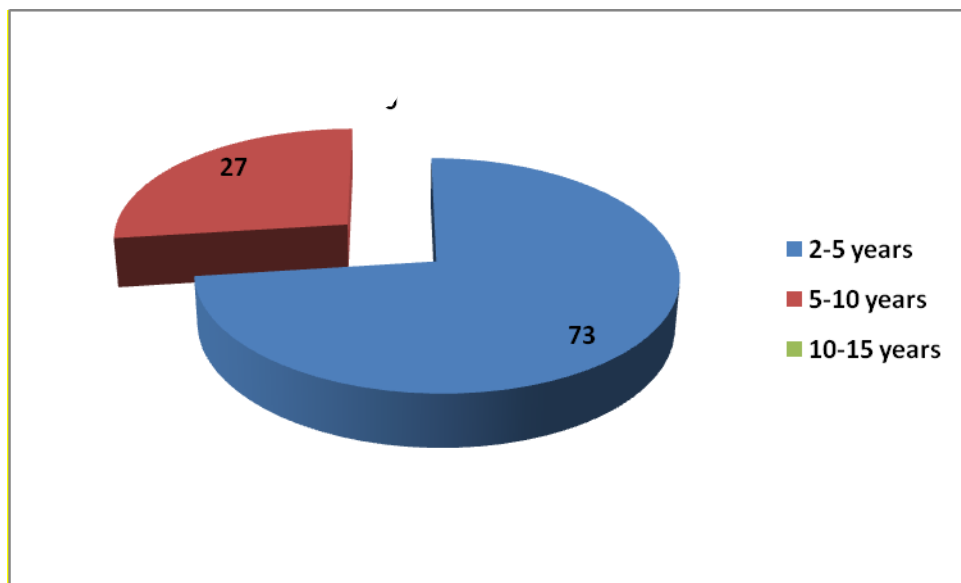


TABLE: 4.1.5
VISION OF ORGANIZATION BEING COMMUNICATED

Level of agreement	Number of respondents	Percent
Strongly agree	2	2
Agree	108	90
Disagree	10	8
Total	120	100

Proper communication of vision to the employee is considered important. The Table No.5 demonstrates that most of the respondents (90%) agree that vision of the organization is clearly communicated and the remaining (10%) of the respondents disagree that vision of the organization is not communicated clearly.

CHART:4.1.5

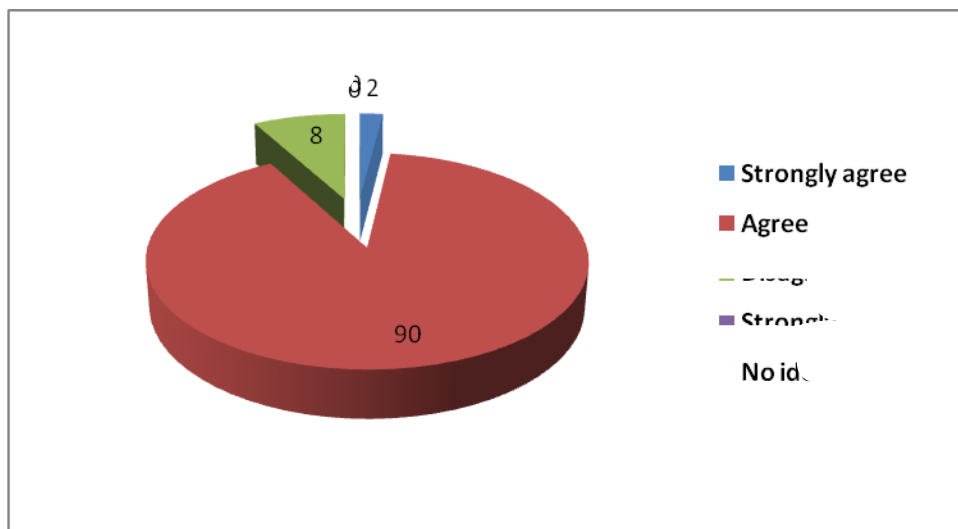


TABLE: 4.1.6
IMPORTANCE GIVEN TO PARTICIPATION IN DECISION MAKING

Level of agreement	Number of respondents	Percent
Strongly agree	4	3
Agree	18	15
Disagree	66	55
Strongly disagree	28	23
No idea	4	3
Total	120	100

Decision making plays a vital role in the organization. The Table No2.6 demonstrates that most of the respondents (55%) disagree that they are not part of the decision making, and the remaining one fourth of the respondents (23%) have strongly disagreed that they are not given a chance in decision making, and the remaining a one third of the respondents (15%) have agreed that they were part of decision making, and the remaining (3%) of the respondents strongly agreed that they were part of decision making.

CHART.4.1.6

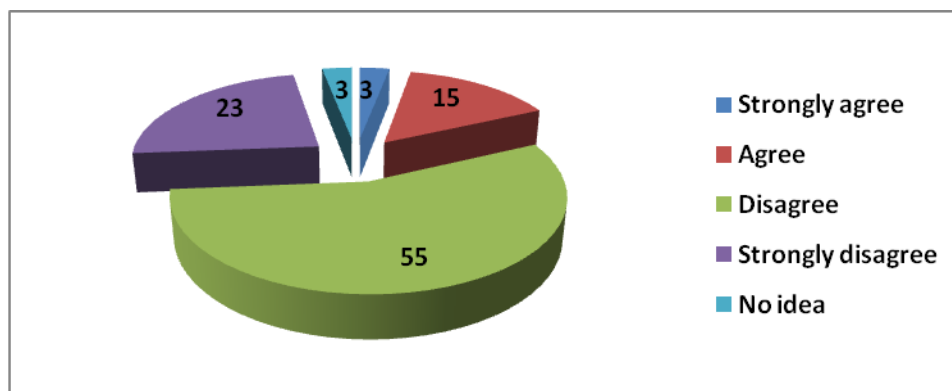


TABLE: 4.1.7
REGULARITY OF JOB RELATED TRAINING

Level of agreement	Number of respondents	Percent
Strongly agree	12	10
Agree	80	67
Disagree	24	20
Strongly disagree	2	2
No idea	2	2
Total	120	100

Training plays a vital role in developing one personality, and it motivates to work effectively and efficiently. The Table No2.7 illustrates that most of the respondents (77%) agree that job related training is given regularly, and one third of the respondents (22%) disagree that job related training is not given properly.

CHART.4.1.7

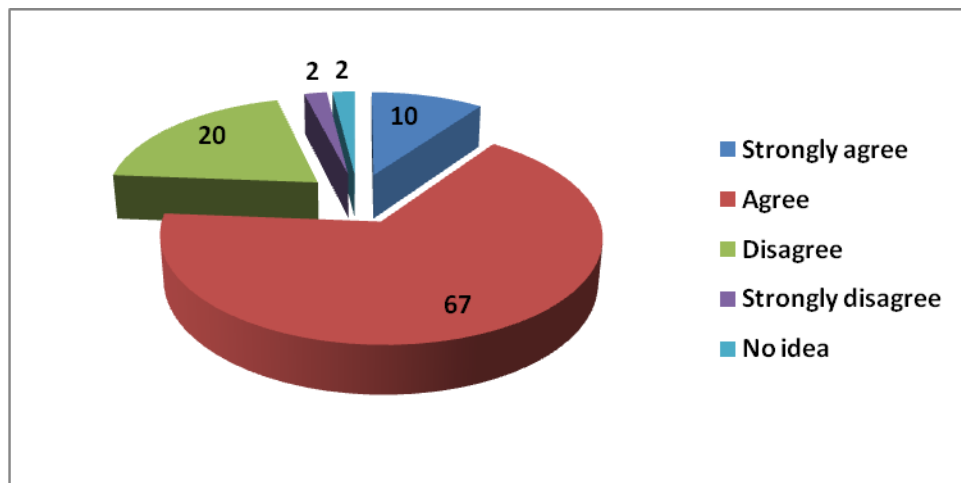


TABLE: 4.1.8
FACILITATING FREE FLOW OF COMMUNICATION BY ORGANIZATION

Level of agreement	Number of respondents	Percent
Strongly agree	4	3
Agree	54	45
Disagree	46	38
Strongly disagree	16	13
Total	120	100

Communication is important in an organization to develop inter personal relationship among the employees. The Table No2.8 illustrates most of the respondents (48%) agree that there is free flow of communication by the organization, and the remaining (51%) disagree that there is no free flow of communication.

CHART.4.1.8

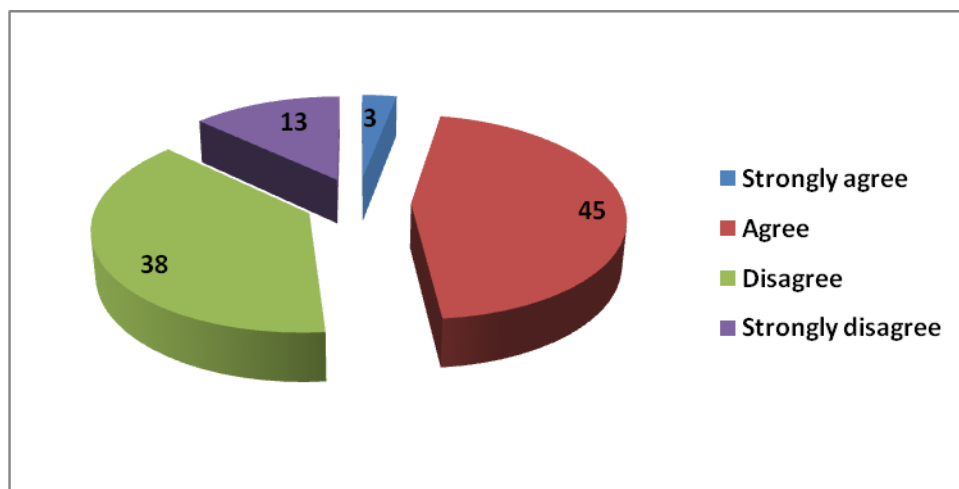


TABLE: 4.1.9
PRESENCE OF OPPORTUNITIES FOR CAREER GROWTH

Level of agreement	Number of respondents	Percent
Strongly agree	4	3
Agree	84	70
Disagree	32	27
Total	120	100

Career growth helps the employees to develop the skills, knowledge about the work. The Table No.2.9 illustrates that most of the respondents (73%) agree that organization provides opportunities they for career growth and the remaining one third of the respondents (30%) disagree that there is less opportunities for career growth.

