

A STUDY ON EMPLOYEE RETENTION STRATEGIES PROVIDED BY VISTONSOFT TECHNOLOGIES

**Submitted in partial fulfillment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION**

**By
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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 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **MUKUNTH.VS 4041217** who carried out the project entitled "**A Study on employee retention strategies provided by vistonsoft technologies**" under my supervision from January 2022 to March 2022.

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DECLARATION

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ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to the 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.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.S.JOYCE** for her valuable guidance, suggestions and constant encouragement paved the 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.

MUKUNTH.VS

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. Organizations 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 employee retention strategies adopted at Vistonsoft Technologies 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.

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	(i)
	LIST OF TABLES	(iii)
	LIST OF CHARTS	(iv)
1	INTRODUCTION	1
	1.1 Introduction	2
	1.2 Industry Profile	3
	1.3 Company Profile	4
	1.4 Statement of the problem	5
	1.5 Objectives of the Study	6
	1.6 Need for the study	7
	1.7 Scope & Significance of the study	8
2	REVIEW OF LITERATURE	9
	2.1 Review of Literature	10
3	RESEARCH METHODOLOGY	11
	3.1 Methodology	
	3.2 Research Design	12
	3.3 Sources of Data	13
	3.4 Questionnaire Development	14
	3.5 Sample Size	15
	3.6 Period of Study	16
	3.7 Profile area of the Study	17
	3.8 Hypothesis	18
4	DATA ANALYSIS AND INTERPRETATION	19

	4.1 Percentage Analysis	20
	4.2 ANOVA	21
	4.3.CHI SQUARE	22

5	FINDINGS, SUGGESTIONS AND CONCLUSION	
	5.1 Findings of the Study	23
	5.2 Suggestions & Recommendations	24
	5.3. Limitations of the study	25
	5.4 Conclusion	26
	REFERENCES	
	ANNEXURE I – QUESTIONNAIRE	
	ANNEXURE II – RESEARCH ARTICLE	
	ANNEXURE III - BIOGRAPHY	

Table NO.	LIST OF TABLES	PAGE N.
2.1	Respondents by their Age	26
2.2	Respondents by their Sex	27
2.3	Respondents by their Educational Qualification	28
2.4	Respondents by their years of experience	29
2.5	Vision of organization being communicated	32
2.6	Importance given to participation in Decision Making	33
2.7	Regularity of Job related Training	34
2.8	Facilitating free flow of communication by organization	35

2.9	Presence of opportunities for career growth	36
2.10	Presence of opportunities for internal promotions	37
2.11	Objective met through mutual goal setting and problem solving	38
2.12	Existence of harmony and supporting relationship among team members	39
2.13	Involvement in promoting brand image of the organization	40
2.14	Demonstration of in tolerance for performance	41
2.15	Presence of flat structured and transparent organization	44
2.16	Ambient work infrastructure and atmosphere	45
2.17	Acceptable geographic locations for work	46

2.18	Practice of professionalism at work	47
2.19	Fun and enjoyment	48

2.20	Promotions on performance basis	49
2.21	Recognition for hard work and talent	50
2.22	Merit and performance are basis of organizational reward	51
2.23	Organizational support for high achievers	54
2.24	Encouragement on team reward than individual reward	55
2.25	Reward commensurate to performance and contribution	56
2.26	Promoting team bondage	57

2.27	Celebrating team bondage	58
2.28	Respect for individual self dignity	59
2.29	Encouraging employees to voice their opinions without fear reprisal	60
2.30	Organization provides attractive and competitive pay	63
2.31	Introduction of reward system to stimulate involvement	64
2.32	Flexible benefits to respond to changing workforce	65
2.33	Providing employee stock options	66
2.34	Periodical perks and incentives	67

CHAPTER-I

INTRODUCTION

With the labor 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 organizations. 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 labor markets in recent memory.

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". **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.

OLD TECHNOLOGIES

- High cash.
- High retention bonus
- Work environment
- Learning opportunities on new technologies.

CURRENT TECHNOLOGIES

- Modest cash
- Modest ESOP
- Job excitement
- Work environment bonding.

KEY RETENTION STRATEGY

- | | |
|-----------------------------------|-----|
| • Compensation, mainly incentives | 20% |
| • Work environment | 28% |
| • ESOP | 20% |
| • Quality of job | 15% |

EFFECTIVE RETENTION STRATEGIES

On effective employee retention strategies Aldrich's Nancy's explains various strategies as follows,

Retention needs to be looked at differently. The first step towards management of employee retention begins with acceptance of the reality that today it is not the company, which determines the movements of its employees but the market. The reason for such a conclusion is simple. It is not too impossible for a single company to counter the pull of the market. Instead of attempting to minimize migration, the management practices must aim at influencing those who leave and at what time.

Acceptance of the reality thus enables the management to develop a focused retention program duly accompanied by an effective contingency plan for filling the prospective gaps in skills. An honest assessment of an organization's need for a set of employees to remain with the company makes it clear as to which group should be handled with what concern for retaining them. Once this analysis is over and the management identifies who is to be retained for how long, it can customize retention practices to encourage employees to stay loyal to the organization. Some such practices could be:

1.2 COMPANY PROFILE

Visionsoft Technologies established in the year 2005, having its Head office in India. They specialize in consulting and staff augmentation, IT project outsourcing, offshore software development services, and IT project management. With the unique Global Delivery Model, experienced consultants and software development services, They will commit to help the customers build highly qualitative, timely delivered and cost effective services.

Vistonsoft is an emerging leader in enterprise and web-enabled solutions that allow corporations to operate more efficiently, quickly bring products to market, and rapidly achieve their business objectives. Guided by a philosophy of attracting and retaining professionals who possess well-rounded domain and technical expertise, Vistonsoft builds teams of focused professionals who capitalize on their combined experiences to deliver innovative, practical solutions.

The proven software development methodology includes a focus on key business drivers, an emphasis on analysis, and reusable design elements.

Vistonsoft is a full spectrum Software Solutions and a Managed Services Company. The services from Optimum are designed to deliver Enterprise Client-Server/ Multi-tier and Web based solutions across the entire value chain, spanning on-site consulting services to turnkey software projects.

They have over 100 consultants working with us and have developed into a rapidly growing, highly competitive and responsive firm with strong management, technical and financial resources and commitment to fully serve its clients.

Professional Services- They have been providing IT consulting professionals to major national and local firms, Fortune 1000, software integrator and software development companies, and major national and local consulting firms.

Managed Services- the Managed Services group focuses on the comprehensive services on a managed mode- where the responsibility of delivery and Service Levels are undertaken by Optimum for providing a strong value to the customers. This Service enables organizations to optimize overheads and realign focus of their internal resource towards core competency and value addition areas of the organization.

Software Applications & Services provides a wide range of services and turnkey solutions that run gamut from short-term focused services to long-term comprehensive, leading-edge solutions. The scope covers the end-to-end application platforms from legacy domains to web based applications.

The consulting team at Vistonsoft provides unique software consulting to help clients achieve their long term business goals. They endeavor to deliver on strategic solutions that enhance business growth in alignment with the business objectives. They propose a blend of traditionally successful as well as innovative ways to achieve growth and steps to implement business strategy. IT and strategy solutions include suggestions to reduce costs by optimizing resource use and outsourcing non-core processes.

They offer world-class enterprise wide solutions to optimize and enable business processes and information flow through IT integration. The team of consultants has expertise in different industry verticals with specific functional domain and expert IT skills.

They are focused on helping enterprises leverage technology to achieve business goals in:

- IT & Systems integration

- Application development and maintenance

A feature of the offering is the astounding levels of accuracy They help you achieve. A major reason for the success is the in-house team of highly qualified and well

experienced professionals. The team brings in the requisite expertise in process, technology, and operational capabilities that delivers excellent quality.

The deep domain knowledge combined with the unique delivery model and deployment of cutting-edge technology ensures high quality. The competent project management and service delivery teams deliver solutions with smooth interactions, leaving no scope for ambiguities and misunderstandings.

The cost effective and efficient consulting services result in value enhancement and high return on investments.

Project outsourcing

- Software development
- Web designing and development
- Domain management & hosting
- Web 2.0 Portal development and support
- Animation and multimedia
- Web enabled application / product development

Resource outsourcing

- Enterprise solutions
- IT Solutions
- Quality solutions
- Staffing

Vistonsoft provides software services to improve your product operations for better business value. They enable you to reduce time-to-market, expand innovation capacity, optimize asset utilization and enhance productivity through the engineering services. The services address the complete engineering value chain, spanning various industry verticals.

Vision

Vistonsoft strives for excellence in everything they think, say and do.

Quality: Vistonsoft are dedicated to achieving the highest levels of quality in everything they do to delight customers, internal & external, every time.

Respect for the Individual: Vistonsoft uphold the self esteem and dignity of each other by creating an open culture conducive for expression of views and ideas irrespective of hierarchy.

Innovation & Continuous Learning: Vistonsoft creates an environment of innovation and learning that fosters, in each one of us, a desire to excel and willingness to experiment.

Collaboration & Teamwork: Vistonsoft seeks opportunities to build relationships and leverage knowledge, expertise and resources to create greater value across functions, businesses and locations.

