

A STUDY ON IMPACT OF EMPLOYEE TURNOVER FOR EFFECTIVE OUTCOME IN IT INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

DHANUSH PRABU.R
Register No.40410045



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**

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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **DHANUSH PRABU.R 40410045** who carried out the project entitled "**A Study on IMPACT OF EMPLOYEE TURNOVER FOR EFFECTIVE OUTCOME IN IT INDUSTRY**" under my supervision from January 2022 to March 2022.

Dr JOHN PAUL M
Internal guide

External Guide

Dr. BHUVANESWARI .G
Dean – School of Management Studies

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **DHANUSH PRABU.R (40410045)** hereby declare that the Project Report entitled **“A Study on IMPACT OF EMPLOYEE TURNOVER FOR EFFECTIVE OUTCOME IN IT INDUSTRY”** done by me under the guidance of **DR JOHN PAUL M.** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

DHANUSH PRABU.R

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

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DHANUSH PRABU.R

ABSTRACT

The problem of employee turnover is very important in any organization. The impact of displacing an employee differs based on many factors, including the hardness of the position. To study the impact, we prepare a questionnaire and distribute it online with people working in it. However, there is not many studies highlighted the employee turnover. Employee turnover is a measurement of numbers of employee who left their works or organization and there are two types of employee turnover, voluntary and involuntary. The purpose of this research is therefore, to find out the actual reasons behind turnover and its damaging effects on the it industries in Chennai. To explore turnover in greater detail, this article will examine the main sources of employee turnover, its effects and recommend some strategies on how an organization can retain employees and reduce employee turnover in it industry in Chennai. The results of this study are expected to be useful for various it companies for taking remedial measures to reduce the employee turnover which is the major resource in determining the overall success of a project.

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INTRODUCTION

1.1. Introduction

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to examine reason for turnover or estimate the cost-to –hire for budget purpose. Blanket references to turnover can be confusing therefore specific definitions and calculation for employee turnover may be useful to human resources practitioners.

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all cost must minimize employees turnover .Although, there is no standard frame work for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover. Employee turnover is a measurement of the numbers of an employee who left them works or organization and there are two types of employee turnover, voluntary and involuntary. Voluntary turnover is the employee who left the organization by them self and it happens because of many reasons like they want to move from the organization to other or it can be for a better job opportunity. Involuntary turnover is when the organization or employer fair or layoffs the employee for many reasons like economic problems or poor performance or other reasons. It is very important to highlight this issue because the problem exists in contemporary time. Employee turnover force many organizations and companies to close. It is happening in the real life in the chosen company. The research outcomes are to find solutions for this problem and reduce it.

Industry Profile

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

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

IT-ITeS sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

The IT industry is heavily influenced by factors like the global market and sustenance of its rate of growth. The recession in the United States also impacted the IT community in India negatively. This segment is promising and has vast potential, but there are concerns regarding the demand-supply gap, which is widening. Some challenges which the industry is facing are inadequate infrastructure, tax issues and limited preferential access for local firms. China and Taiwan are examples of low cost destinations, and India needs to change its current tax structure so that it can outdo competition from other countries.

One of the biggest benefits that the computer and IT industry provides in India is the employment it can generate. Other benefits are export and Foreign Direct Investments (FDI). New markets have opened up in the Middle East, Africa, Eastern Europe, and South and South East Asia. India is now a major destination for IT outsourcing. There is no dearth of IT job opportunities in India. In fact, India is expected to overtake the US to have the most number of software developers in 2018 (52 lakh developers in India against America's 42 lakhs).

1.2. Need for the Study

The prospect of getting higher pay elsewhere is one of the most common contributors to turnover. This can be observed at all levels of the economic ladder from executives and generously paid professionals in high stress positions to entry level workers in relatively undemanding jobs. However, there is evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit. Rather it is believed that high turnover persists in certain jobs and organizations because they have an atmosphere in which employees look for reasons to leave and money is a convenient and something compelling justification.

Most evidently, environmental contributors to turnover can be directly traced to management practices. Turnover tends to be higher in organizations where employees feel they are taken advantage of where they feel undervalued or ignored feel they feel helpless or unimportant. Clearly, if managers are impersonal arbitrary and demanding there is greater risk of alienation and turnover. Management policies can also affect the market in certain ways such as whether employee benefits and incentives appear generous or stingy, or whether the organization is responsive to employees needs and wants. Management handling of major corporate events such as mergers or layoffs also influences on the work place.