CHART.4.1.9

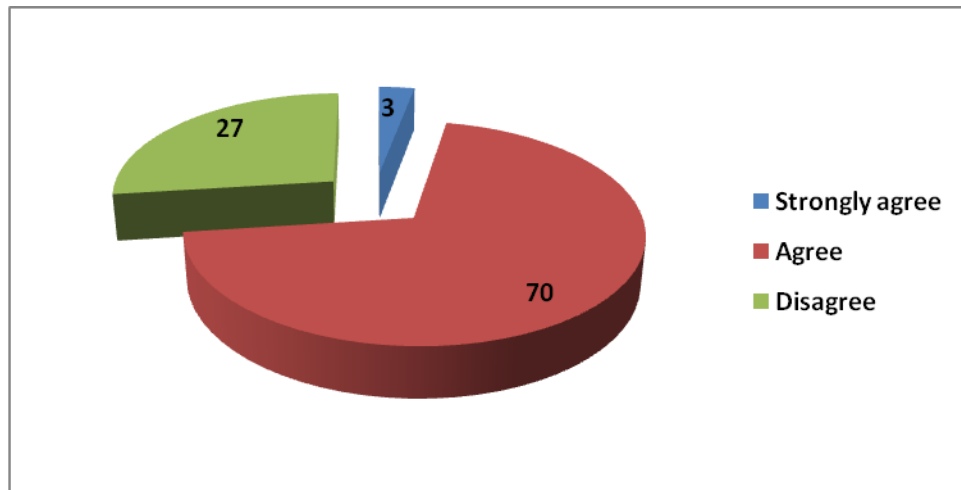


TABLE: 4.1.10
PRESENCE OF OPPORTUNITIES FOR INTERNAL PROMOTIONS

Level of agreement	Number of respondents	Percent
Strongly agree	18	15
Agree	74	62
Disagree	22	18
No idea	6	5
Total	120	100

Promotions are given based on the performance of the employees. The Table No.2.10 illustrates that most of the respondents (77%) agree that there is opportunities for internal promotions, and the remaining (23%) disagree that there is no opportunities for internal promotions.

CHART.4.1.10

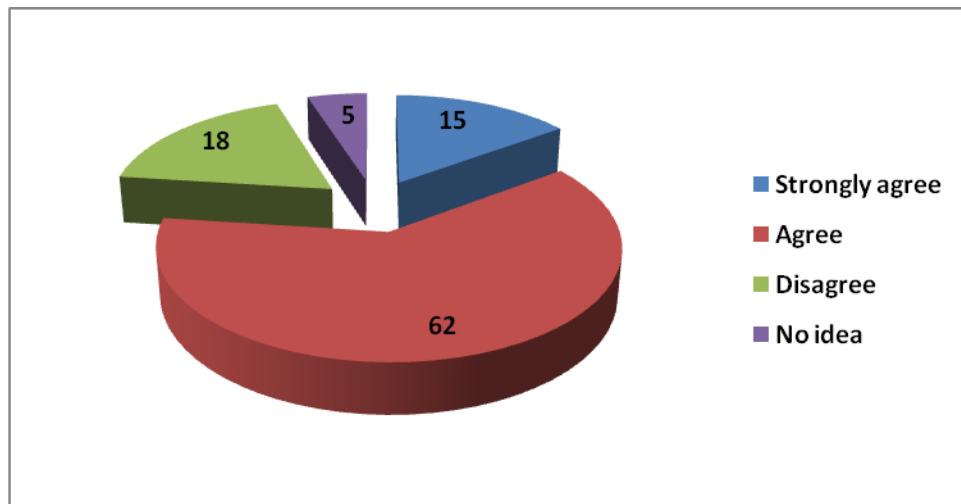


TABLE: 4.1.11

OBJECTIVE MET THROUGH MUTUAL GOAL SETTING AND PROBLEM SOLVING

Level of agreement	Number of respondents	Percent
Strongly agree	8	7
Agree	46	38
Disagree	56	47
Strongly disagree	10	8
Total	120	100

Organizational objectives are met through mutual goal setting in the organization. The Table No.2.11 demonstrates that most of the respondents (55%) disagree that there is no mutual goal setting, and the remaining (45%) agree that objectives are met through mutual goal setting and problem solving.

CHART.4.1.11

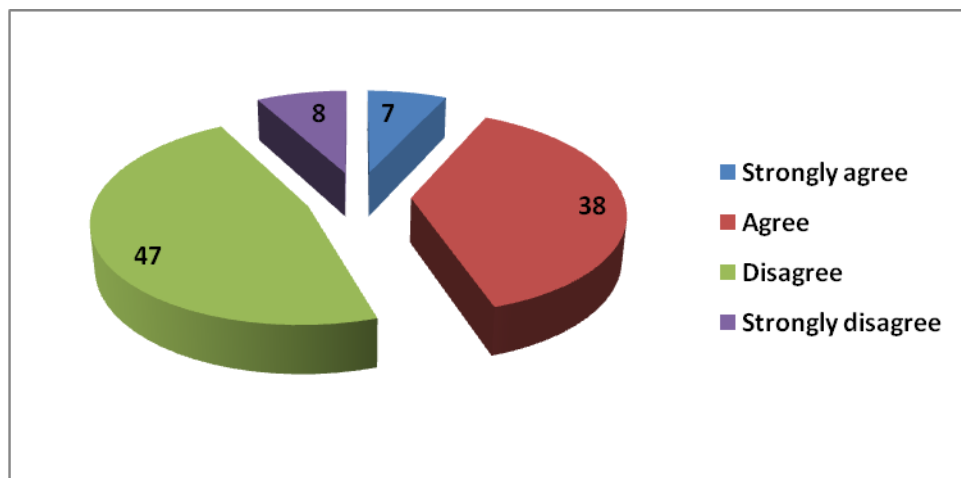


TABLE: 4.1.12
EXISTENCE OF HARMONY AND SUPPORTING RELATIONSHIP AMONG TEAM MEMBERS

Level of agreement	Number of respondents	Percent
Agree	68	57
Disagree	52	43
Total	120	100

A sense of awe feeling plays a vital role in a team. The Table No.2.12 illustrates that most of the respondents (57%) agree that there is existence of harmony and supporting relationship among team members in the organization, and the remaining one fourth of the respondents (43%) disagree that there is no harmony and supporting relationship among team members.

CHART.4.1.12

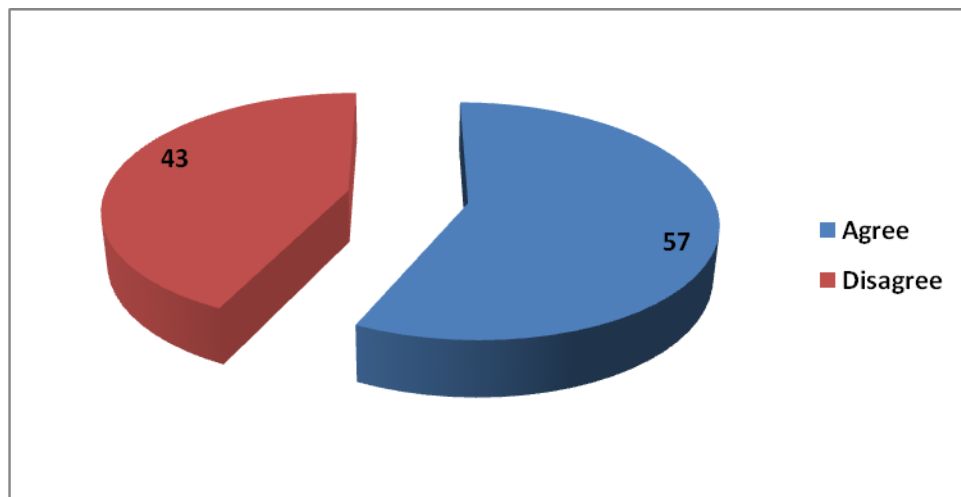


TABLE: 4.1.13
INVOLVEMENT IN PROMOTING BRAND IMAGE OF THE ORGANISATION

Level of agreement	Number of respondents	Percent
Strongly agree	10	8
Agree	78	65
Disagree	6	5
Strongly disagree	26	22
Total	120	100

Brand is the one which promote the image of the organization. The Table No.2.13 demonstrates most of the respondents (73%) of respondents agree that they promote brand image of the organization and the remaining (27%) disagree that they don't involve themselves in promoting the image of the organization.

CHART.4.1.13

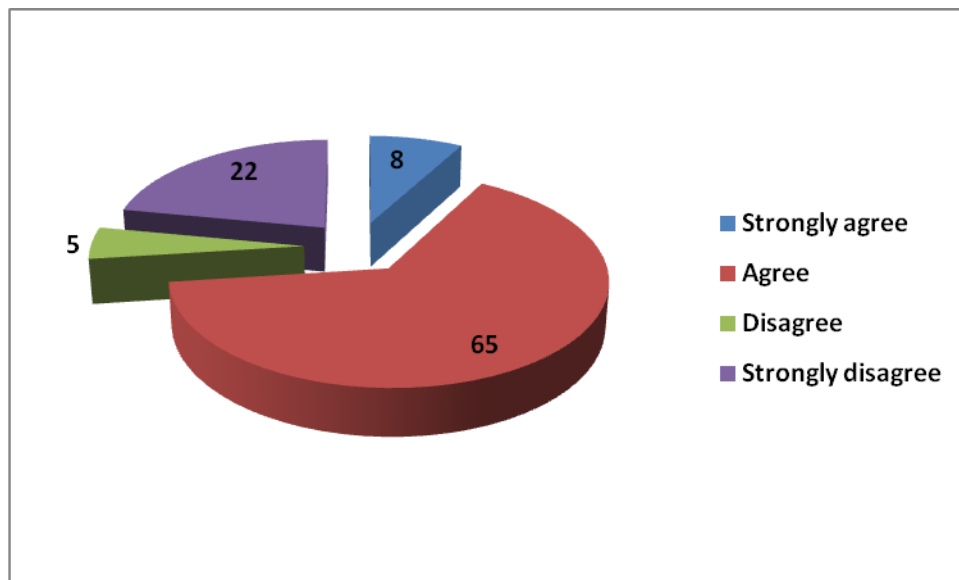


TABLE: 4.1.14
DEMONSTRATION OF IN TOLERANCE FOR POOR PERFORMANCE

Level of agreement	Number of respondents	Percent
Strongly agree	8	7
Agree	66	55
Disagree	22	18
Strongly disagree	24	20
Total	120	100

Poor performance reflects on the development of the employees. It is hindrance for his career development this above Table No.2.14 demonstrates that two third of the respondents (62%) agree that poor performance cannot be tolerated and the remaining (38%) of the respondents disagree that poor performance is not be tolerated.

CHART.4.1.14

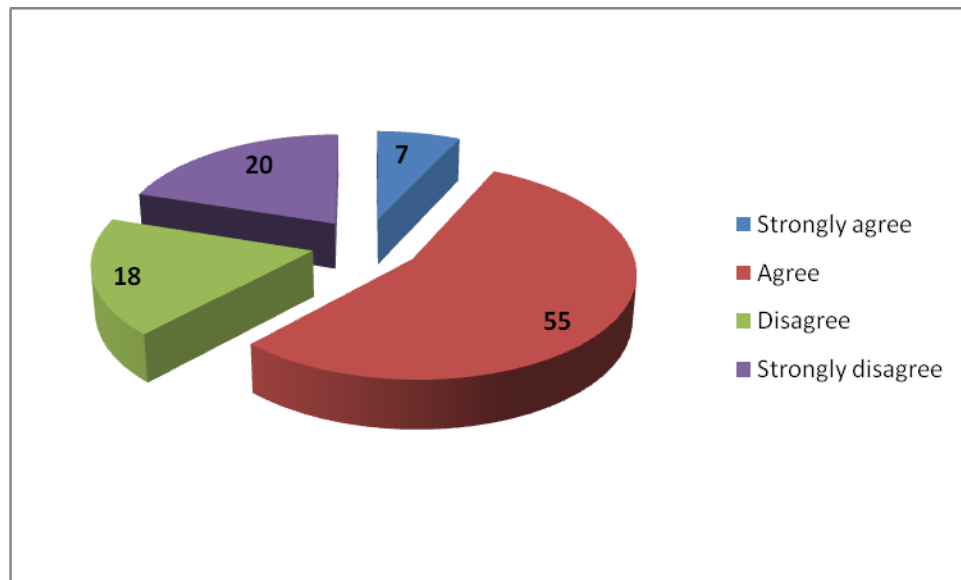


TABLE: 4.1.15
PRESENCE OF FLAT STRUCTURED AND TRANSPARENT ORGANISATION

Level of agreement	Number of respondents	Percent
Strongly agree	22	18
Agree	16	13
Disagree	38	32
Strongly disagree	28	23
No idea	16	13
Total	120	100

Hierarchy plays a vital role in decision making, flat structured and transparent organization makes the employee to develop interpersonal relationship among the supervisors. The Table No.2.15 depicts that most of the respondents (31%) agree that there is flat structure and transparency in the organization, and the remaining (55%) disagree that there is no flat structured and transparency in the organization, and the remaining (13%) have no idea regarding organizational structure.