Harmony & Social Responsibility: Vistonsoft take utmost care to protect the natural environment and serve the communities in which they live and work. Their business practices are guided by the highest ethical standards of truth, integrity and transparency.

Mission

Vistonsoft's long-standing commitment to high standards of corporate governance and ethical business practices is a fundamental shared value of its Board of Directors, management and employees. The Company's philosophy of corporate governance stems from its belief that timely disclosures, transparent accounting policies, and a strong and independent Board go a long way in preserving shareholders trust while maximizing long-term shareholder value.

Good corporate governance flows out of the commitment of the Management and the Board of Directors. When the commitment is backed by the fundamental beliefs of maximizing value for stakeholders; transparent actions in the business; values of a corporate; and mutual trust

amongst all constituents of the business, the organization transforms itself into a higher plane of leadership. The forward-looking approach of Vistonsoft has always helped it, in achieving the desired results. This approach has transformed the company's culture to one that is relentlessly focused on the speedy translation of scientific discoveries into innovative products. Vistonsoft's commitment towards Corporate Governance started well before law mandated such practices. The company has identified and established its core purpose, mission and core values for achieving corporate excellence. Vistonsoft believes in crafting an environment where the parameters of conduct and behavior of the company and its management is constantly aligned with the business environment.

Welfare Measures

At Vistonsoft, the safety, health and physical well being of people represent an important driver of its sustainability. It guarantees an environment in which the intellectual capital is adequately protected at all times, serving as an inducement for others to join.

This sets into motion a virtuous cycle of insight retention, driving sustainability in the process. This safety aspect has been captured in the incidence and frequency rates comprising a part of the Safety, Health and Environment report. As a forward-looking organization, they are also encouraging the reporting of near misses with a view to eliminate the root causes of accidents, representing the base of the safety pyramid.

They have also implemented an internal guideline for contractor safety, a training manual for contract workers covering job safety, tool inspection and other initiatives.

As an additional initiative, all the manufacturing locations are adequately equipped with occupational health centers. Medical checks are carried out regularly and workplace monitoring is a routine activity, to ensure that exposure limits are not exceeded.

Vistonsoft Technologies is a software development and web development company which offers world class application development services and an unparalleled business consulting services. Our comprehensive portfolio of services includes Software Development, Web Development, Web Designing, Web Hosting and Technology Staffing,

With our expertise developed through profound experience, we help businesses to bridge the gap between their business and information technology driven goals. Periodical workshops offer soft skills training programmes to our corporate executives. As a web development and web designing company, we have been redefining the market standards with utmost consistency.

Vistonsoft Technologies is powered by skill professionals and driven by its mission to create values to all its clients. Our forte is the well qualified programmers and the innovative methodologies used to provide software development of international standards.

SERVICES:

1. Software development
2. Web development
3. Web designing
4. Web hosting
5. Technology staffing

1.5 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To have an understanding of the employees retention strategies adopted at Vistonsoft Technologies and to study the issues related to it.

SECONDARY OBJECTIVES

- To study the employees' awareness and knowledge about growth strategies adopted by Vistonsoft Technologies 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 Vistonsoft Technologies.

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 to a great extent, influenced by the human resources. The need for the study is as follows:

To understand the effectiveness of employment strategies in Visionsoft Technologies.

1. To find out the effective ways to improve the present employee retention strategies.
2. To find out the issues related to employee retention strategies adopted in Visionsoft Technologies.

1.7 SCOPE OF THE STUDY

The scope for the study is explained as follows:

1. This study helps the organization to find the effectiveness of retention strategies adopted in Visionsoft Technologies.
2. This study helps to make decisions regarding the improvement in the retention strategies.
3. This study focuses on understanding employee awareness and knowledge about the employee strategies.

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE:

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.

Hay Group (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.

Chitra Devi and Latha (2011) conducted research on employee retention in the IT sector.

The main aim of the research is to identify why employees are migrating one from companies to another i.e. reasons for migration and to analyze the retention benefits. Discriminant analysis tools were used and resulted in the sector having to focus on compensation, job satisfaction and job security as these were some of the important tools used for retention of employees in organizations.

Kossivi and Kalgora (2016) attempted to study the various factors for retention from the findings of various previous research studies and brought some factors such as opportunity for development, work-life balance, compensation, style of leadership of the management, work environment, autonomy, training & development, social support etc.

Vijayalakshmi V (2012) discussed in the study that employees-the bases of a company and hence human resource department must focus on them by identifying why employees are voluntarily leaving in an organization and what are all their needs relating to their growth, education and personal life. This approach would create a positive impact in employee retention in organizations.

Dr.Mitra Mehta and Aarti Kurbetti and Ravneeta Dhankhar (2014) This review paper's main objective is to identify the best practices and methods adopted by various organizations across industries to help enhance commitment and employee retention. Focused about the various HR practices that help employee retention and foster employee commitment in the organization.

Marie Rose Muir and Lin Li (2014) mainly identified a theoretical framework with two levels of turnover collective and individual turnover. They probed into each level and elaborated on the top factors in each domain. And focused on the effects on turnover and retention strategies are included for each factor.

Muppuri. Nagabhaskar (2014) This theoretical paper investigated motivational factors that influence employee retention and examined their impacts on both organizations and employees. This paper argues the motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance. This research sought to identify factors that affect employee retention and predict ways that the organization can improve on current practices.

N. Hemalatha and Dr. A. Savarimuthu, (2013) The main objectives of their study – collected the opinion of the employee about the various aspects of the company. And identified how the organization takes interest & develops approaches towards the retaining employee. Its desirable state of existence involving retention strategies generally fall into one of four categories: salary, working conditions, job enrichment and education.

Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013) This review paper mainly analyzed various research works that have been done in the area of employee retention. They highlighted the various factors which affect retention initiatives in an organization. And explore the relation between various factors and job satisfaction. They finally concluded that still much scope remains for more exploration in the field of employee retention and it by taking into consideration the factors like compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours etc.

Toys .R (2008) analyzed comprehensive and valuable resources for all managers and HR professionals who want to retain critical talent in their organizations. Calculating cost of attritions and creating effective retention solutions. Retention refers to the desire of an organization to hold on to their good employees. Retention is the other side of the recruitment coin .However retaining qualified motivated employees is a critical issue that will become more important for the individual employee.

Bliss (2007) and Sutherland (2004) contend that organizations lose productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organization constitutes a huge loss. These attributes are, in most cases, lost to a competitor organization that may use this to gain competitive advantage.

Hendricks (2006) notes that employees with scarce skills are in great demand by the South African government and becoming difficult to source. When these categories of employees are eventually sourced, they become even more difficult for the government to retain. It is not only, government that is finding it difficult retaining highly skilled employees.

Jane in the year (2004) has conducted the study on Trainer as retention Agent. The findings suggested that a strategic focus on the importance of a strategic focus & delivered training program should be made in order to enhance the organization's ability to attract & retain the best employees leading to the success of the firm.

Ramlall (2003) Estimates the cost of employee turnover as 150% of an individual employee's annual salary. This cost can be substantial especially when high profile employees or a high number of employees are involved.

Stovel and Bontis(2002), High turnover can be detrimental to the organization's productivity. This can result in the loss of business patronage and relationships, and can even jeopardize the realization of organization.

CHAPTER-3 RESEARCH METHODOLOGY

3.1 RESEARCH PROBLEM

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

PILOT STUDY

To have a 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 Vistonsoft Technologies, 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.

UNIVERSE

Since the researcher wanted to confirm employee retention strategies adopted at Vistonsoft Technologies, on the basis of the opinion of the executives at Vistonsoft Technologies, all the executives at Vistonsoft Technologies formed the universe for the study. The department wise break up of the executives (universe) at Vistonsoft Technologies is given below for reference,

3.3SAMPLE SIZE

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 the “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 understand to be as follows

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.

3.4 STRUCTURE 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.

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 it into actual study.

ANALYSIS AND INTERPRETATION

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

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.

CHI- SQUARE TEST I –

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.

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.

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.

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

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.

BAR CHARTS:

The bar chart is commonly used for presentation of qualitative data. The data can be continuous or discrete data, which are plotted against discrete data intervals. The vertical bar diagram, also called bar chart where the length or height of bars represent the numerical value of the event or measurement. Width or gap between the bars is of no significance to the bar chart data, but they are uniform in a diagram.

DATA COLLECTION

Data collection was carried out at Vistonsoft Technologies. All the 120 respondents were distributed questionnaires at the workplace itself. The researcher explained the study. On the whole all the respondents were solicited for their help.

ANALYZED 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.