1.3. Scope and Significance of the Study

This study is targeting voluntary employee's turnover in the information technology of Chennai. The scope of this study is around employees training and qualification, recognition, work-life balance, management commitment, management leadership, work ethics, working relationship, performance feedback, and motives to leaves

Although, the study was designed to investigate the job satisfaction and employee turnover in an organization but in order to clearly understand the topic very, it looked at the factors that can bring about job satisfaction and dissatisfaction in any organizations. The factors include: prompt payment of salary, supervision, hours of work, promotion etc.

1.4. Objectives of the Study

- ▶ To study the reason for employee turnover in it industry
- ▶ To know the job satisfaction level of the employee working in the it industry
- ▶ To provide some suggestion to reduce the employee turnover and retain the employees
- ▶ To study about what expectation are fulfilled them to stay back

1.5. Limitations of the Study

- ▶ The accuracy of the figure and data are subjected to the respondents view.
- ▶ The number of questions for the workers/employees has been restricted on
- ▶ Account of time constraint
- ▶ Some respondents have been reluctant to provide the research with the necessary information.

CHAPTER 2

REVIEW OF LITERATURE

- ▶ Price & Muller (1981) observed that job dissatisfaction influenced actual turnover indirectly through its direct effect on turnover intention. The variables that affect job satisfaction are pay, promotion opportunities, immediate supervisor, fringe benefits, contingent rewards, rules and procedures, relation with co-workers, type of work done, and communication within the organization.
- ▶ Williams and Hazer (1986) has differentiated between job satisfaction and commitment by explaining the former as an emotional reaction to specific aspects of job and the latter as an emotional reaction to the whole organization. Both the individual factors as well as the organizational factors influence organizational commitment which eventually influences turnover intentions amongst employees
- ▶ Costly et al. (1987) points out that a high labour turnover may mean poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. All these factors contribute to high employee turnover in the sense that there is no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit.
- ▶ Magner et al. (1996) argues that employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere.
- ▶ Labov, (1997) has highlighted that employees have a strong need to be informed. Organization with strong communication systems enjoyed lower turnover of staff.
- ▶ Mobley (1977) first proposed a model explaining the relationship between job satisfaction and thoughts of quitting which, ultimately led to actual turnover.
- ▶ Trevor (2001) argues that local unemployment rates interact with job satisfaction to predict turnover in the market. Role stressors also lead to employees' turnover. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what

our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different.

- ▶ Manu et al. (2004) argue that employees quit from organization due economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market.
- ▶ Loi et al. (2006) has indicated contrary to be true, that is, there existed negative relationship between turnover intention and both procedural and distributional justice.
- ▶ Elanain Abu, (2010) the study disclosed that the perception of organizational justice had an influence on work outcomes. A low degree of turnover intention was observed on employees who showed positive feelings towards procedural and distributive justice.
- ▶ Muhammad Aminu (2005)(1) state that involuntary turnover is lower in organizations with effective staffing practices and good employee monitoring system through performance appraisal as a way to keep track of the contributions of each employee. Economic factors such as availability of alternative jobs are most likely relevant in explaining the turnover process
- ▶ Henry Ongori (2007)(2) suggests that Employees are the backbone of any business success and therefore, they need to be motivated and maintained in organisation at all cost to aid the organisation to be globally competitive in terms of providing quality products and services to the society. And in the long-run the returns on investments on the employees would be achieved. Management should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees.
- ▶ Foong-ming et al., (2008)(3) state that the long term prospects of internal promotional opportunity are another form of important recognition of one's performance. Knowledge-intensive organizations have less hierarchical layers, and this consequently leads to less opportunity for knowledge workers. The availability of career-inducement programs leading to promotion is hence strong organizational recognition to reduce the intention of knowledge workers to look for other alternatives.
- ▶ Zeynep Ton et al (2008)(4) find that, on average, employee turnover is associated with decreased performance, as measured by profit margin and customer service. The effect of turnover on performance, however, is mitigated by the nature of management at the store level, where performance depends on

the repetition of known tasks, managers can reduce turnover's effect by imposing process discipline through standard operating procedures.