CHART.4.1.15

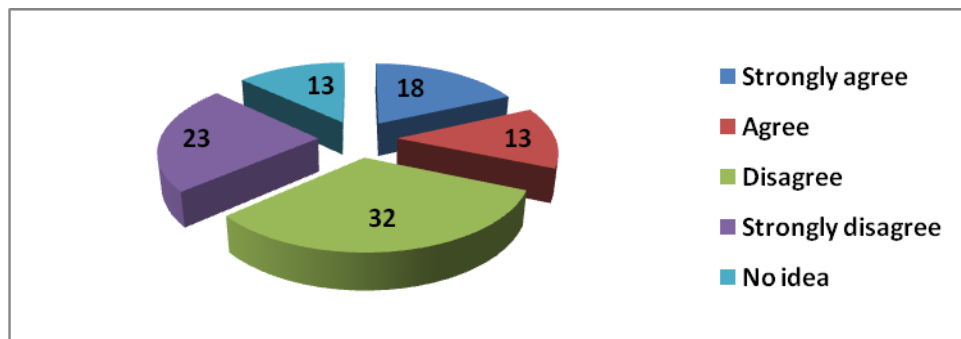


TABLE: 4.1.16
AMBIENT WORK INFRASTRUCTURE AND ATMOSPHERE

Level of agreement	Number of respondents	Percent
Strongly agree	30	25
Agree	76	64
Disagree	10	8
Strongly disagree	4	3
Total	120	100

Infrastructure is the one which supports the employee to work better. The Table No.2.16 depicts that two third of the respondents (89%) agree that they have ambient work infrastructure and atmosphere, and the remaining (11%) disagree that they are not comfortable with infrastructure.

CHART.4.1.16

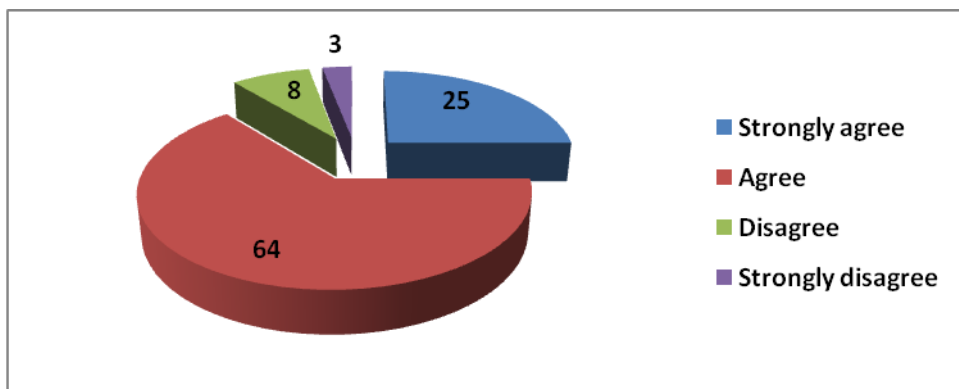


TABLE: 4.1.17
ACCEPTABLE GEOGRAPHIC LOCATIONS FOR WORK

Level of agreement	Number of respondents	Percent
Strongly agree	16	13
Agree	64	53
Disagree	20	17
Strongly disagree	16	14
No idea	4	3
Total	120	100

Location is important for an employee to work. The Table No.2.17 demonstrates most of the respondents (66%) agree that they are provided with good location for work, and the remaining (31%) disagree that they are not provided with comfortable locations for work.

CHART.4.1.17

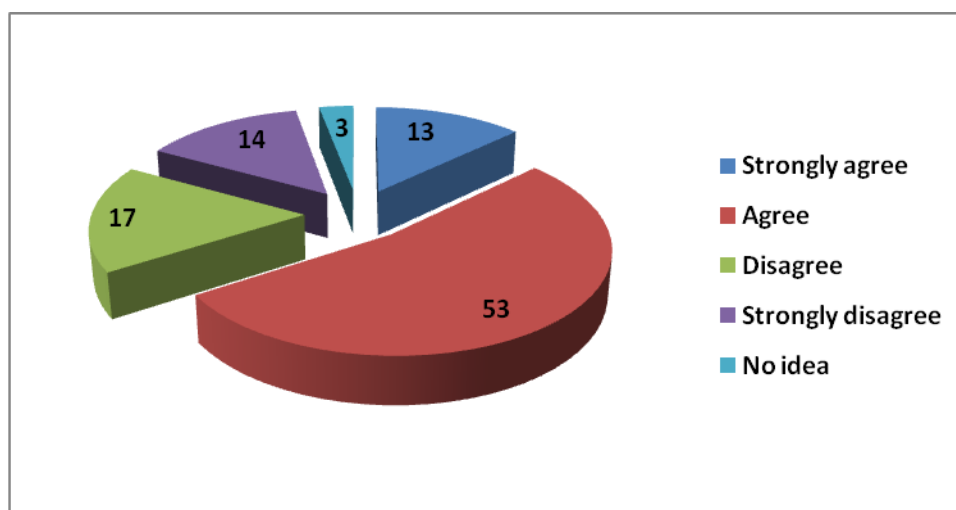


TABLE: 4.1.18
PRACTICE OF PROFESSIONALISM AT WORK

Level of agreement	Number of respondents	Percent
Agree	20	17
Disagree	46	38
Strongly disagree	54	45
Total	120	100

Professionalism plays a vital role in imparting what we learnt. The Table No.2.18 demonstrates that two third of the respondents (83%) disagree that professionalism is not practiced at work, and the remaining (17%) of the respondents agree that professionalism is practiced at work.

CHART.4.1.18

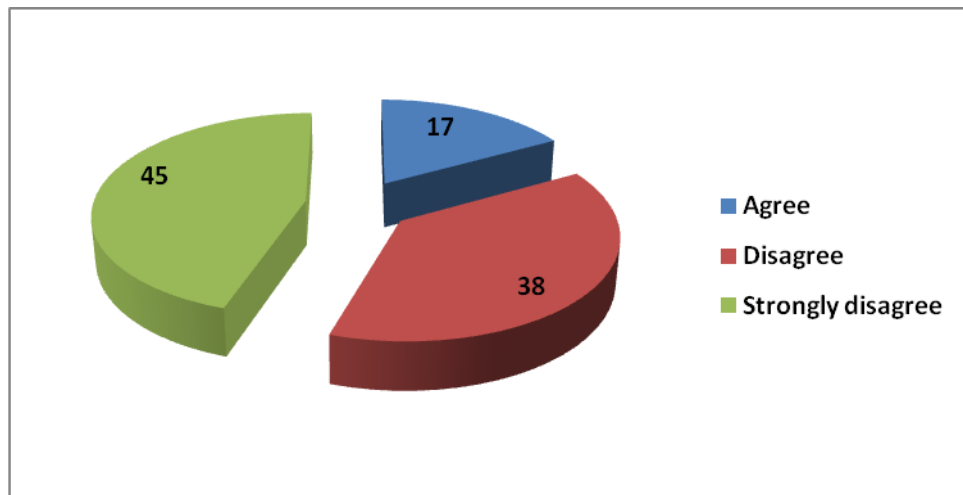


TABLE: 4.1.19
FUN AND ENJOYMENT AT WORK

Level of agreement	Number of respondents	Percent
Strongly agree	18	15
Agree	76	63
Disagree	18	15
Strongly disagree	8	7
Total	120	100

Now a day's work has become fun, so that there would be full involvement in the job The Table No.2.19 depicts that most of the respondents (78%) agree that they enjoy their work, and the remaining (22%) of the respondents disagree that there is no enjoyment at work.

CHART.4.1.19

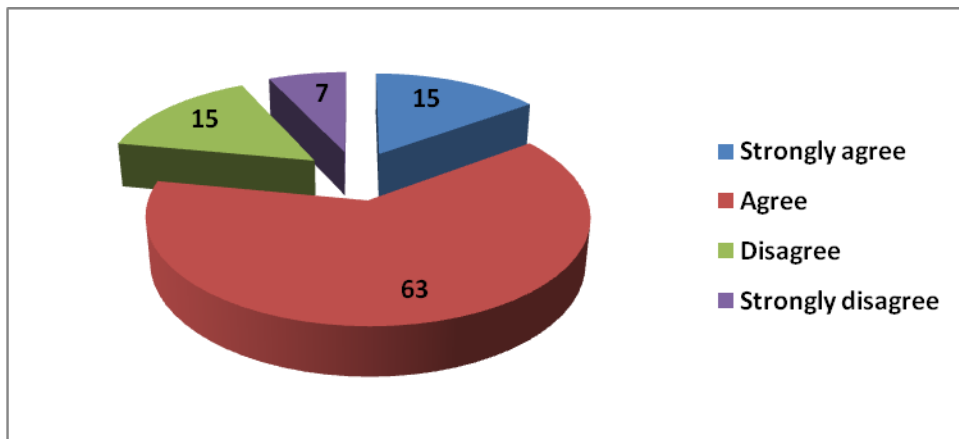


TABLE: 4.1.20
PROMOTIONS ON PERFORMANCE BASIS

Level of agreement	Number of respondents	Percent
Strongly agree	16	14
Agree	64	53
Disagree	28	23
Strongly Disagree	12	10
Total	120	100

Promotions is one which motivates the employees to work better, and it is like that of a reward given to the employees. The Table No.2.20 demonstrates most of the respondents (67%) agree that promotions are based on performance basis, and the remaining (33%) disagree that promotions are not given, based on performance basis.