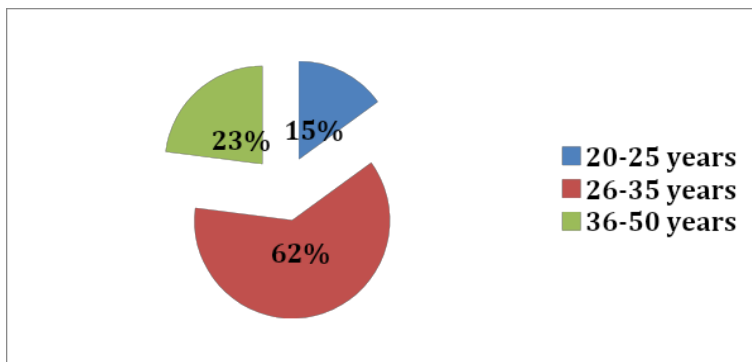
CHAPTER-IV
DATA ANALYSIS AND INTERPRETATION

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
RESPONDENTS BY AGE

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%



Interpretation:

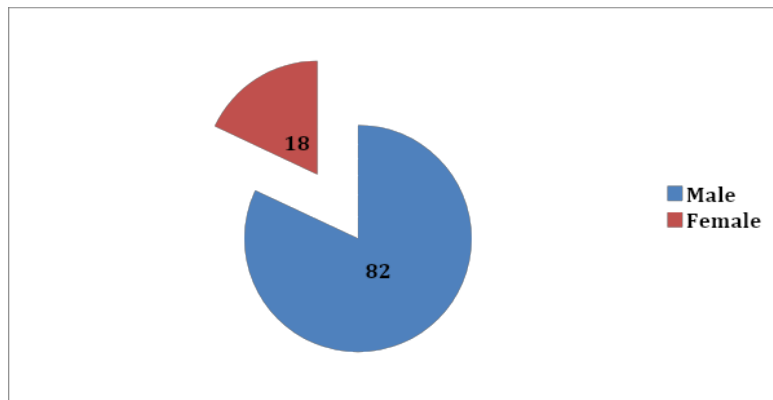
Most of the respondents (90%) are above the age of 26 years among which a majority of the respondents (62%) belong to the age group of 26-25 years and the remaining one third of the respondents (23%) belong to the age group of 36-50 years of age. More than one tenth of the respondents (15%) belong to the age group of 20-25 years.

Inference:

Majority (62%) belong to the age group of 26-25 years.

TABLE NO. 4.2
RESPONDENTS BY THEIR SEX

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



Interpretation:

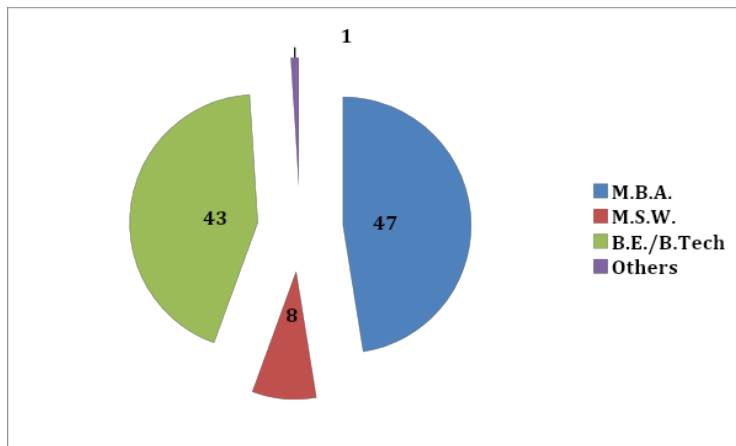
It demonstrates that more than three fourth of the respondents (82%) are men and the remaining less than one fourth of the respondents (18%) are women.

Inference:

Majority (82%) belong to the age group of men..

TABLE: 4.3
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



Interpretation:

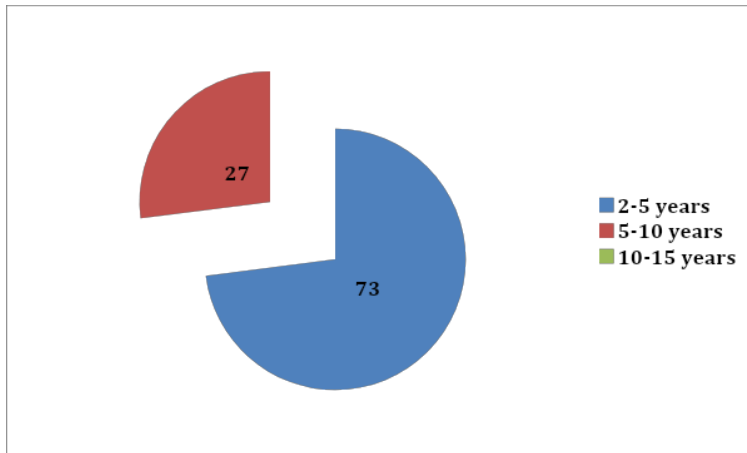
It is found that most of the respondents (80%) are professionally qualified in which a vast majority of the respondents (47%) have completed Master Business Administration and the remaining little more than one fifth of the respondents (8%) have completed their Master Social Work, and the other remaining one third of the respondents (43%) have completed their B.E/B.Tech, the others respondents (1%) are not professionally qualified.

Inference:

Majority (47%) belong to Master Business Administration.

TABLE: 4.4
RESPONDENTS BY THEIR YEARS OF EXPERIENCE

Experience in years	Number of respondents	Percent
2-5 years	88	73
5-10 years	32	27
10-15 years	0	0
Total	120	100



Interpretation

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.

Inference:

Majority (73%) belong to had a work experience of 2-5 years.

ANALYSIS ON GROWTH STRATEGIES

Growth strategies deal with the personal and professional growth of the employees. The strategy concentrates in providing the employees adequate developmental and growth oriented opportunities.

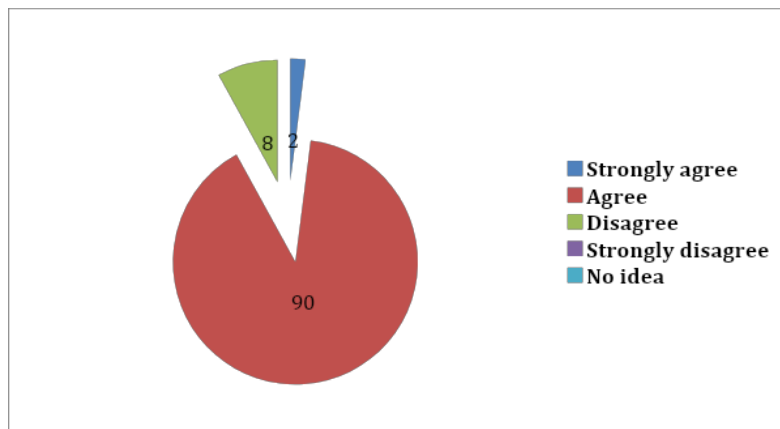
The various strategies that constitute growth strategies are

- Establishing learning culture.
- Providing adequate, essential and effective training programme.
- Investing in individual career planning.
- Career development policy.

The analysis of the following tables (5-14) shows the growth strategies of the respondents.

TABLE: 4.5
VISION OF ORGANIZATION BEING COMMUNICATED

Level of agreement	Number of respondents	Percent
Strongly agree	2	2
Agree	108	90
Disagree	10	8
Strongly disagree	0	0
No idea	0	0
Total	120	100



Interpretation

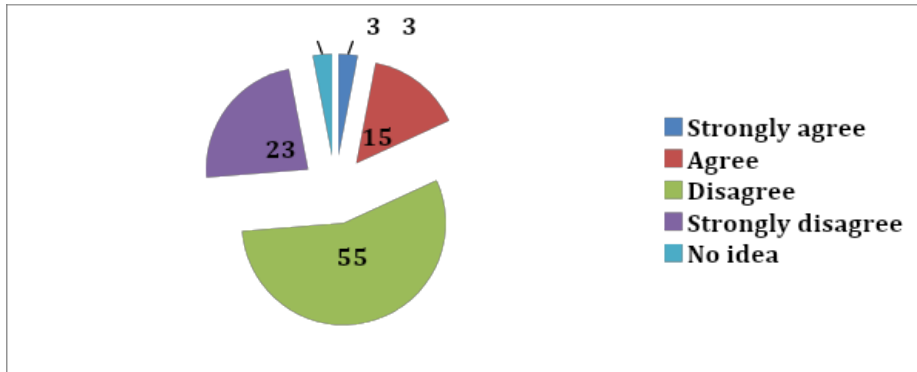
Proper communication of vision to the employee is considered important. Table No.5 demonstrates that most of the respondents (90%) agree that vision of the organization is clearly communicated and the remaining (10%) of the respondents disagree that vision of the organization is not communicated clearly.

Inference:

Majority (90%) agree that the vision of the organization is clearly communicated.

TABLE: 4.6
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



Interpretation

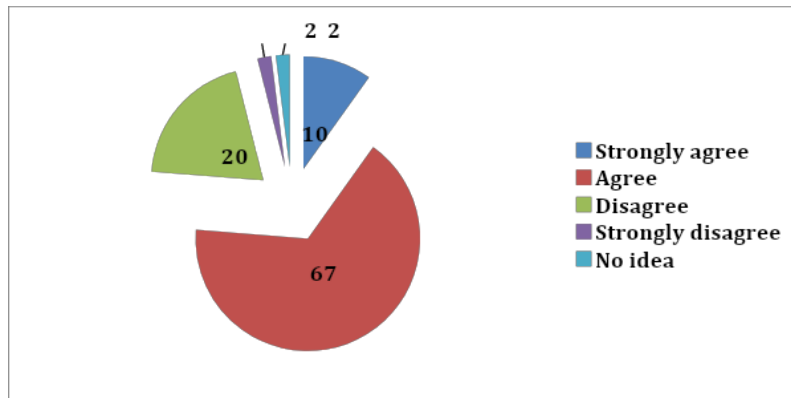
The Table No2.6 demonstrates that most of the respondents (55%) disagree that they are not part of the decision making, and the remaining one fourth of the respondents (23%) have strongly disagreed that they are not given a chance in decision making, and the remaining a one third of the respondents (15%)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

Inference:

Majority (55%) disagree that they are not part of the decision making, and the remaining one fourth of the respondents.