- ▶ Kuo-Shun Sun (2011)(5) suggests that The quality of the national infrastructures and the construction projects are the important basis to get the high level of living of nationals. An engineering consultant company needs excellent engineers to take and to maintain the quality of the project and competitive edges in the engineering industry. If organizations are to effectively manage turnover of employees, they need to understand how to influence the reasons employees think about quitting.
- ▶ Ahmad Faisal Mahdi et al., (2012)(6) when employees viewed their jobs as interesting, challenging and gratifying, providing opportunities for autonomy, self-direction and the use of multiple skills and abilities, they are likely to experience a positive emotional state, which in turn, lead them to feel committed to their jobs and organization. For this reason, their intention to leave the current institution will be reduced.
- ▶ MsMuskan Khan (2012)(7) suggests that Retirement of experienced employees can cause high rates of turnover and extreme loss in productivity, particularly in industries where there is little competition. Work stress related to particular types of jobs can also cause turnover. Dr. R. Akila (2012)(8) points that the effective human resource management must be practiced at both strategic and day-to-day levels. HR management practices must reflect company policy as to how it will manage and relate to its employees. The HR strategy should evolve from a transactional support role to partnering in the organizations business strategy. HR must take steps to be aware of employee problems and try to solve them, creatively.
- ▶ Ramesh Kumar et al., (2012)(9) argue that organizational culture is the most significant in this study, that affects turnover intention. Research group suggest that top management need to make sure that the employees and newcomers are fit into the organizational culture and feel that they are good match with the organization. When newcomers join the organization, top management can provide those.
- ▶ Humphrey Danso (2012)(10) suggests that the pension benefit is also vital to improve the well-being of workers in the construction industry. Because the employers want to run away from the contribution of pension scheme for their workers, they adopt the strategy of employing large number of workers on casual basis. Provision of annual leave is mandatory in every country and therefore workers should not be denied of such provision to enable them have some benefits after going on retirement.
- ▶ Dong-Hwan et al (2012)(11) argue that there is a gradual rise in the importance of competent employees in the competitive society and in the fast changing

environment. While companies put more efforts into recruiting and managing human resources, there is more turnover taking place. Therefore, strategic approaches to the concern and management of turnover are needed.

- ▶ Dr. Riyaz Rainayee (2012)(13) suggests that among job factors, it was found that employees who perceive lack of challenging assignments and vague team relationships were more prone to leaving their organizations. Organizational commitment, organizational policies, challenging assignments, and salary are the important tools of employee states that the factors quality of work life, job stress, job satisfaction and organizational justice have an impact on the turnover intentions. As turnover intentions are the antecedent of the turnover of the employees. Thus it is important for the organization to design strategies to improve the above factors so that the performance and efficiency of the employees can be improved which can in reduce the turnover intentions ultimately
- ▶ Dr Riyaz et al., (2013)(15) findings reveal that the organization needs to provide substantial opportunities for growth and development of their employee at the workplace. Further, there is need to invest in training and create knowledge management panels enabling the employees to share their skills with each other and reinforce their abilities more efficiently. Under this circumstance, leaving his current job has more opportunity cost for the employee and he would likely prefer to stay.
- ▶ Anantha et al., (2013)(16) states that Job satisfaction has the largest direct effect on turnover intent. Therefore, if factors that attract people to organizations strategies are taken into account the business would be able to survive in a dynamic environment by treating their employees as one of their assets which needs a lot of attention. Employees are the backbone of any organization, they need to be motivated and maintained in an organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services to the society.
- ▶ Vyas Gayatri et al., (2013)(17) suggests that turnover is a problem that plagues the construction industry and indirectly increases overall costs. Measuring the costs associated with workers leaving the company to seek work elsewhere, and

the cost of training new employees to fill those positions, is a valuable tool for determining overall construction performance.

- ▶ Abhijeet Gadekar et al., (2014)(18) states that Company success and failure is not only extremely disruptive to an industry but may also cause significant rippling effects in an economy. Construction companies are vulnerable to bankruptcy due to the fragmented nature of the industry, high competition, the high uncertainty and risk involved, and considerable fluctuations in construction volume. It is important to recognize any potential company success and failures at the earliest opportunity
- ▶ . Prof. Xu Ming, PhD et al., (2012)(12) suggested that the employees in low-status occupations would have higher rates of turnover than employees in higher-status occupations who are generally well informed and paid.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY:

Research is the process of systematic and in-depth study of any particular topic, subject or any are of Investigation backed by Collection, Compilation, Presentation and Interpretation relevant data's in detail.

3.2 RESEARCH PROCESS :

In research process, the first and foremost step is defining and selecting a research problem. A Researcher should at first find the problem. Then he should formulate it so that it becomes susceptible to research. For a systematic presentation, the process of research may be classified under three stages-primary stages, secondary stage, and the tertiary stage.