CHART.4.1.20

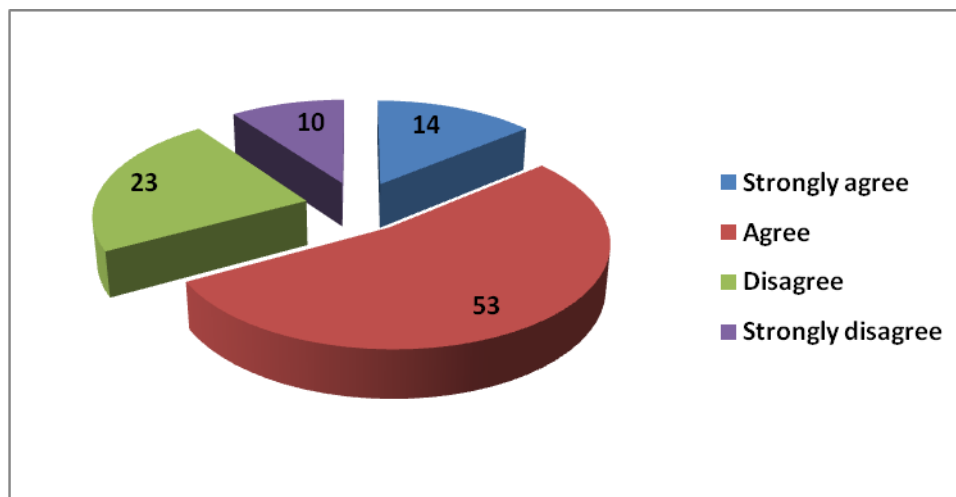


TABLE: 4.1.21
RECOGNITION FOR HARD WORK AND TALENT

Level of agreement	Number of respondents	Percent
Strongly agree	24	20
Agree	84	70
Disagree	10	8
Strongly disagree	2	2
Total	120	100

Hard work is one which plays a vital role in organization. From the above Table No.2.21, two-thirds of the respondents (90%) have agreed that there is recognition for hard work and talent, and the remaining (10%) disagree that there is no recognition for hard work.

CHART.4.1.21

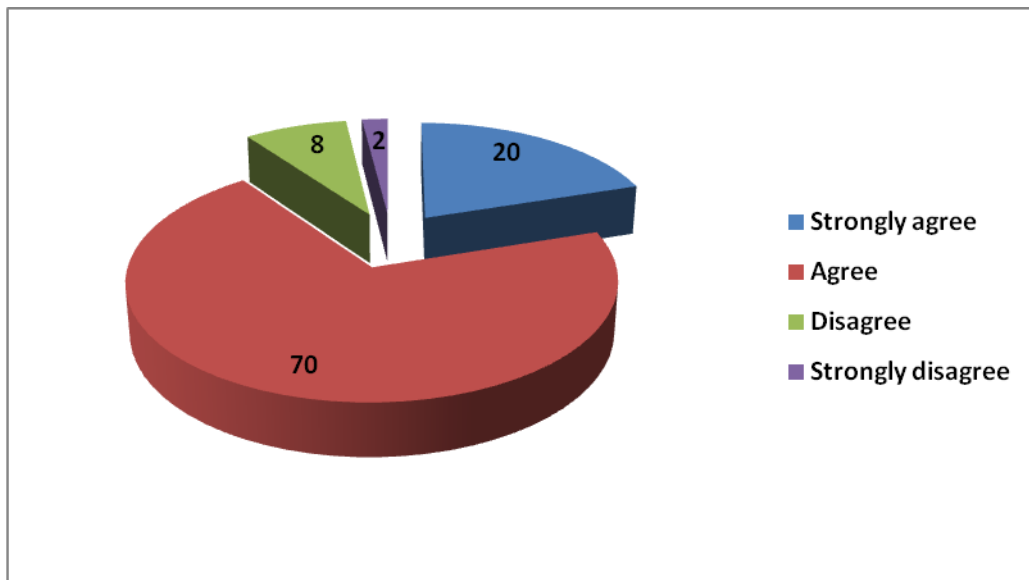


TABLE: 4.1.22
MERIT AND PERFORMANCE ARE BASIS OF ORGANIZATIONAL REWARD

Level of agreement	Number of respondents	Percent
Strongly agree	40	33
Agree	42	35
Disagree	18	15
Strongly disagree	20	17
Total	120	100

Organizational reward is an important aspect to motivate the employees. The Table No.2.22 demonstrates that most of the respondents (68%) agree that organizational rewards are based on merit and performance, and the remaining (32 %) of respondents disagree that rewards are not given on the basis of merit.

CHART.4.1.22

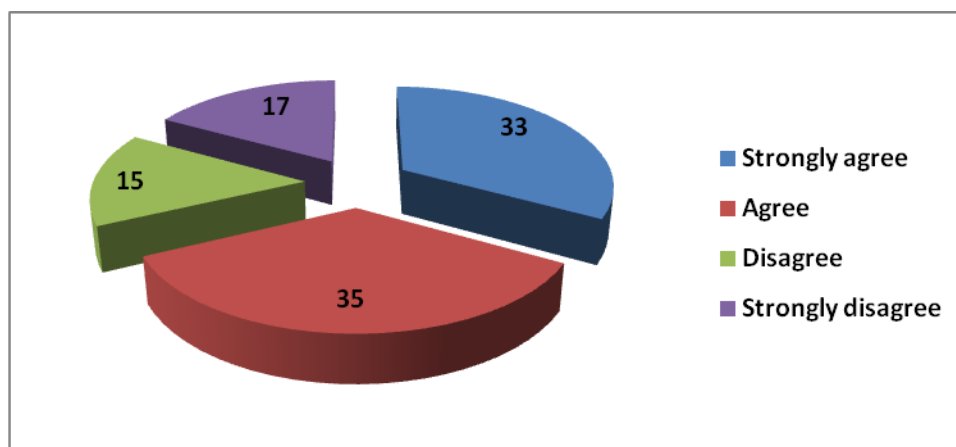


TABLE: 4.1.23
ORGANIZATIONAL SUPPORT FOR HIGH ACHIEVERS

Level of agreement	Number of respondents	Percent
Strongly agree	28	23
Agree	50	42
Disagree	40	33
Strongly disagree	2	2
Total	120	100

Task oriented employees are always recognized by the organization. The Table No.2.23 depicts that most of the respondents (65%) agree that organization supports high achievers and the remaining one third of the respondents (35%) disagree that there is no support for high achievers from the organization.

CHART.4.1.23

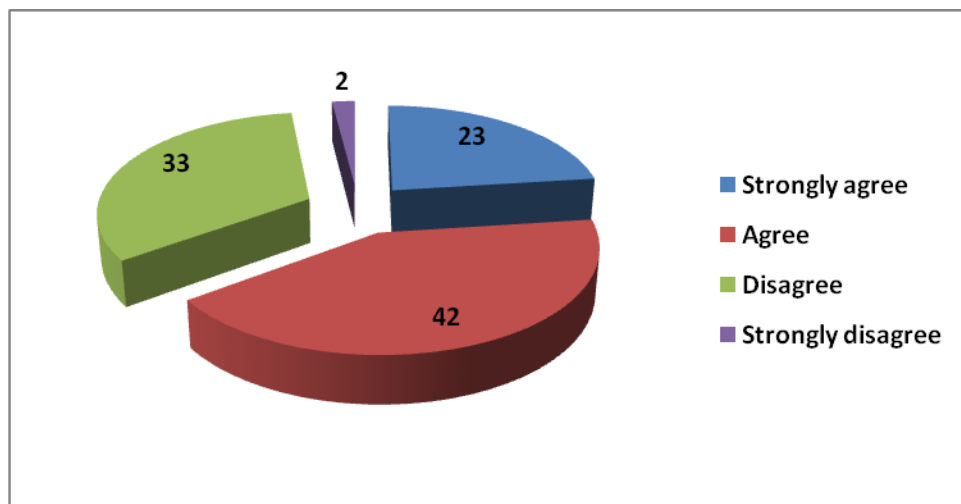


TABLE: 4.1.24
ENCOURAGEMENT ON TEAM REWARD THAN INDIVIDUAL REWARD

Level of agreement	Number of respondents	Percent
Strongly agree	10	8
Agree	62	52
Disagree	48	40
Total	120	100

Team work plays a vital role in the organization. The Table No.2.24 demonstrates two third of the respondents (60%) agree that organization encourages team reward, and the remaining (40%) of the respondents disagree that organization don't encourage team rewards.

CHART.4.1.24

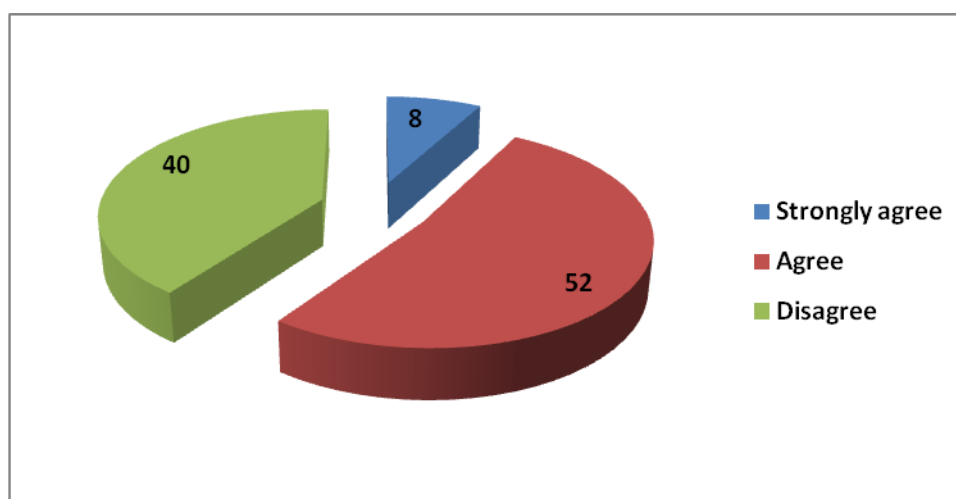


TABLE: 4.1.25

REWARDS COMMENSURATE TO PERFORMANCE AND CONTRIBUTION

Level of agreement	Number of respondents	Percent
Strongly agree	18	15
Agree	52	43
Disagree	40	34
Strongly disagree	10	8
Total	120	100

Performance plays a vital role in the organization. The Table No.2.25 demonstrates one third of the respondents (58%) agree that organization encourages reward for performance, and the remaining (42%) of the respondents disagree that organization don't encourage rewards.

CHART.4.1.25

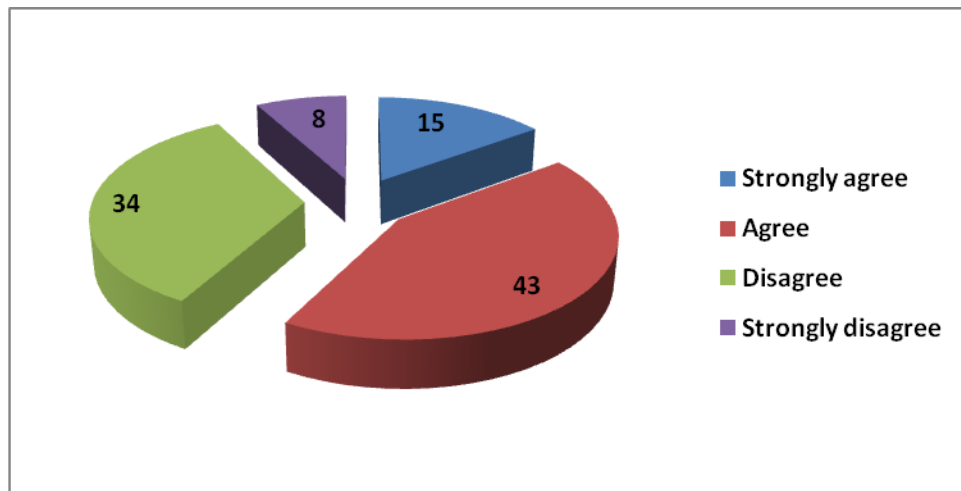


TABLE: 4.1.26

PROMOTING TEAM BONDAGE

Level of agreement	Number of respondents	Percent
Strongly agree	18	15
Agree	12	10
Disagree	54	45
Strongly disagree	36	30
Total	120	100

Organization plays a important role in promoting team bondage and a sense of awe feeling among the employees The Table No.2.26 depicts that most of the respondents (75%) disagree that they are not involved in promoting team bondage A , and the remaining (25%)of respondents agree that they promote team bondage in the organization.