TABLE: 4.7
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



Interpretation:

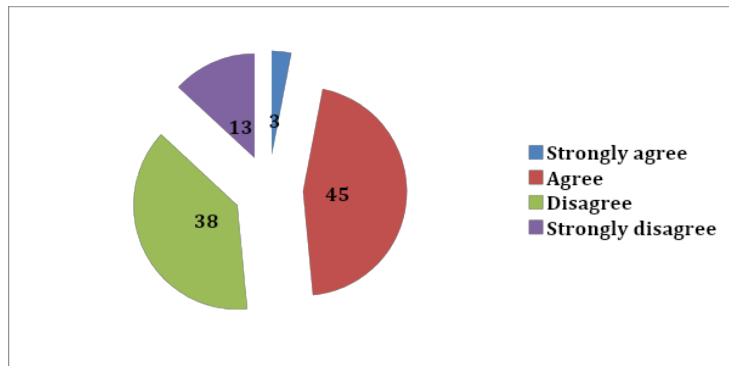
Training plays a vital role in developing one's personality, and it motivates one to work effectively and efficiently. Table No2.7 illustrates that most of the respondents (77%) agree that job related training is given regularly, and one third of the respondents (22%) disagree that job related training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

Inference:

Majority (77%) agree that job related training is given regularly, and one third of the respondents.

TABLE: 4.8
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



Interpretation

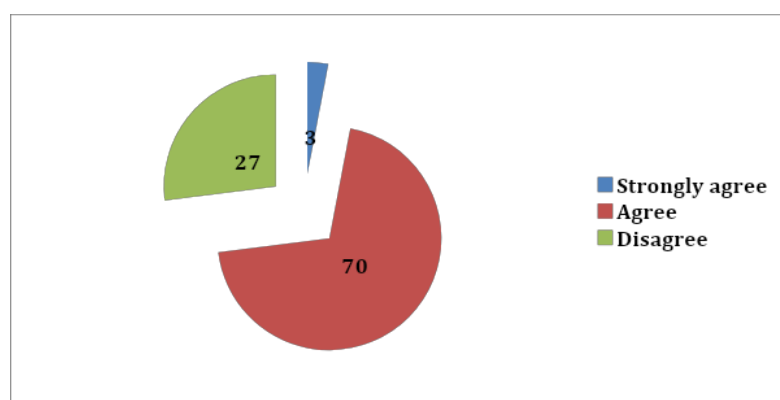
Communication is important in an organization to develop interpersonal relationships among the employees. Table No2.8 illustrates that most of the respondents (48%) agree that there is free flow of communication by the organization, and the remaining (51%) disagree that there is no free flow of communication.

Inference:

Majority (51%) disagree that there is no free flow of communication.

TABLE: 4.9
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



Interpretation

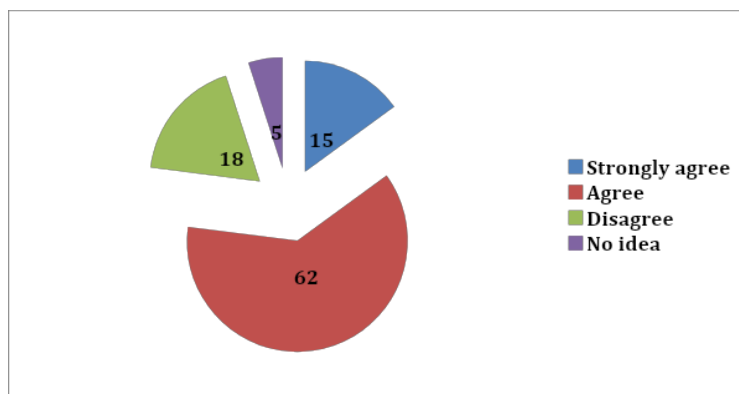
Career growth helps the employees to develop the skills, knowledge about the work. Table No.2.9 illustrates that most of the respondents (73%) agree that organization provides opportunities for career growth and the remaining one third of the respondents (30%) disagree that there are less opportunities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

Inference:

Majority (73%) agree that organization provides opportunities for career growth and the remaining one third of the respondents .

TABLE: 4.10
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



Interpretation

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

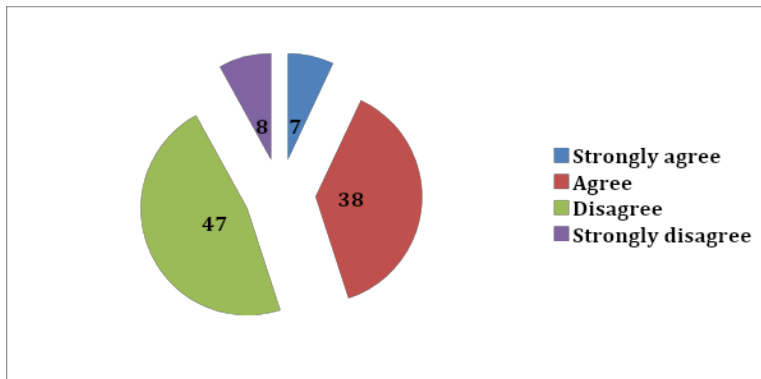
Inference:

Majority (77%) agree that there are opportunities for internal promotions, and the remaining.

TABLE: 2.11

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



Interpretation

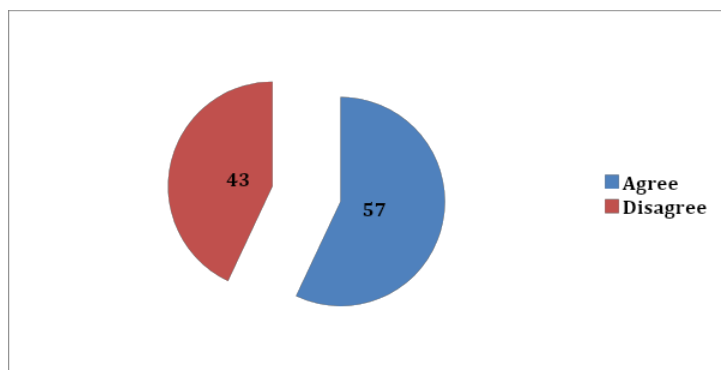
Organizational objectives are met through mutual goal setting in the organization. Table No.2.11 demonstrates that most of the respondents (55%) disagree that there is no mutual goal setting, and the remaining (45%) agree that objectives are met through mutual goal setting and problem solving.

Inference:

Majority (55%) disagree that there is no mutual goal setting, and the remaining.

TABLE: 4.12
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



Interpretation

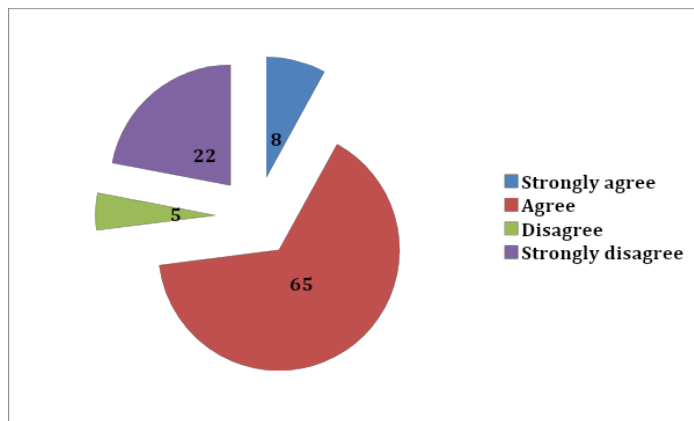
A sense of awe plays a vital role in a team. Table No.2.12 illustrates that most of the respondents (57%) agree that there is the existence of harmony and supporting relationships among team members in the organization, and the remaining one fourth of the respondents (43%) disagree that there is no harmony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

Inference:

Majority (57%) agree that there is the existence of harmony and supporting relationships among team members in the organization, and the remaining one fourth of the respondents.

TABLE: 4.13
INVOLVEMENT IN PROMOTING BRAND IMAGE OF THE ORGANIZATION

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



Interpretation

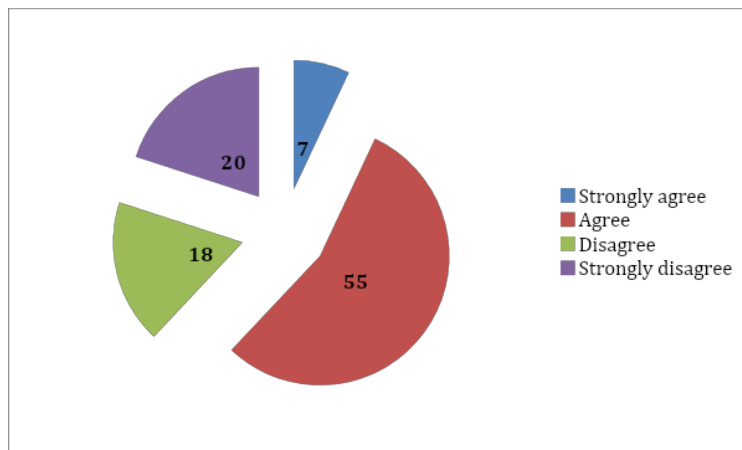
Brand is the one which promotes the image of the organization. It demonstrates that most of the respondents (73%) agree that they promote the brand image of the organization and the remaining (27%) disagree that they don't involve themselves in promoting the image of the organization.