The primary stage includes :

- Observation
- Interest
- Formulating research problems
- Documentation
- Research designs

The secondary stage includes :

- Project planning
- Data collection
- Questionnaire preparation

- Analysis of data
- Testing of hypothesis
- Interpretation
- Questionnaire preparation

DESCRIPTIVE RESEARCH:

Descriptive research has been used, it involves survey and fact finding enquiries of different kinds, the purpose of descriptive research is to describe the state of affairs, as it exists at present.

PROJECT PLANNING:

Project planning is the first step in actually conducting & directing a research Project. It is one of the most important tasks of a researcher. This includes formulation of the research objectives & goals and determining ways of achieving them.

3.4 DATA COLLECTION:

Data collection is one of the most important aspects of research. The information research methodology must be accurate and relevant. The data collection method can be classified into two methods.

PRIMARY DATA:

Questionnaire methods have been used as a tool for a data collection in this research.

SECONDARY DATA:

Secondary data means data that are already available i.e., they refer to data which has already been collected and analyzed by someone else. The secondary data for the study was collected from Google Scholar website and magazines.

3.5 QUESTIONNAIRE PREPARATION:

The basic requisite of any research study is the appropriate data which can be collected with the help of a schedule or questionnaire. With the help of questionnaire it is easy to determine the involvement level of so many employees in the organization.

3.6 PILOT SURVEY:

Before collecting the relevant data to test the hypothesis, it is essential to ascertain the applicability of the instrument to the population being studied. Hence, a pilot study was undertaken with an objective to evaluate the tools prepared for the study and to find whether they are providing the information required.

3.7 SAMPLE SIZE:

The sample size for this survey is 200.

3.8 HYPOTHESIS TESTING:

H_0 – Null hypothesis (there is no significant relationship between the variables).

H_a – Alternative hypothesis (there is significant relationship between the variables).

After analyzing the data, hypothesis testing is done. It will result in either accepting or rejecting the hypothesis.

3.9 INFERENCE:

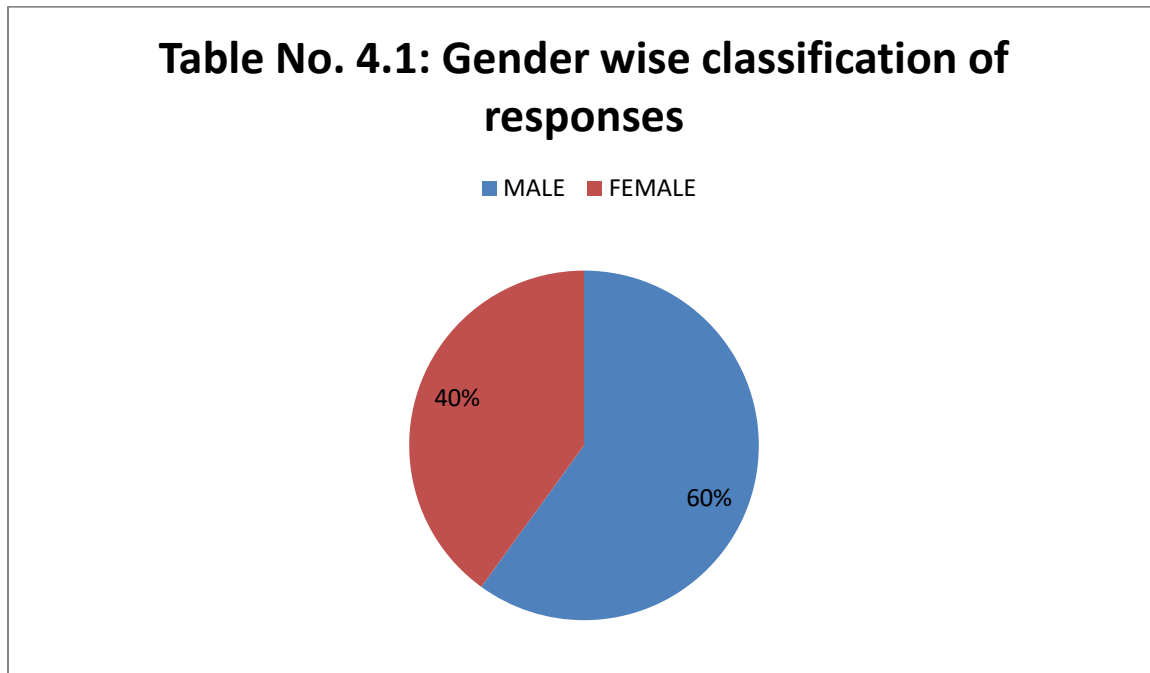
After testing the hypothesis, the researcher comes out with his conclusion. The explanation of theory can also be considered as inference.