CHART.4.1.26

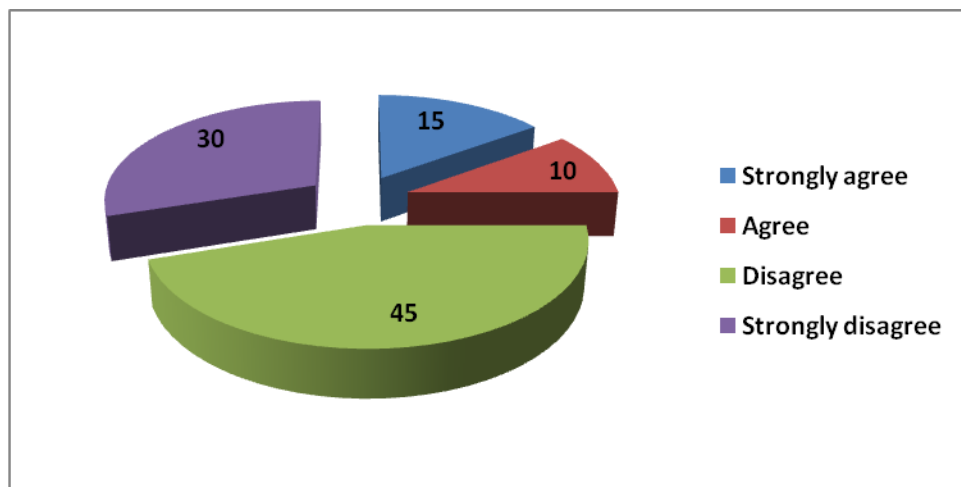


TABLE: 4.1.27

CELEBRATING LONGEVITY

Level of agreement	Number of respondents	Percent
Agree	28	23
Disagree	16	14
Strongly disagree	76	63
Total	120	100

The relationship between employee and employer is very important in an organization; the relationship between them should be mutual one to celebrate longevity. The Table No.2.27 demonstrates that most of the respondents (63%) disagree that they don't celebrate longevity, and the remaining one third of the respondents (37%) agree that they celebrate longevity.

CHART.4.1.27

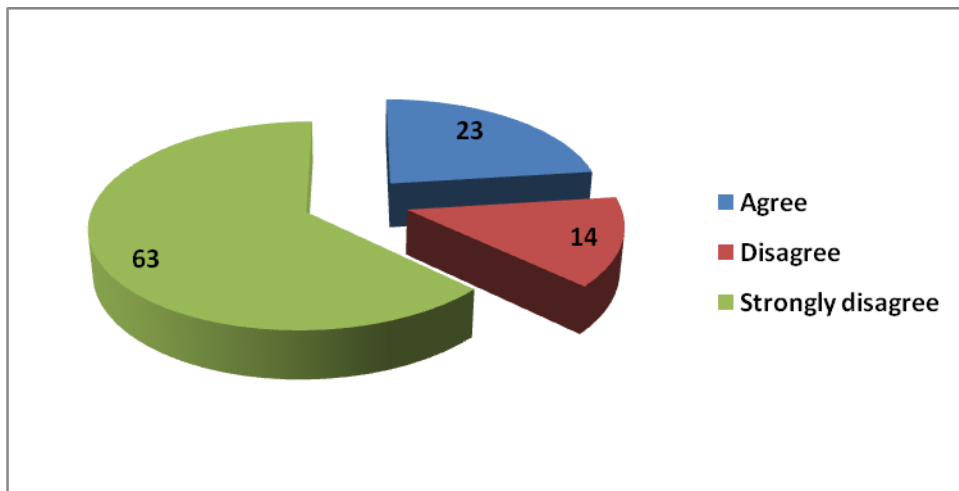


TABLE: 4.1.28

RESPECT FOR INDIVIDUAL SELF DIGNITY

Level of agreement	Number of respondents	Percent
Strongly agree	12	10
Agree	88	73
Disagree	12	10
Strongly disagree	8	7
Total	120	100

In an organization everyone is respected The Table No.2.28 demonstrates that most of the respondents (83%) agree that individual self dignity is respected, and the remaining (17%) of the respondents disagree that self dignity is not respected.

CHART.4.1.28

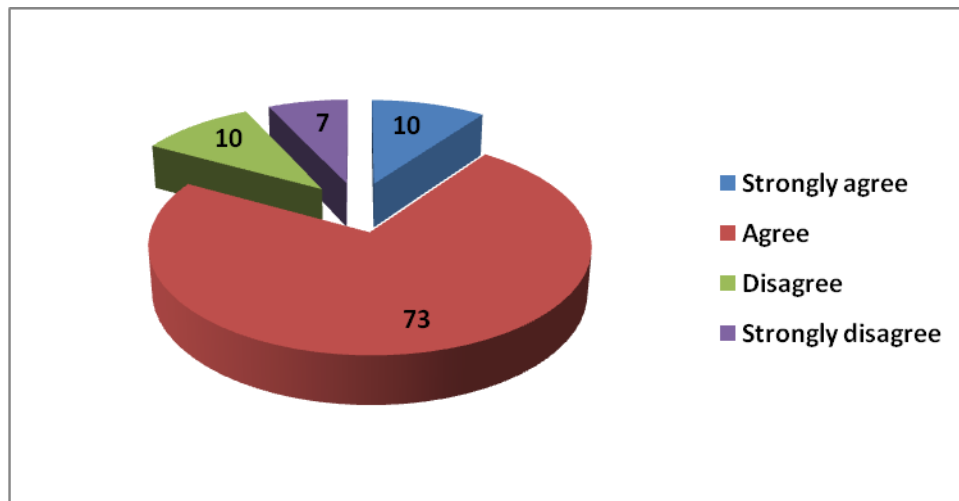


TABLE: 4.1.29
ENCOURAGING EMPLOYEES TO VOICE OPINIONS WITHOUT FEAR REPRISAL

Level of agreement	Number of respondents	Percent
Strongly agree	12	10
Agree	44	37
Disagree	58	48
Strongly disagree	6	5
Total	120	100

Employees have the right to voice their grievance to the management The Table No.2.29 demonstrates that most of the respondents (53%) disagree that employees are not allowed to voice their opinions without fear, and the remaining (47%) agree that they are allowed to convey their grievance to the management.

CHART.4.1.29

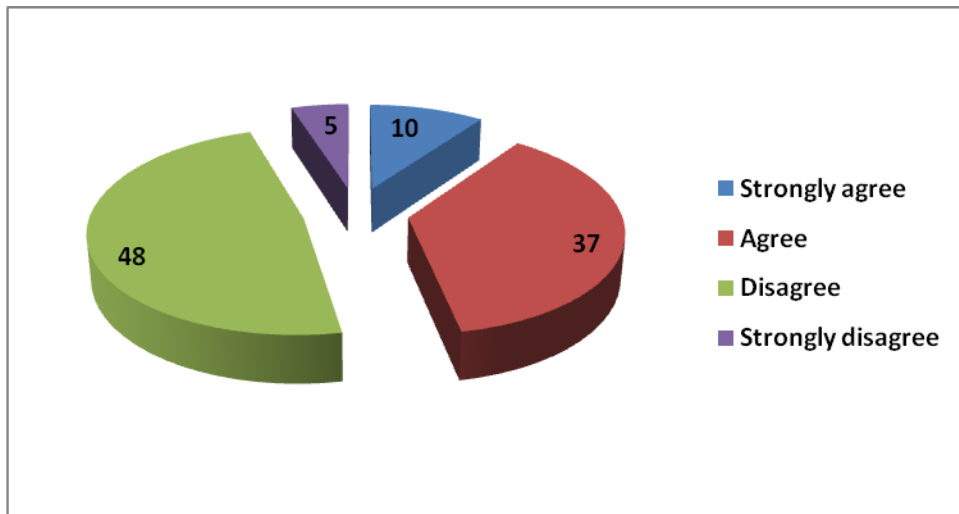


TABLE: 4.1.30
ORGANIZATION PROVIDES ATTRACTIVE AND COMPETITIVE PAY

Level of agreement	Number of respondents	Percent
Strongly agree	14	12
Agree	86	72
Disagree	20	16
Total	120	100

Pay is the one which makes the employee to stay. The Table No.2.30 demonstrates two third of the respondents(84%) agree that they are provided with attractive pay package, and the remaining (16%) disagree that they are not satisfied with the pay package.

CHART.4.1.30

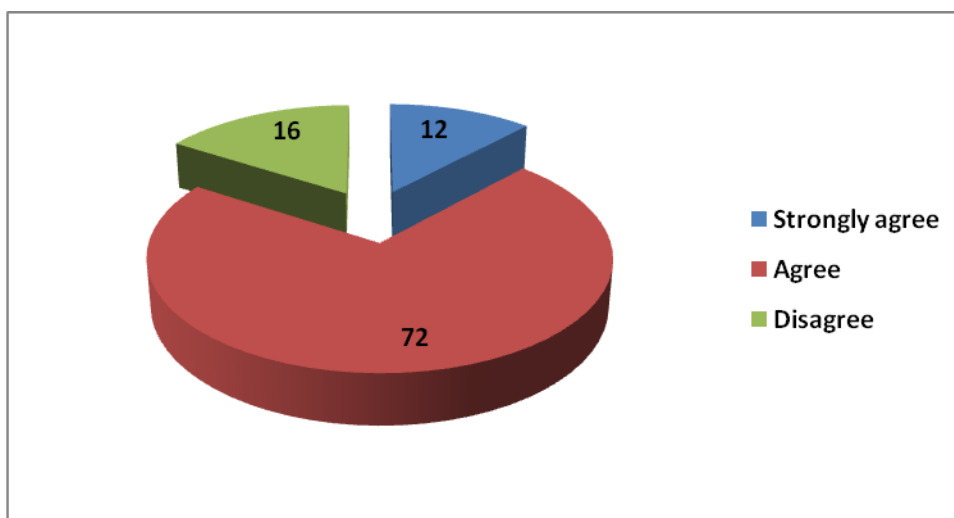


TABLE: 4.1.31

INTRODUCTION OF REWARD SYSTEMS TO STIMULATE INVOLVEMENT

Level of agreement	Number of respondents	Percent
Strongly agree	18	15
Agree	52	43
Disagree	36	30
Strongly disagree	10	9
No idea	4	3
Total	120	100

Reward is one which motivates the employee to work better. The Table No.2.31 depicts that most of the respondents (58%) agree that the reward system stimulate involvement, and the remaining (39%) disagree that they are not provided with reward systems.