Inference:

Majority (73%) agree that they promote the brand image of the organization and the remaining.

TABLE: 4.14
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



Interpretation

Poor performance reflects on the development of the employees. It is hindrance for his career development; It 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 to be tolerated.

Inference:

Majority (62%) agree that poor performance cannot be tolerated.

INFERENCE ON GROWTH STRATEGIES

From the above tables it is inferred as follows,

- Table no.2.5 depicts that most of the respondents agree that vision of the organization is communicated clearly.
- Table no.2.6 illustrates that the majority of the respondents are not given importance in decision making.
- Table no.2.7 depicts that most of the respondents agree that job related training is given regularly.
- Table no. 2.8 illustrates that there is no free flow of communication.
- Table no.2.9 depicts that there are opportunities for career growth.
- Table no.2.10 depicts that predominant number of agree that there are opportunities for internal promotions.
- Table no. 2.11 illustrates that organizational objectives are met through mutual goal setting.
- Table no.2.12 illustrates that most of the respondents agree that there is existence of harmony and supporting relationships among team members.
- Table no.2.13 depicts that they play a vital role in promoting brand image of the organization.
- Table no.2.14 illustrates that poor performance cannot be tolerated.

ANALYSIS ON ENVIRONMENTAL STRATEGIES

Environmental strategies refer to creating and maintaining a workplace that attracts and nourishes employees. Environmental strategies address the ethics values foundation upon which the organization rests; the overall goal is to make your company a place where people want to come to work.

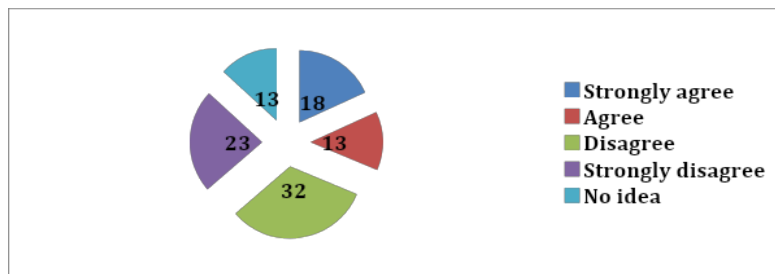
The various components that form the part of the environmental strategies are

- Brand image of the organization.
- None tolerate subpar performance.
- Clarify your mission.
- Make work fun.
- Ambient work infrastructure and atmosphere.
- Geographic locations.
- Professionalism in work.
- Flat structured organization.

The analysis of the following tables (15- 22) shows the Environmental strategies of the respondents.

TABLE: 4.15
PRESENCE OF FLAT STRUCTURED AND TRANSPARENT ORGANIZATION

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



Interpretation

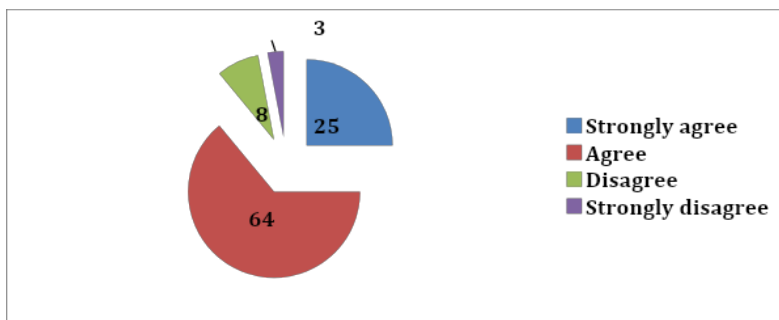
It depicts that most of the respondents (31%) agree that there is flat structure and transparency in the organization, and the remaining (55%) disagree that there is no flat structured and transparency in the organization, and the remaining (13%) have no idea regarding organizational structure.

Inference:

Majority (55%) disagree that there is no flat structure and transparency in the organization.

TABLE: 4.16
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



Interpretation

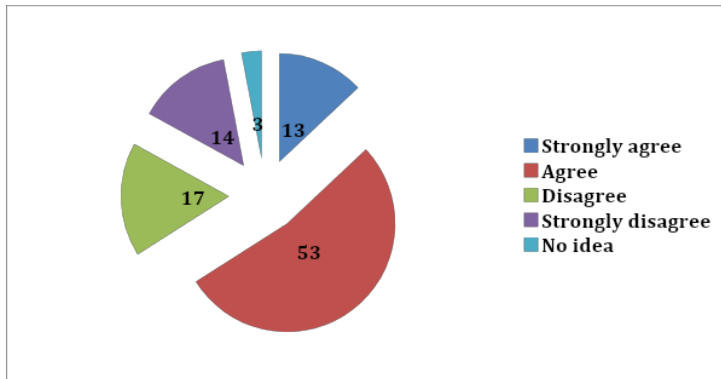
Infrastructure is the one which supports the employee to work better. It depicts that two third of the respondents (89%) agree that they have ambient work infrastructure and atmosphere, and the remaining (11%) disagree that they are not comfortable with infrastructure.

Inference:

Majority (89%) agree that they have ambient work infrastructure and atmosphere.

TABLE: 4.17
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



Interpretation:

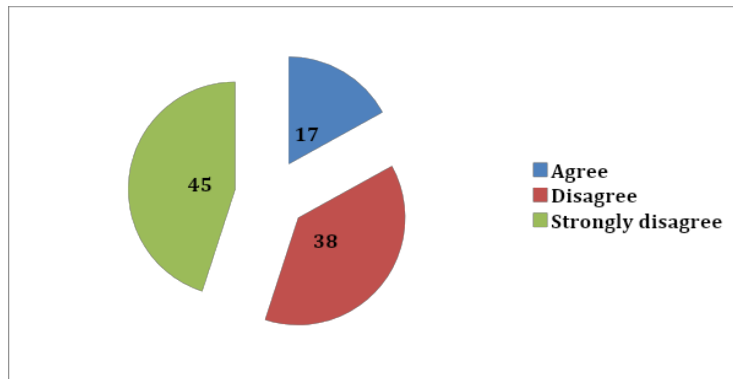
Location is important for an employee to work. It demonstrates most of the respondents (66%) agree that they are provided with a good location for work, and the remaining (31%) disagree that they are not provided with comfortable locations for work.

Inference:

Majority (66%) agree that they are provided with a good location for work

TABLE: 4.18
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



Interpretation

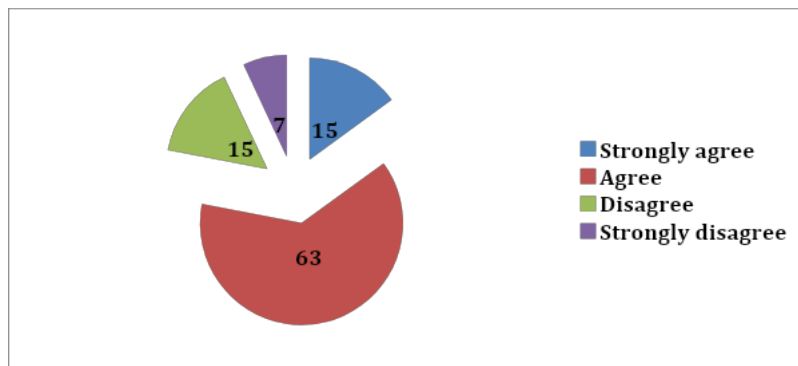
Professionalism plays a vital role in imparting what we learnt. It demonstrates that two-thirds of the respondents (83%) disagree that professionalism is not practiced at work, and the remaining (17%) of the respondents agree that professionalism is practiced at work.

Inference:

Majority (83%) disagree that professionalism is not practiced at work.

TABLE: 4.19
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



Interpretation

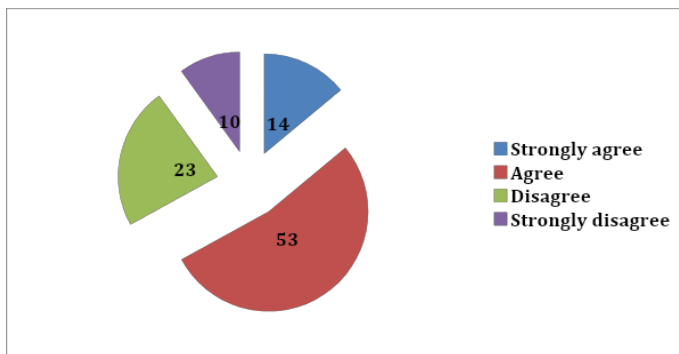
Nowadays work has become fun, so that there would be full involvement in the job. It depicts that most of the respondents (78%) agree that they enjoy their work, and the remaining (22%) of the respondents disagree that there is no enjoyment at work.