CHAPTER 4

DATA ANALYSIS AND INTERPREATION

Table No. 4.1: Gender wise classification of responses

GENDER	No. of Respondents	PERCENTAGE
MALE	120	60
FEMALE	80	40
TOTAL	200	



Interpretation:

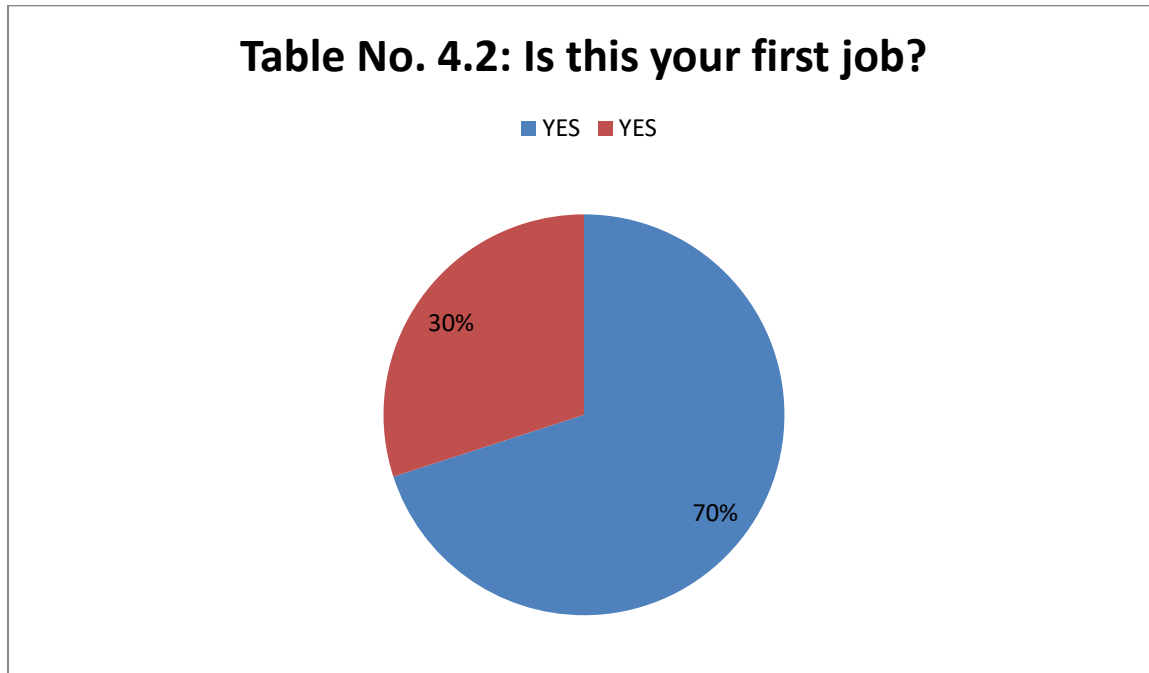
60% of responses are from male and 40% of responses are from female.

Inference

Majority (60%) responses are male.

Table No. 4.2: Is this your first job?

Is this your first job?	No. of Respondents	PERCENTAGE
YES	140	70
NO	60	30
TOTAL	200	



Interpretation:

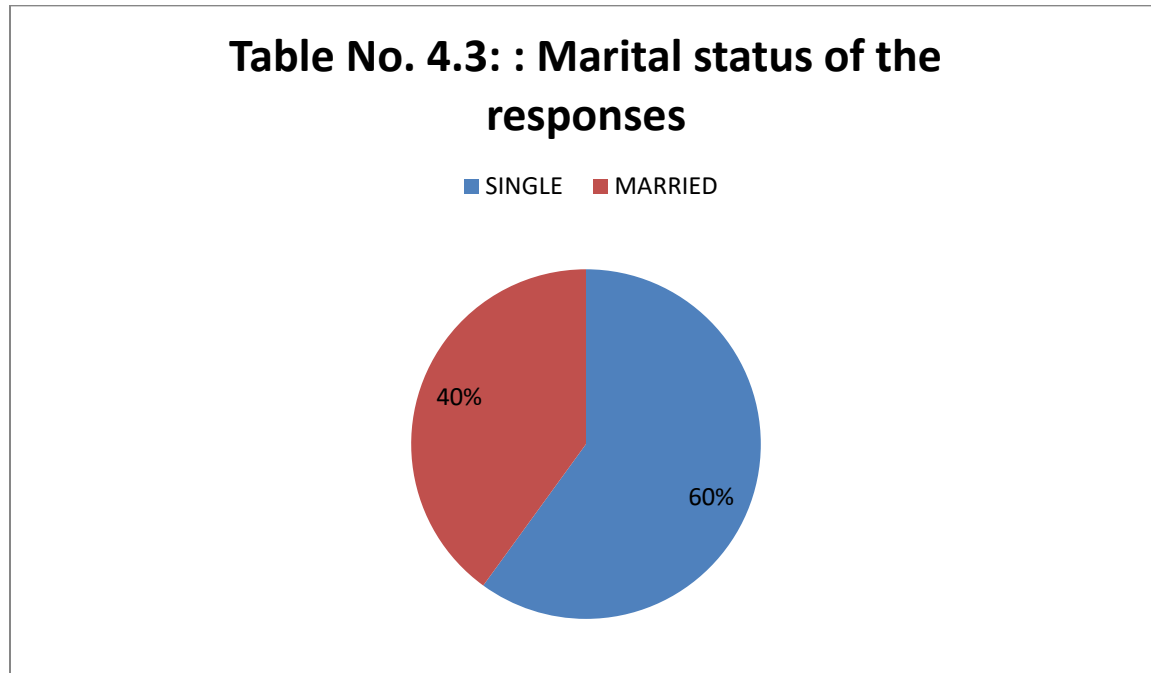
Most of the responses are come from the person who are working as their first job(30%)

Inference

Majority (70%) of responses are from their first job employees.

Table No. 4.3:: Marital status of the responses

MARITAL STATUS	No. of Respondents	PERCENTAGE
SINGLE	120	60
MARRIED	80	40
TOTAL	200	



Interpretation:

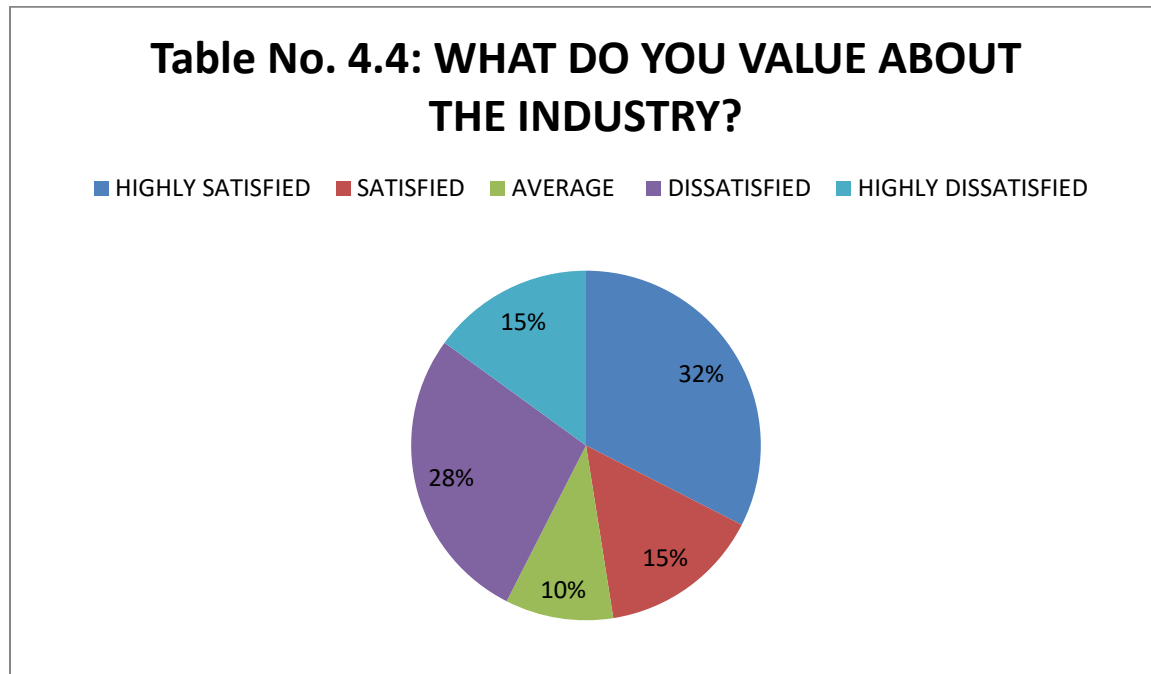
The result shows that majority of respondent's falls under the category of single.