CHART.4.1.31

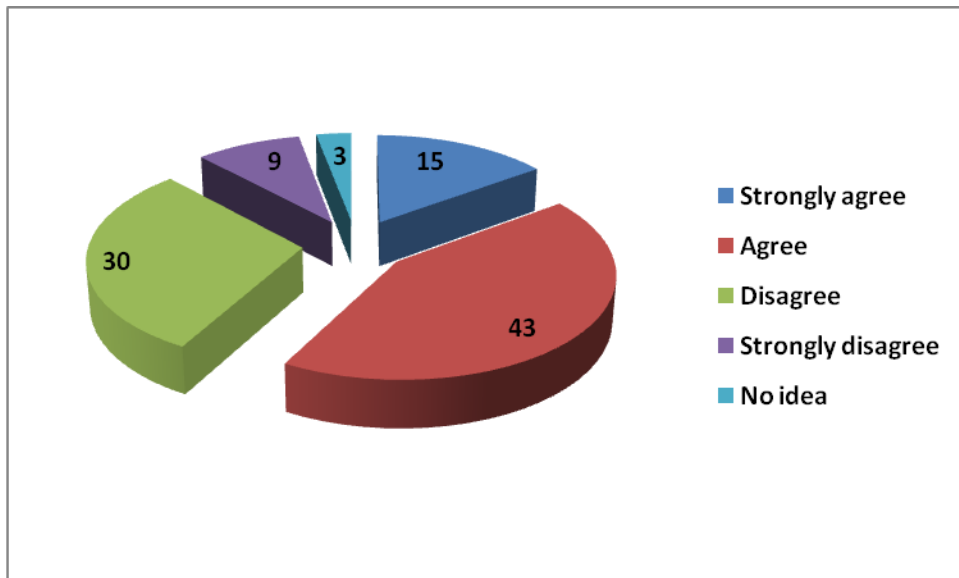


TABLE: 4.1.32
FLEXIBLE BENEFITS TO RESPOND TO CHANGING WORKFORCE

Level of agreement	Number of respondents	Percent
Strongly agree	10	8
Agree	54	45
Disagree	40	33
Strongly disagree	8	7
No idea	8	7
Total	120	100

The organization provides benefits to the employees to make them stay. The Table No.2.32 demonstrates that most of the respondents (53%) agree that the organization provides flexible benefits to the employees and the remaining (40%) disagree that they are satisfied with benefits provide to them.

CHART.4.1.32

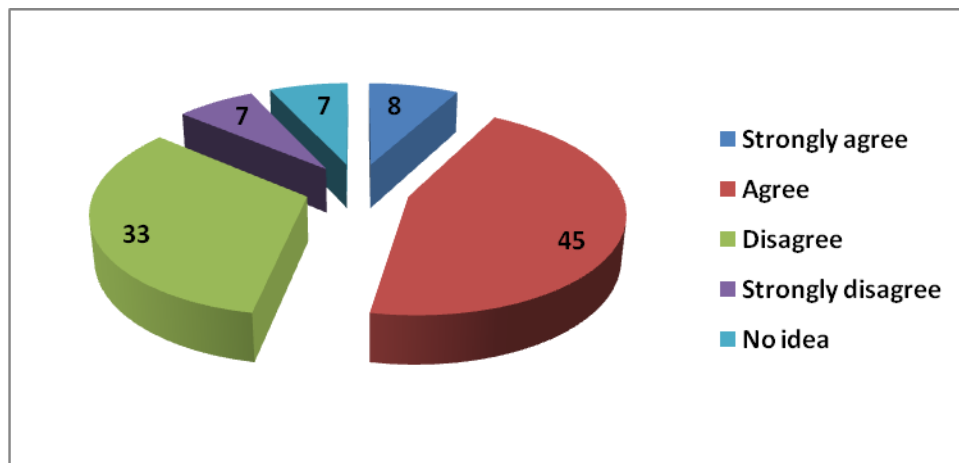


TABLE: 4.1.33
PROVIDING EMPLOYEE STOCK OPINIONS

Level of agreement	Number of respondents	Percent
Strongly agree	4	3
Agree	54	45
Disagree	24	20
No idea	38	32
Total	120	100

Suggestion scheme is one which makes the employee to participate in the organization activities. The Table No.2.33 demonstrates that most of the respondents (48%) agree that they are part of the suggestion scheme, and the remaining (20%) of the respondents disagree that they are not part of the scheme, and the remaining (32 percent) of the respondents have no idea regarding suggestion scheme.

CHART.4.1.33

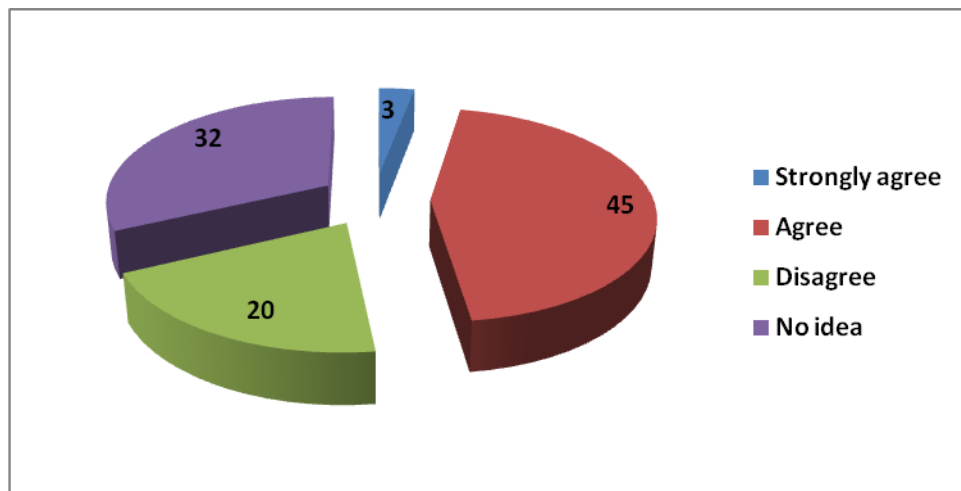


TABLE: 4.1.34
PROVIDING PERIODICAL PERKS AND INCENTIVES

Level of agreement	Number of respondents	Percent
Strongly agree	4	4
Agree	70	58
Disagree	34	28
Strongly disagree	12	10
Total	120	100

Incentives is one which makes the employees to work effectively and efficiently. The Table No.2.34 demonstrates that most of the respondents (62%) agree that the organization provides periodical perks and incentives and the remaining (38%) disagree that they are not provided with incentives.

CHART.4.1.34

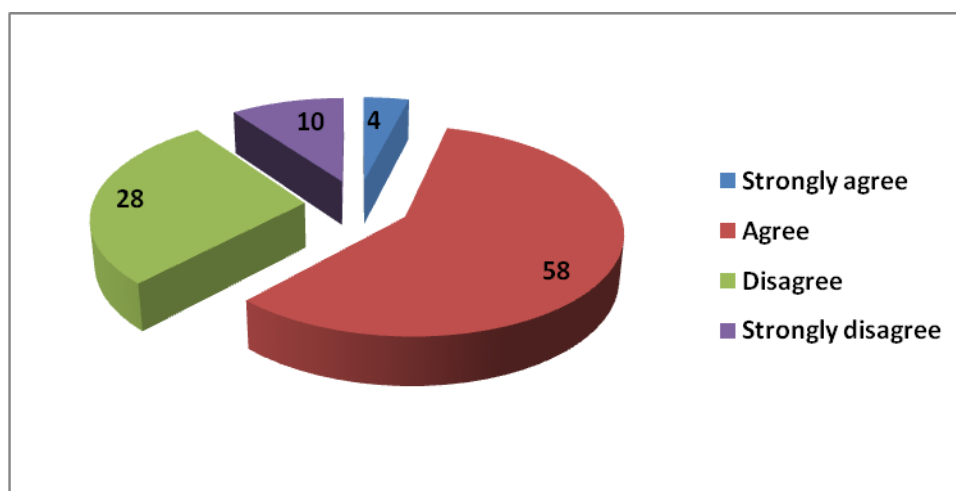


Table No. 4.1.35**Weighted Average Method on Growth Strategies**

STATEMENT	SA (5)	A (4)	NO IDEA (3)	D (2)	SD (1)	Total cost
Vision Of Organization Being Communicated	1 (1*5) 5	54 (54*4) 216	0 (0*3) 0	5 (5*2) 10	0 (0*1) 0	231
Importance Given To Participation In Decision Making	2 (2*5) 10	9 (9*4) 36	2 (2*3) 6	33 (33*2) 66	14 (14*1) 14	132
Regularity Of Job Related Training	6 (6*5) 30	40 (40*4) 160	1 (1*3) 3	12 (12*2) 24	1 (1*1) 1	218
Facilitating Free Flow Of Communication By Organization	2 (2*5) 10	27 (27*4) 108	0 (0*3) 0	23 (23*2) 46	8 (8*1) 8	172

Presence of Opportunities for Career Growth	2 (2*5) 10	42 (42*4) 168	0 (0*3) 0	16 (16*2) 32	0 (0*1) 0	210
Presence of Opportunities for Internal Promotions	9 (9*5) 45	37 (37*4) 148	3 (3*3) 9	0 (0*2) 0	11 (11*1) 11	213
Objective Met Through Mutual Goal Setting and Problem Solving	4 (4*5) 20	23 (23*4) 92	0 (0*3) 0	28 (28*2) 56	5 (5*1) 5	173
Existence Of Harmony And Supporting Relationship Among Team Members	0 (0*5) 0	34 (34*4) 136	0 (0*3) 0	26 (26*2) 52	0 (0*1) 0	188
Involvement in Promoting Brand Image of the Organisation	5 (5*5) 25	39 (39*4) 156	0 (0*3) 0	3 (3*2) 6	13 (13*1) 13	200
Demonstration Of In Tolerance for Poor Performance	4 (4*5) 20	33 (33*4) 132	0 (0*3) 0	11 (11*2) 22	12 (12*1) 12	186

Table No. 4.1.36

Weighted Average Method on Environmental Strategies

STATEMENT	SA (5)	A (4)	NO IDEA (3)	D (2)	SD (1)	Total cost
-----------	-----------	----------	-------------------	----------	-----------	---------------

Presence of flat structured and transparent organization	11 (11*5) 55	8 (8*4) 32	8 (8*3) 24	19 (19*2) 38	14 (14*1) 14	163
Ambient work infrastructure and atmosphere	15 (15*5) 75	38 (38*4) 152	0 (0*3) 0	5 (5*2) 10	2 (2*1) 2	239
Acceptable geographic locations for work	8 (8*5) 40	32 (32*4) 128	2 (2*3) 6	10 (10*2) 20	8 (8*1) 8	202
Practice of professionalism at work	0 (0*5) 0	10 (10*4) 40	0 (0*3) 0	23 (23*2) 46	27 (27*1) 27	113
Fun and enjoyment at work	9 (9*5) 45	38 (38*4) 152	0 (0*3) 0	9 (9*2) 18	4 (4*1) 4	219
Promotions on performance basis	8 (8*5) 40	32 (32*4) 128	0 (0*3) 0	14 (14*2) 28	6 (6*1) 6	202
Recognition for hard work and talent	12 (12*5) 60	42 (42*4) 168	0 (0*3) 0	5 (5*2) 10	1 (1*1) 1	239
Merit and performance are basis of organizational reward	20 (20*5) 100	21 (21*4) 84	0 (0*3) 0	9 (9*2) 18	10 (10*1) 10	212