Inference:

Majority (78%) agree that they enjoy their work, and the remaining (22%) of the respondents disagree that there is no enjoyment at work.

TABLE: 4.20
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



Interpretation

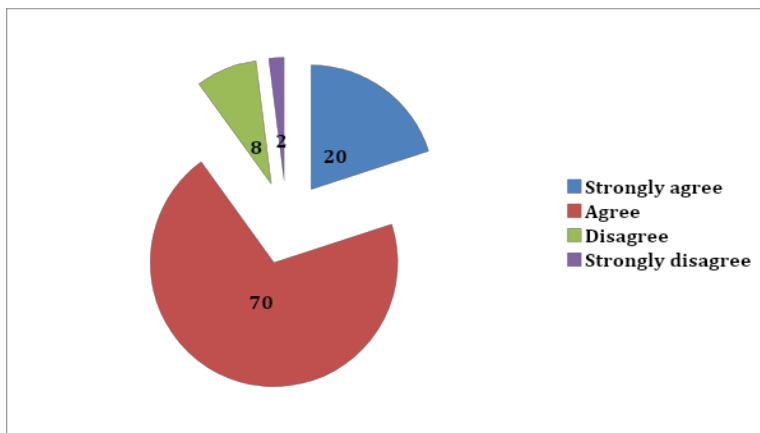
Promotions is one which motivates the employees to work better, and it is like that of a reward given to the employees. It demonstrates most of the respondents (67%) agree that promotions are based on performance basis, and the remaining (33%) disagree that promotions are not given, based on performance basis.

Inference:

Majority (67%) agree that promotions are based on performance basis.

TABLE: 4.21
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



Interpretation

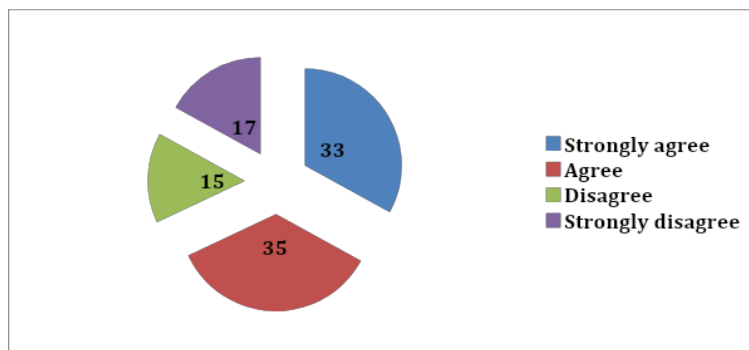
Hard work is one which plays a vital role in organization. It depicts two third of the respondents (90%) have agreed that there is recognition for hard work and talent, and the remaining (10%) disagree that there is no recognition for hard work.

Inference:

Majority (90%) of the respondents have agreed that there is recognition for hard work and talent.

TABLE: 4.22
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



Interpretation

Organizational reward is an important aspect to motivate the employees. It 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.

Inference:

Majority (68%) of the respondents agree that organizational rewards are based on merit and performance.

SUPPORT STRATEGIES

All support strategies from three basic principles

People want to excel.

People need adequate resources to get the job done.

People need moral and mental support from you and your managers.

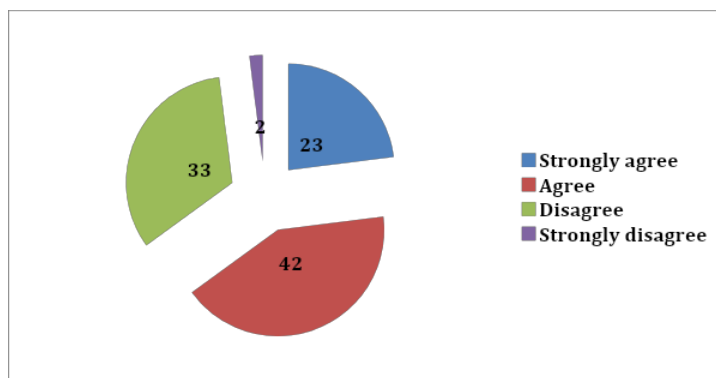
The support strategies involve the following components

- Accountable roles and responsibilities.
- Giving people productive and challenging work.
- Adjusting jobs to fit strength, abilities and talents to employees.
- Offering enough authority to get a job done.

The analysis of the following tables (23-29) shows the Support strategies of the respondents.

TABLE: 4.23
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



Interpretation

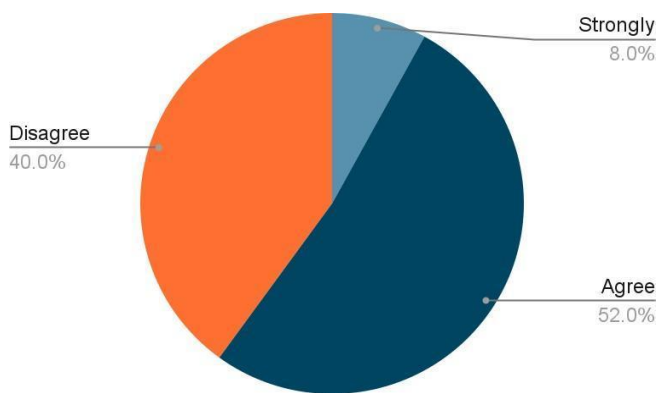
Task oriented employees are always recognized by the organization. It depicts that most of the respondents (65%) agree that organization supports high achievers and the remaining one third of the respondents (35%) disagree that there is no support for high achievers from the organization.

Inference:

Majority (65%) agree that organization supports high achievers and the remaining one third of the respondents.

TABLE: 4.24
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



Interpretation

Teamwork plays a vital role in the organization. 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.

Inference:

Majority (65%) agree that organization supports high achievers and the remaining one third of the respondents.

TABLE: 4.25

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

Interpretation

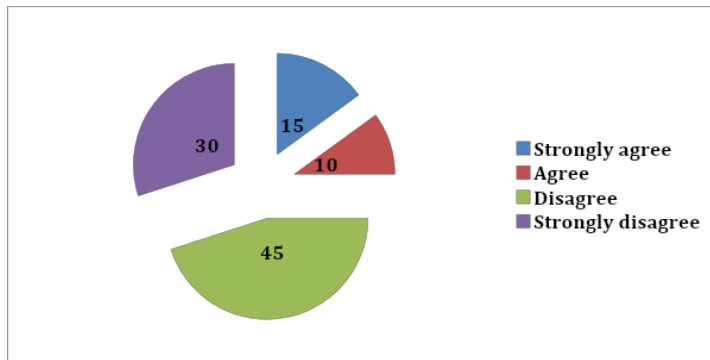
Performance plays a vital role in the organization. The Table No.2.25 demonstrates one third of the respondents (58%) agree that organization encourages reward for performance, and the remaining (42%) of the respondents disagree that organization don't encourage rewards.

Inference:

Majority (58%) agree that organization encourages reward for performance. .

TABLE: 4.26
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



Interpretation

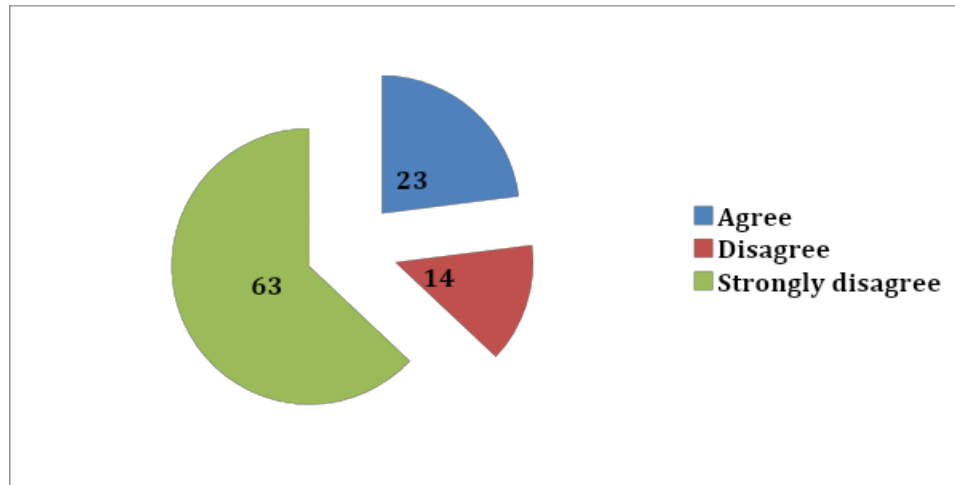
Organization plays a important role in promoting team bondage and a sense of awe feeling among the employees The Table No.2.26 depicts that most of the respondents (75%) disagree that they are not involved in promoting team bondage A , and the remaining (25%)of respondents agree that they promote team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

Inference:

Majority (75%) disagree that they are not involved in promoting team bondage A. .

TABLE: 4.27
CELEBRATING LONGEVITY

Level	No.of respondents	%
Agree	28	23
Disagree	16	14
Strongly disagree	76	63
Total	120	100



Interpretation:

The relationship between employee and employer is very important in an organization; the relationship between them should be mutual 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.