Inference

60% of responses are from singles (not married)

Table No. 4.4: WHAT DO YOU VALUE ABOUT THE INDUSTRY?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
HIGHLY SATISFIED	65	32.5
SATISFIED	30	15
AVERAGE	20	10
DISSATISFIED	55	27.5
HIGHLY DISSATISFIED	30	15
TOTAL	200	



Interpretation:

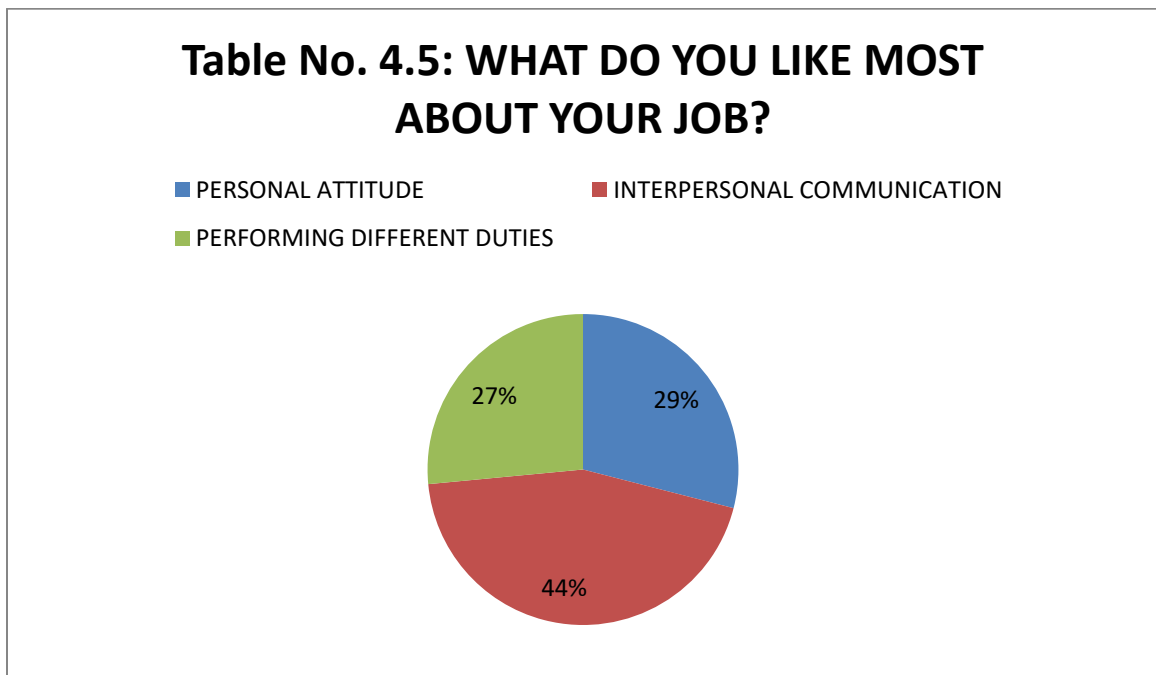
From the above chart it is said that 32% of employees are highly satisfied about the value of the company and only 15% of employees are dissatisfied about the company.

Inference

27.5% of people are dissatisfied with the it industry

Table No. 4.5:WHAT DO YOU LIKE MOST ABOUT YOUR JOB?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
PROFESSIONAL ATTITUDE	58	29
INTERPERSONAL COMMUNICATION	89	44.5
PERFORMING DIFFERENT DUTIES	53	26.5
TOTAL	200	



Interpretation:

From the chart above 29% OF EMPLOYEES LIKE PROFESSIONAL ATTITUDE IN THEIR JOB.

Inference

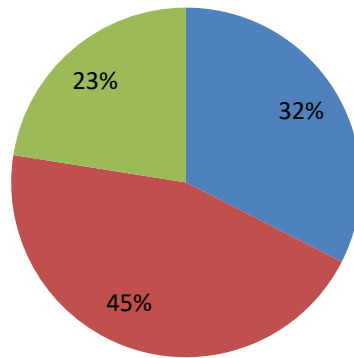
44% of employees are interpersonal communication about their job.