Table No. 4.1.37
Weighted Average Method on Support Strategies

STATEMENT	SA (5)	A (4)	NO IDEA (3)	D (2)	SD (1)	Total cost
Organizational Support For High Achievers	14 (14*5) 70	25 (25*4) 100	0 (0*3) 0	20 (20*2) 40	1 (1*1) 1	211
Encouragement On Team Reward Than Individual Reward	5 (5*5) 25	31 (31*4) 124	0 (0*3) 0	24 (24*2) 48	0 (0*1) 0	197
Rewards Commensurate To Performance And Contribution	9 (9*5) 45	26 (26*4) 104	0 (0*3) 0	20 (20*2) 40	5 (5*1) 5	194
Promoting Team Bondage	9 (9*5) 45	6 (6*4) 24	0 (0*3) 0	27 (27*2) 54	18 (18*1) 18	141
Celebrating Longevity	0 (0*5) 0	14 (14*4) 56	0 (0*3) 0	8 (8*2) 16	38 (38*1) 38	110
Respect For Individual Self Dignity	6 (6*5) 30	44 (44*4) 176	0 (0*3) 0	6 (6*2) 12	4 (4*1) 4	222
Encouraging Employees To Voice Opinions Without Fear Reprisal	6	22	0	29	3	208

	(6*5)	(22*4)	(0*3)	(29*3)	(3*1)	
	30	88	0	87	3	

Table No. 4.1.38

Weighted Average Method on Compensation Strategies

STATEMENT	SA (5)	A (4)	NO IDEA (3)	D (2)	SD (1)	Total cost
Organization Provides Attractive And Competitive Pay	7 (7*5) 35	43 (43*4) 172	0 (0*3) 0	10 (10*2) 20	0 (0*1) 0	227
Introduction Of Reward Systems To Stimulate Involvement	9 (9*5) 45	26 (26*4) 104	2 (2*3) 6	18 (18*2) 36	5 (5*1) 5	196
Flexible Benefits To Respond To Changing Workforce	5 (5*5) 25	27 (27*4) 108	4 (4*3) 12	20 (20*2) 40	4 (4*1) 4	189
Providing Employee Stock Opinions	2 (2*5) 10	27 (27*4) 108	19 (19*3) 57	0 (0*2) 0	12 (12*1) 12	187
Providing Periodical Perks And Incentives	2 (2*5) 10	35 (35*4) 140	0 (0*3) 0	17 (17*2) 34	6 (6*1) 6	190

STATISTICAL TOOLS AND ANALYSIS

4.2. CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is no relationship between the Experience and Promotions on performance basis.

Alternate hypothesis (H1):

There is relationship between the Experience and Promotions on performance basis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EXPERIENCE * PROMOTIONS ON PERFORMANCE BASIS	120	99.2%	1	0.8%	121	100.0%

EXPERIENCE * PROMOTIONSONPERFORMANCEBASIS Crosstabulation

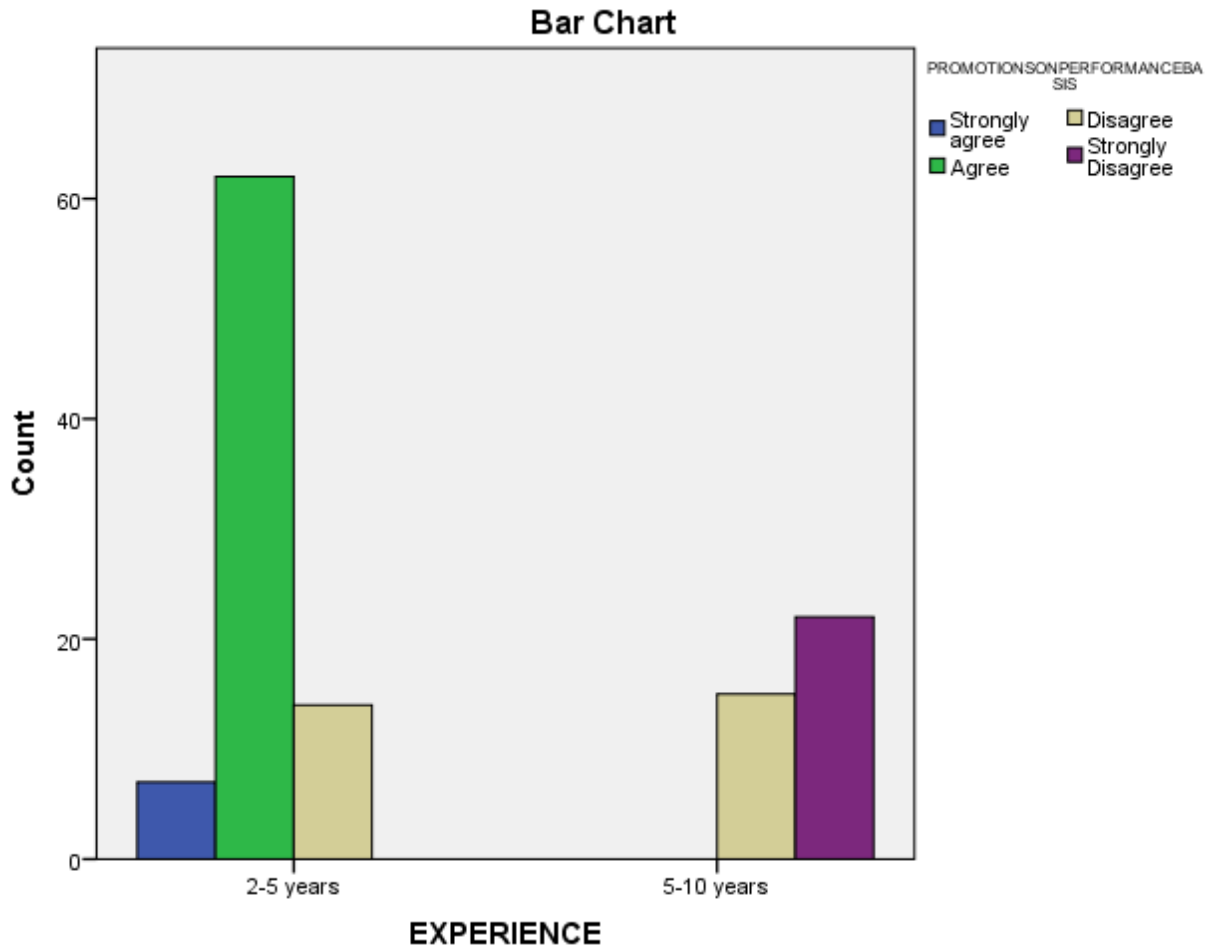
		PROMOTIONSONPERFORMANCEBASIS				Total
		Strongly agree	Agree	Disagree	Strongly Disagree	
EXPERIENCE	Count	7	62	14	0	83
	% within EXPERIENCE	8.4%	74.7%	16.9%	0.0%	100.0%
	2-5 years					
	% within PROMOTIONSONPERFORMANCEBASIS	100.0%	100.0%	48.3%	0.0%	69.2%
	% of Total	5.8%	51.7%	11.7%	0.0%	69.2%
	Count	0	0	15	22	37
	% within EXPERIENCE	0.0%	0.0%	40.5%	59.5%	100.0%
	5-10 years					
	% within PROMOTIONSONPERFORMANCEBASIS	0.0%	0.0%	51.7%	100.0%	30.8%
	% of Total	0.0%	0.0%	12.5%	18.3%	30.8%
Total	Count	7	62	29	22	120
	% within EXPERIENCE	5.8%	51.7%	24.2%	18.3%	100.0%

% within PROMOTIONSON PERFORMANCEB ASIS	100.0%	100.0 %	100.0%	100.0%	100.0%
% of Total	5.8%	51.7%	24.2%	18.3%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	86.045 ^a	3	.000
Likelihood Ratio	108.095	3	.000
Linear-by-Linear Association	79.204	1	.000
N of Valid Cases	120		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.16.



Degree of Freedom= $(r-1) * (c-1)$

$$= 2 * 3 = 6$$

Calculated value = 86.045

Tabulated value = 1.635

$Z = Z_{cal} > Z_{tab}$

$Z = 86.045 > 1.635$

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the Experience and Promotions on performance basis.

4.3. ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the Practice of professionalism at work and Fun and enjoyment at work.

Alternate hypothesis (H1):

There is no significance difference between the Practice of professionalism at work and Fun and enjoyment at work.

Descriptives

PRACTICEOFPROFESSIONALISMATWORK

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly agree	7	1.00	.000	.000	1.00	1.00	1	1
Agree	78	2.35	.479	.054	2.24	2.45	2	3
Disagree	13	3.00	.000	.000	3.00	3.00	3	3
Strongly disagree	22	3.00	.000	.000	3.00	3.00	3	3
Total	120	2.46	.607	.055	2.35	2.57	1	3

Test of Homogeneity of Variances

PRACTICEOFPROFESSIONALISMATW

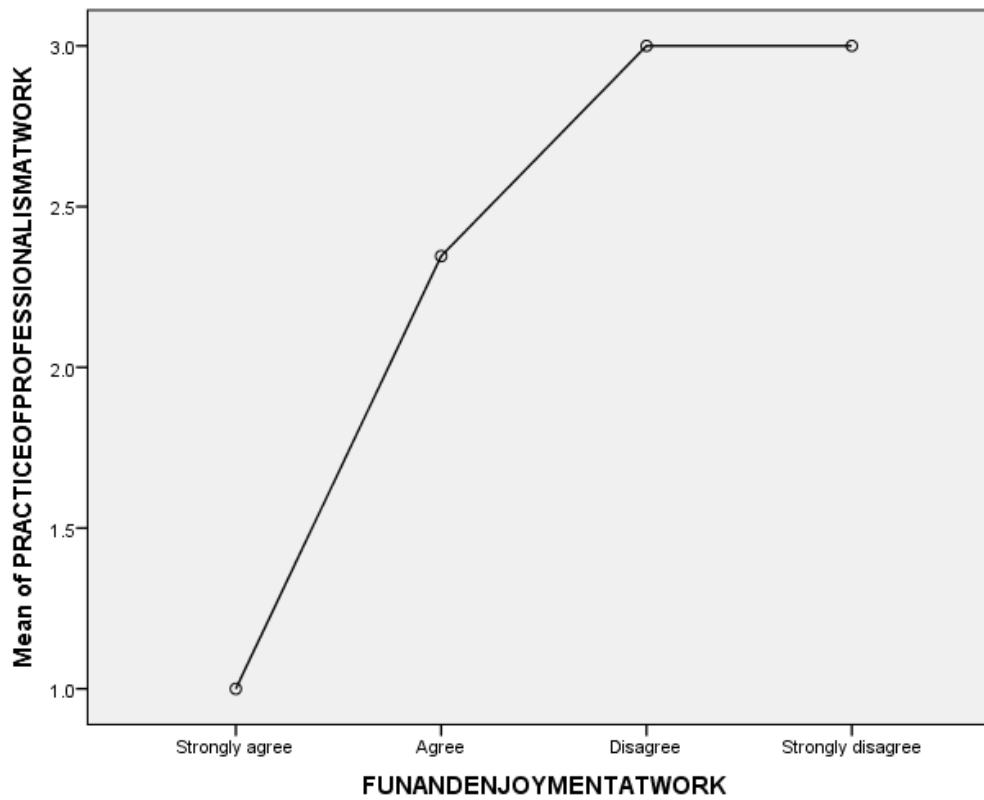
ORK

Levene Statistic	df1	df2	Sig.
129.413	3	116	.000

ANOVA

PRACTICEOFPROFESSIONALISMATWORK

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.138	3	8.713	57.249	.000
Within Groups	17.654	116	.152		
Total	43.792	119			



Tabulated value = 3.95

Calculated value= 57.249

$F = F_{cal} > F_{tab} \quad F = 57.249 > 3.95$

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the Practice of professionalism at work and Fun and enjoyment at work

.4.4.ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the Recognition for hard work and talent and Organizational support for high achievers.