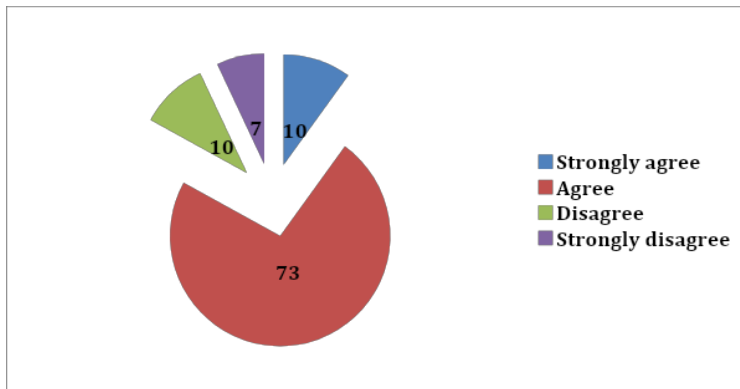
Inference:

Majority (63%) disagree that they don't celebrate longevity, and the remaining one third of the respondents.

TABLE: 2.28

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



Interpretation:

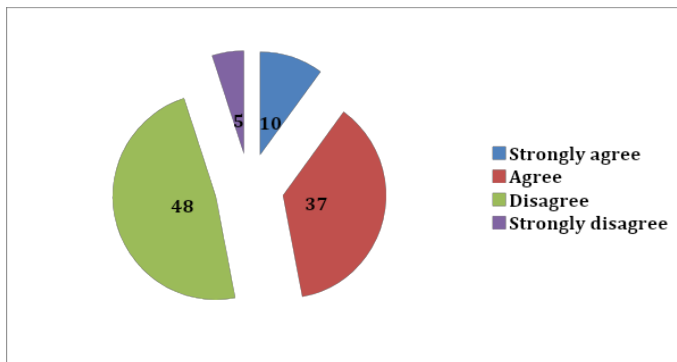
In an organization everyone is respected The Table No.2.28 demonstrates that most of the respondents (83%) agree that individual self dignity is respected, and the remaining (17%) of the respondents disagree that self dignity is not respected.

Inference:

Majority (83%) agree that individual self dignity is respected.

TABLE: 4.29
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



Interpretation:

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.

Inference:

Majority (53%)disagree that employees are not allowed to voice their opinions without fear.

COMPENSATION STRATEGIES

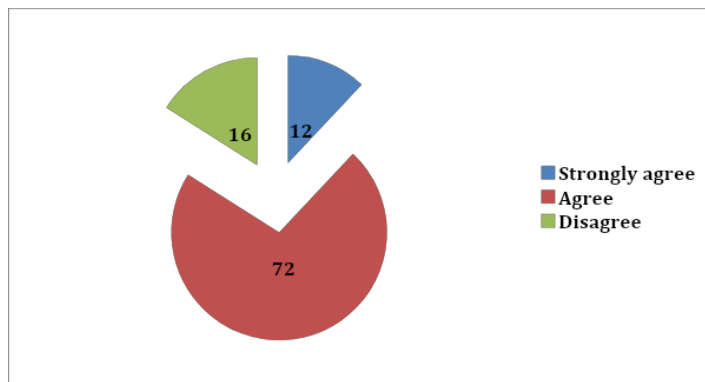
Compensation strategy covers the broad spectrum of total compensation, not just base pay and salary. It includes both financial and non financial components. The various components that constitute the compensation strategies are

- Attractive and competitive pay and package.
- Reward system to stimulate employee involvement.
- Flexible benefits to respond to changing workforce.
- Providing employees stock options.
- Providing periodical perks and incentives.

The analysis of the following tables (30-34) shows the Compensation strategies of the respondents.

TABLE: 4.30
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



Interpretation:

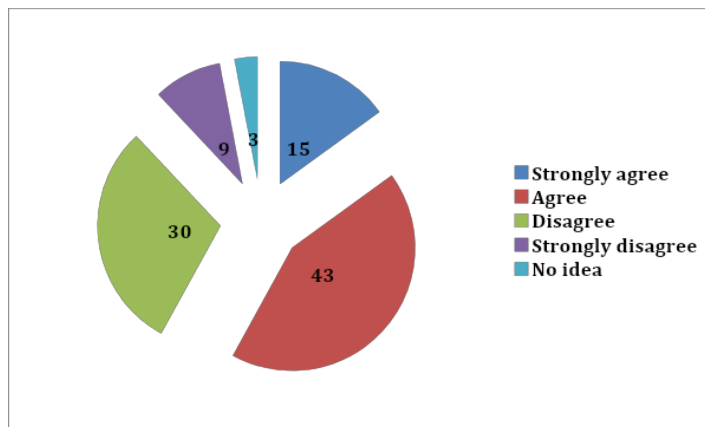
Pay is the one which makes the employee stay. The Table No.2.30 demonstrates that two-thirds of the respondents (84%) agree that they are provided with an attractive pay package, and the remaining (16%) disagree that they are not satisfied with the pay package.

Inference:

Majority (84%) agree that they are provided with an attractive pay package.

TABLE: 4.31
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



Interpretation:

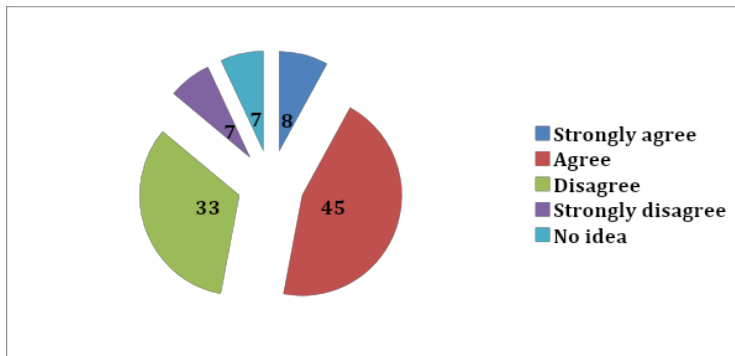
Reward is one which motivates the employee to work better. The Table No.2.31 depicts that most of the respondents (58%) agree that the reward system stimulate involvement, and the remaining (39%) disagree that they are not provided with reward systems.

Inference:

Majority (58%) agree that the reward system stimulate involvement.

TABLE: 4.32
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



Interpretation:

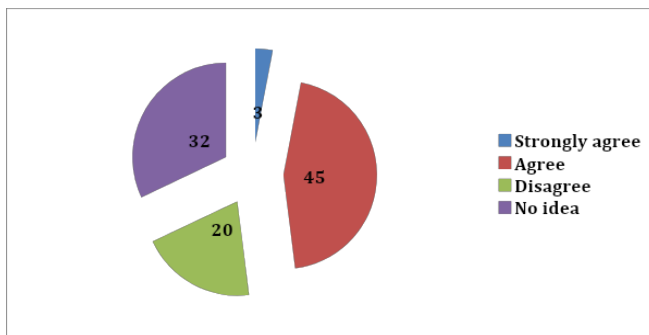
The organization provides benefits to the employees to make them stay. The Table No.2.32 demonstrates that most of the respondents (53%) agree that the organization provides flexible benefits to the employees and the remaining (40%) disagree that they are satisfied with benefits provide to them.

Inference:

Majority (53%) agree that the organization provides flexible benefits to the employees.

TABLE: 4.33
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



Interpretation:

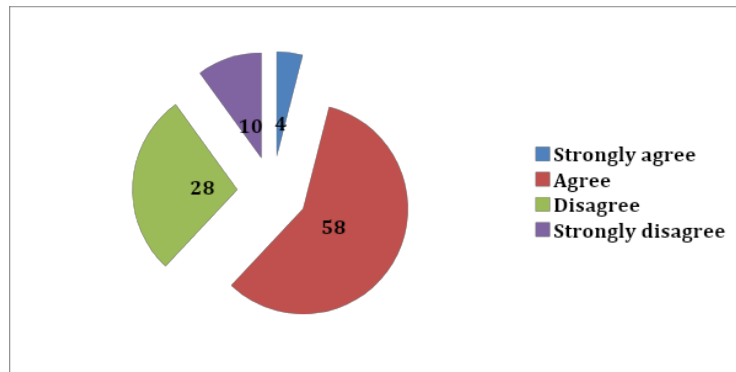
Suggestion scheme is one which allows the employee to participate in the organization activities. The Table No.2.33 demonstrates that most of the respondents (48%) agree that they are part of the suggestion scheme, and the remaining (20%) of the respondents disagree that they are not part of the scheme,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

Inference:

Majority (48%) agree that they are part of the suggestion scheme.

TABLE: 4.34
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



Interpretation:

Incentives is one which makes the employees to work effectively and efficiently

The Table No.4.34 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.

Inference:

Majority (62%) agree that the organization provides periodical perks and incentives. .