Alternate hypothesis (H1):

There is negative relationship between the Recognition for hard work and talent and Organizational support for high achievers.

Correlations

		RECOGNITIONFORHARDWORKANDTALENT	ORGANIZATIONALSUPPORTFORHIGHACHIEVERS
RECOGNITIONFORHARDWORKANDTALENT	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	120	120
ORGANIZATIONALSUPPORTFORHIGHACHIEVERS	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

r= .747

INFERENCE:

Since r is positive, there is positive relationship between the Recognition for hard work and talent and Organizational support for high achievers.

CHAPTER - 5

FINDINGS, CONCLUSIONS & SUGGESTIONS

5.1. FINDINGS

A. PERSONAL DATA

- The study reveals that most of the respondents (62%) fall above 26 years of age and a majority of the respondents (82%) are male.
- A great majority of the respondents (47%) are qualified M.B.A. professionals.
- Most of the respondents (73%) have less than 5 years of work experience.

B. GROWTH STRATEGIES FOR RETAINING EMPLOYEES

- The study reveals that most of the respondents (90%) agree that vision of the organization is communicated clearly.
- A great majority of the respondents (55%) are not given importance in decision making.
- Most of the respondents (77%) agree that job related training is given regularly.
- The study illustrates that (51%) there is no free flow of communication.
- The study reveals (73%) that there are opportunities for career growth.
- Majority of the respondents (77%) agree that there are opportunities for internal promotions.
- The study reveals that (55%) organizational objectives are met through mutual goal setting.
- Most of the respondents (57%) agree that there is existence of harmony and supporting relationship among team members.
- The study shows that (73%) of respondents plays a vital role in promoting brand image of the organization.
- The study illustrates that (62%) of respondents agree that poor performance cannot be tolerated.

From the above, the study indicates the fact that for employee retention the organization is making use of Growth strategies.

1. Clear communication.
2. Job related training.
3. More responsibilities for career growth.
4. Opportunities for internal promotions.

Whereas the Growth Strategies which has to be given importance are as follows

1. Importance in decision making.
2. Free flow of communication.

ENVIRONMENTAL STRATEGIES FOR RETAINING EMPLOYEES

- The study illustrates that (55%) agree that there is no transparency in the organization.
- The study depicts that (89%) of respondents agree that they are provided with ambient work infrastructure.
- The study illustrates that (66%) of respondents agree that they are provided with acceptable geographic locations.
- The study reveals that (83%) of respondents agree that professionalism is not practiced at work.
- A great majority of the respondents (78%) depicts that work is enjoyable.
- The study illustrates that (67%) of respondents agree that promotions are given based on performance basis.
- A vast majority of the respondents (90%) illustrates that their hard work is recognized.

- The study shows that (68%) of respondents agree that rewards are given based on merit and performance.

From the above finding these are the Environment strategies which play an important role in retaining employees. They are

1. Ambient work infrastructure.
2. Promotions based on performance.
3. Recognition of hard work.
4. Rewards based on merit and performance.

And the Environment strategies which strategies which has to be effectively implemented are

1. Transparency in the organization.
2. Acceptable geographic locations.
3. Practice of Professionalism.

SUPPORT STRATEGIES FOR RETAINING EMPLOYEES

- The study illustrates that (65%) of respondents agree that organization support high achievers.
- On the whole the study reveals that (60%) of respondents agree that the organization encourage team rewards.
- A vast majority of the respondents ((58%) reveals that the organization encourage rewards based on performance.
- The study illustrates that the respondents (75%) are involved in promoting team bondage.
- A great majority of the respondents (63%) illustrates that the respondents are not interested in celebrating longevity.

- The study depicts that (83%) of respondents agree that individual self dignity is respected.
- The study reveals that (53%) of respondents disagree that they are not allowed to voice their opinion.

From the above finding these are the Support Strategies which makes the employee to stay

1. Support for high achievers.
2. Encourage team rewards.
3. Promoting team bondage.
4. Self dignity is respected.

And the support strategies which has to be given importance are

1. Grievance of the employees should be handled effectively.
2. Making the employees to be a part of business.

COMPENSATION STRATEGIES FOR RETAINING EMPLOYEES

- The study illustrates that (84%) of respondents are satisfied with the pay.
- The study demonstrates that (58%) of respondents agree that they are provided with reward systems.
- The study depicts that (53%) of respondents are satisfied with the benefits provided.
- A great majority of the respondents (48%) demonstrates that they are part of employee stock option.
- The study reveals that (62%) of respondents agree that the organization provides periodical perks and incentives.

From the above finding these are the Compensation strategies which make the employee to stay

1. Periodical perks and incentives.
2. Benefits and pay.

And the remaining compensation strategies which have to be implemented effectively are Effective implementation of ESOP.

From the overall study it is concluded that all the major retention strategies considered in the study viz. Growth strategies, Environmental strategies, Support strategies, Compensation strategies, are adopted in the organization and are found feeling that the strategies adopted encourages continuance of their association with the organization.

- Also as suggested by most of the executives' compensation strategies plays a vital role in retaining employees.

5.2. SUGGESTIONS

Apart from the findings mentioned above the researcher also places the following general suggestions for the enhancement of Employee Retention Strategies in the organization.

Corporations invest crores of rupees in recruiting and training employees. Retention of employees is an important issue in this highly competitive job market. A high turnout in the industry could be cause a lot of problems. The problems begin with recruitment practices and end with retention tools.

The suggestions given by the respondents to combat retention were:

- ☐Reward adequately
- ☐Recognize performance promptly
- ☐Provide better opportunities for career growth
- ☐Better facilities and work environment
- ☐Respect employees/friendly environment
- ☐Provide Job Security

5.3. CONCLUDING

Retaining the resource of an organization is very critical in any organization. This assumes greater significance in an I.T firm. HR faces a challenging task of addressing this issue. The various measures mentioned above will go a long way in motivating and retaining the employees. As it is said, motivated and satisfied employees reflect an organization's wealth than a positive balance sheet.

To get a full grasp on the causes of retention, it is an important aspect for the I.T organizations. In addition to holding exit interviews in which companies can compile data on why employees leave, it is important to also examine the following:

- ☐Recruiting process
- ☐Call center metrics
- ☐Organizational structure
- ☐Coaching and career planning
- ☐Ongoing training opportunities
- ☐Organizational culture

By looking at the above characteristics, senior management will be able to get to the core issues of retention and determine a strategy for organizational change.

Creating an environment where attrition is kept to a minimum will help to improve productivity, enhance employee morale, reduce staffing expenses and enrich the quality of service provided to customers – all factors that contribute to a world class organization.

BIBLIOGRAPHY

1. Nelson, Bobetal
1994
“1001 ways to reward employees”
Workman publishing company, New York,
Organization most important resources”
2. Ahlrichs, Nancy’s
Publishing,
1995
“Competing for talent” Davies- Black
California.
3. Griffeth, Rodger, Wetel
2019
“Retaining Valued employees” sage
Publication
4. Mohapatra.P.K
2017
“Kicking Retention into high gears”
Human Capital, Vol 5, Hyderabad.
5. Rohit khandelwal
2019
“Winning the retention game
Human capital, Vol 10, Hyderabad.
6. Thomas B. Wilson
2018
“Steps to developing a retention program”
A.C.A. News.
7. Madhavi Garikaparathi and
Moumita Roy
2021
“Issues in Employee retention”
Human capital, Vol 12, Hyderabad.

QUESTIONNAIRE

A STUDY ON EMPLOYEE RETENTION AT BIGBASKET

It is hereby assured that the information solicited for the purpose of the study will be used only for academic purpose. The associates of the responses will be treated strictly confidential and will be used only for academic purpose.

PERSONAL PROFILE

1. Age : a)20-25yrs
b) 26-35yrs
c) 36-50yrs
d) Above- 50yrs
2. Sex: Male/Female
3. Educational Qualification: a) MBA
B) MSW
c) B.E / B.Tech
d) Any others (Specify-----)
4. Total Years of Experience: a) 2-5yrs
b) 5-10 yrs
c) 10-15yrs

HOW TO FILL THE QUESTIONNAIRE

Below given are few statements connected to some of the common practices and procedures adopted in various organization for Employee Retention.

Go through each statement carefully and confirm your response on each of them with reference to your organization in the 5-point scale as given below

GROWTH STRATEGIES

SNO	STRATEGIES	RESPONSE				
		Strongly agree	Agree	Disagree	Strongly disagree	No idea
1	Organization has clear & defined vision.					
2	Our Participation & involvement in decisions making are given importance.					
3	Job related training is given regularly.					
4	Organization atmosphere facilitates open/free flow of communication.					
5	There are Opportunities for career growth.					
6	There are Opportunities for internal promotions.					
7	We meet the objective through mutual goal setting & problem solving.					
8	There is group harmony & good supporting relationship existing among team members.					
9	We involve in Promoting brand Image of our organization					

10	Demonstrating that poor performance shall not be tolerated					
11	Effectively communicating the Vision and Mission of the Organization					

ENVIRONMENTAL STRATEGIES

12	Designing a Flat structured & transparent organization.	Strongly agree	Agree	Disagree	Strongly disagree	No idea
13	Ambient work infrastructure and atmosphere is provided.					
14	Acceptable geographic locations for our work.					
15	Professionalism is practiced at work.					
16	Work is made fun & enjoyable.					
17	Promotions are given on a firm performance basis.					
18	We are getting due recognition for our hard work and talent					

SUPPORT STRATEGIES

		Strongly agree	Agree	Disagree	Strongly disagree	No idea
19	Organization supports high achievers among employees					
20	Organization reward persons on the basis of merit and performance.					

21	Organization encourages more on team rewards than individual rewards.					
22	Rewards are commensurate to performance & contribution					
23	Team bondage is promoted.					
24	Celebrating Longevity (maintaining contact with employees even after they leave the organization)					
25	Individual self-dignity is respected.					
26	Encourages employees to voice their opinions without fear of reprisal.					

COMPENSATION STRATEGIES

27	Attractive and competitive pay is provided.	Strongly agree	Agree	Disagree	Strongly disagree	No idea
28	Introducing reward systems to stimulate employee involvement.					
29	Flexible benefits to respond to changing workforce.					
30	Providing employee stock options.					
31	Providing periodical perks &					

	incentives.					
--	-------------	--	--	--	--	--