CHI- SQUARE TEST I –

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 a relationship between the Experience and Promotions on a 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%

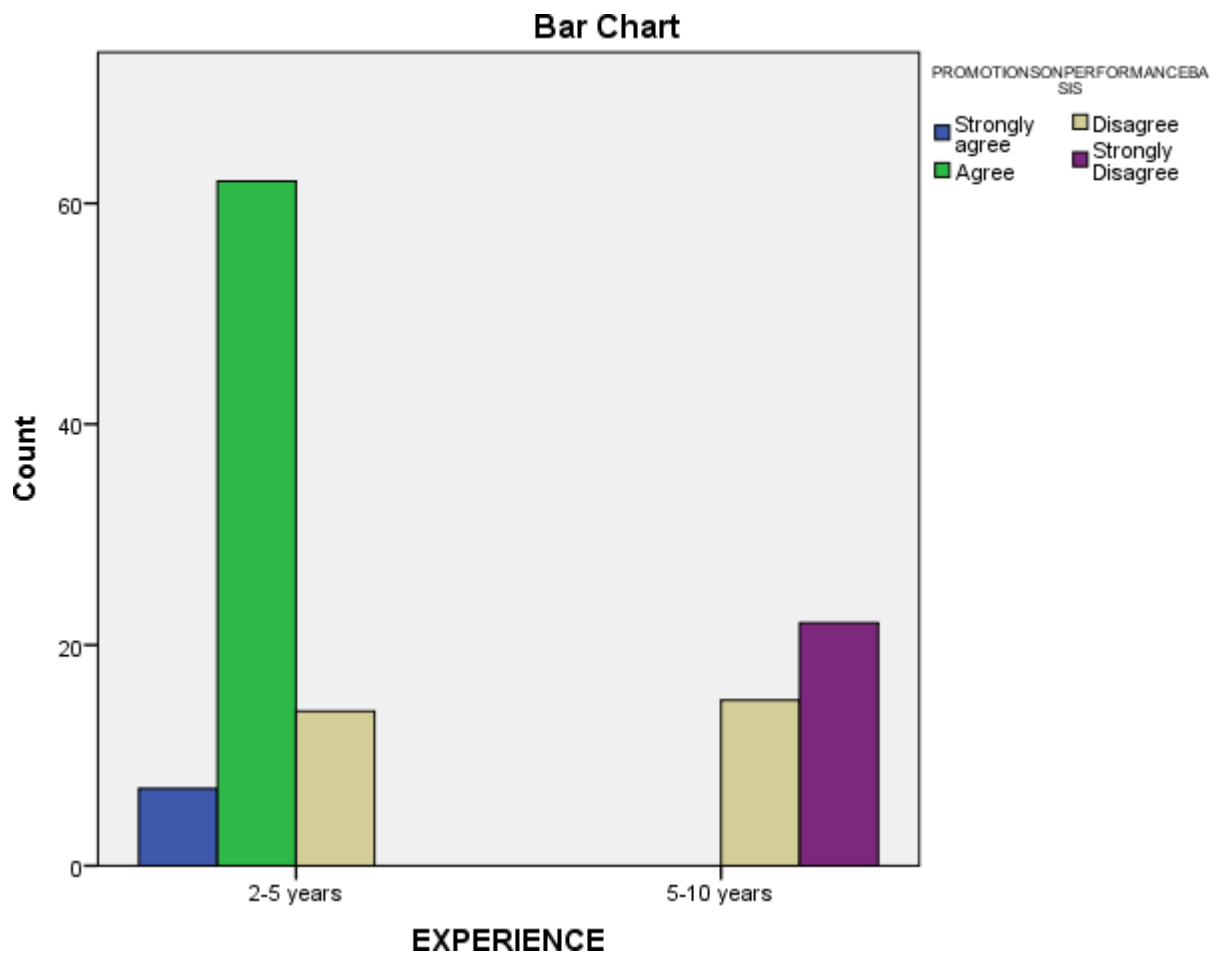
EXPERIENCE * PROMOTIONS ON PERFORMANCE BASIS Cross Tabulation

			PROMOTIONS ON PERFORMANCE				Total
			BASIS				
			Strongly agree	Agree	Disagree	Strongly Disagree	
EXPERIAN CE	2-5 year s	Count	7	62	14	0	83
		% within EXPERIENCE	8.4%	74.7 %	16.9 %	0.0%	100.0 %
		% within PROMOTIONS ON PERFORMANCE	100.0 %	100. 0%	48.3 %	0.0%	69.2%
		BASIS					
	% of Total	5.8%	51.7 %	11.7 %	0.0%	69.2%	
	5-10 year s	Count	0	0	15	22	37
		% within EXPERIENCE	0.0%	0.0 %	40.5 %	59.5%	100.0 %
		% within PROMOTIONS ON PERFORMANCE	0.0%	0.0 %	51.7 %	100.0%	30.8%
		BASIS					
	% 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 PROMOTIONS ON PERFORMANCE BASIS	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.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

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

Alternate hypothesis (H1):

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

Descriptives

PRACTICE OF PROFESSIONALISM AT WORK

	N	Mean	S.D	Std. Err	95% Confidence Interval for Mean		Min	Max
					Low	Up		
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

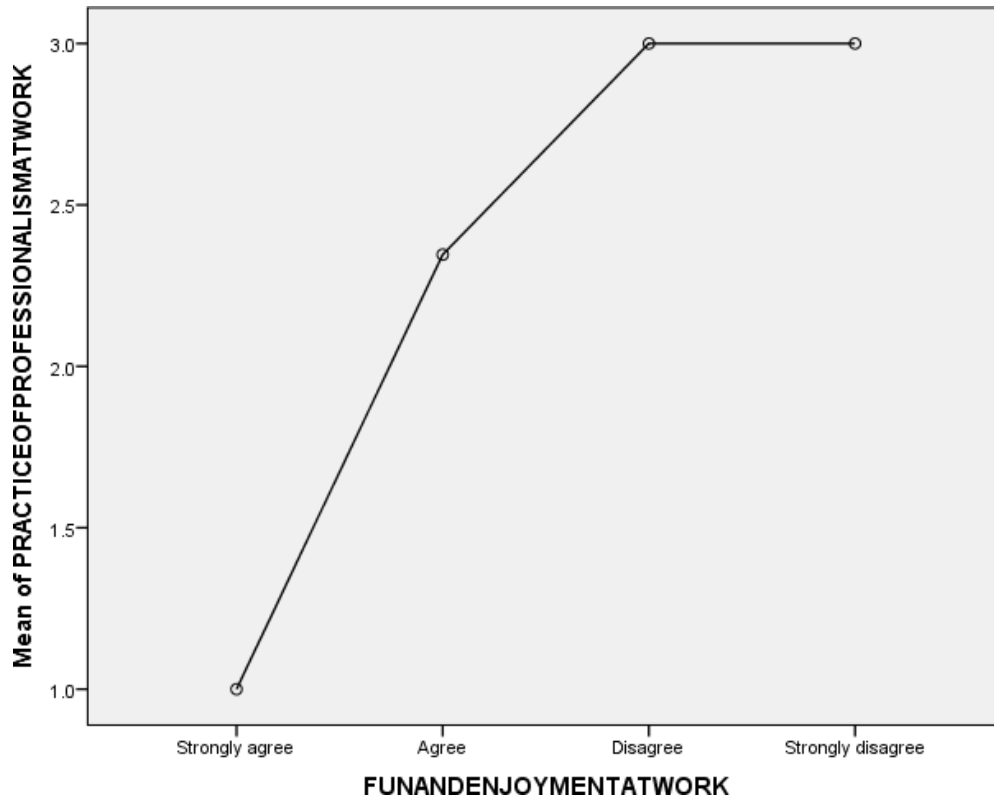
PRACTICE OF PROFESSIONALISM
AT WORK

Levene Statistic	df1	df2	Sig.
129.413	3	116	.000

ANOVA

PRACTICE OF PROFESSIONALISM AT WORK

	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

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

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 significant difference between the Practice of professionalism at work and Fun and enjoyment at work.

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

Alternate hypothesis (H1):

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

Correlations

		RECOGNITION FOR HARD WORK AND TALENT	ORGANIZATIONAL SUPPORT FOR HIGH ACHIEVERS
RECOGNITION FOR HARD WORK AND TALENT	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	120	120
ORGANIZATIONAL SUPPORT FOR HIGH ACHIEVERS	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 V

FINDINGS, CONCLUSIONS & SUGGESTIONS

FINDINGS

- 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.
- 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 the existence of harmony and supporting relationships among team members.
- The study shows that (73%) of respondents play a vital role in promoting the brand image of the organization. The study illustrates that (62%) of respondents agree that poor performance cannot be tolerated.

- The study illustrates that (55%) agree that there is no transparency.
 - 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.
-
- The study illustrates that (65%) of respondents agree that organizations support high achievers.
 - On the whole the study reveals that (60%) of respondents agree that the organization encourages team rewards.
 - A vast majority of the respondents ((58%) reveals that the organization encourages 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.
- 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 options.
- The study reveals that (62%) of respondents agree that the organization provides periodical perks and incentives.

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 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 CONCLUSION

Retaining the resources 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 more 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.

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QUESTIONNAIRE

A STUDY ON EMPLOYEE RETENTION AT VISTONSOFT TECHNOLOGIES

PERSONAL PROFILE

1. Age:

- a) 20-25yrs
- b) 26-35yrs
- c) 36-50yrs
- d) Above- 50yrs

2. Gender: 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

GROWTH STRATEGIES

SNO	STRATEGIES	RESPONSE				
		Strongly agree	Agree	Disagree	Strongly disagree	No idea
1	Organization has a clear & defined vision.					
2	Our Participation & involvement in decision 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 relationships 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.					