Table No. 4.6:WHAT FIRST ATTRACTED YOU TO WORK FOR IT?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
SALARY PACAKAGE	65	32.5
BRAND NAME	90	45
OTHERS	45	22.5
TOTAL	200	

**Table No. 4.6: WHAT FIRST ATTRACTED YOU
TO WORK FOR IT?**

■ SALARY PACKAGE ■ BRAND NAME ■ OTHERS



Interpretation:

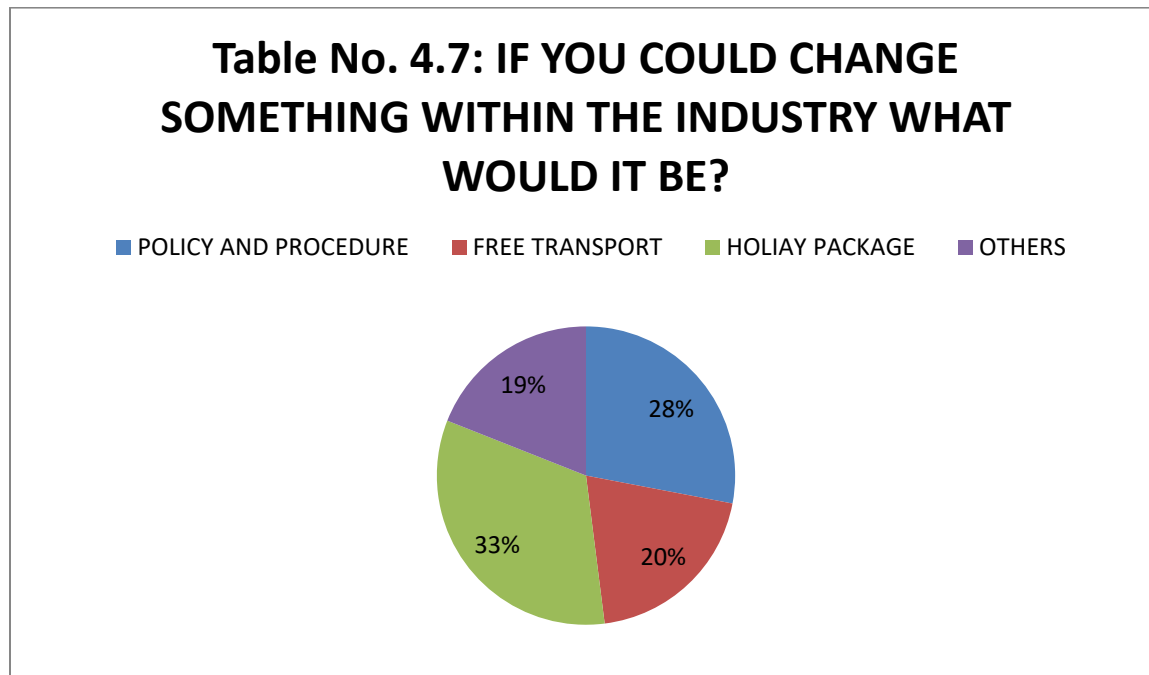
From the chart we can clearly see that most of the employees are joining in the it only because of brand name (45%)

Inference

22.5% of employees are chosen the other reasons.

Table No. 4.7:IF YOU COULD CHANGE SOMETHING WITHIN THE INDUSTRY WHAT WOULD IT BE?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
POLICY AND PROCEDURE	56	28
FREE TRANSPORT	40	20
HOLIAY PACKAGE	66	33
OTHERS	38	19
TOTAL	200	



Interpretation:

From the above chart most of the employees are says that holiday package has to be change in the it industry.

Inference

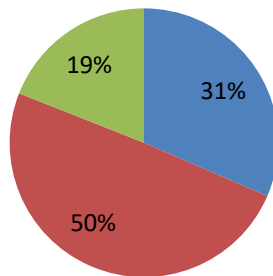
20% of employees are want free transport for travelling.

Table No. 4.8:WHAT WHERE YOU EXPECTATIONS WHEN YOU FIRST JOINED?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
UTILIZE MY SKILLS AND KNOWLEDGE	63	31.5
CAREER GROWTH PERSONALLY	99	49.5
GROWTH AND TAKE RESPONSIBILITY IN THE JOB	38	19
TOTAL	200	

Table No. 4.8: WHAT WHERE YOU EXPECTATIONS WHEN YOU FIRST JOINED?

- UTILIZE MY SKILLS AND KNOWLEDGE
- CAREER GROWTH PERSONALLY
- GROWTH AND TAKE RESPONSIBILITY IN THE JOB



Interpretation

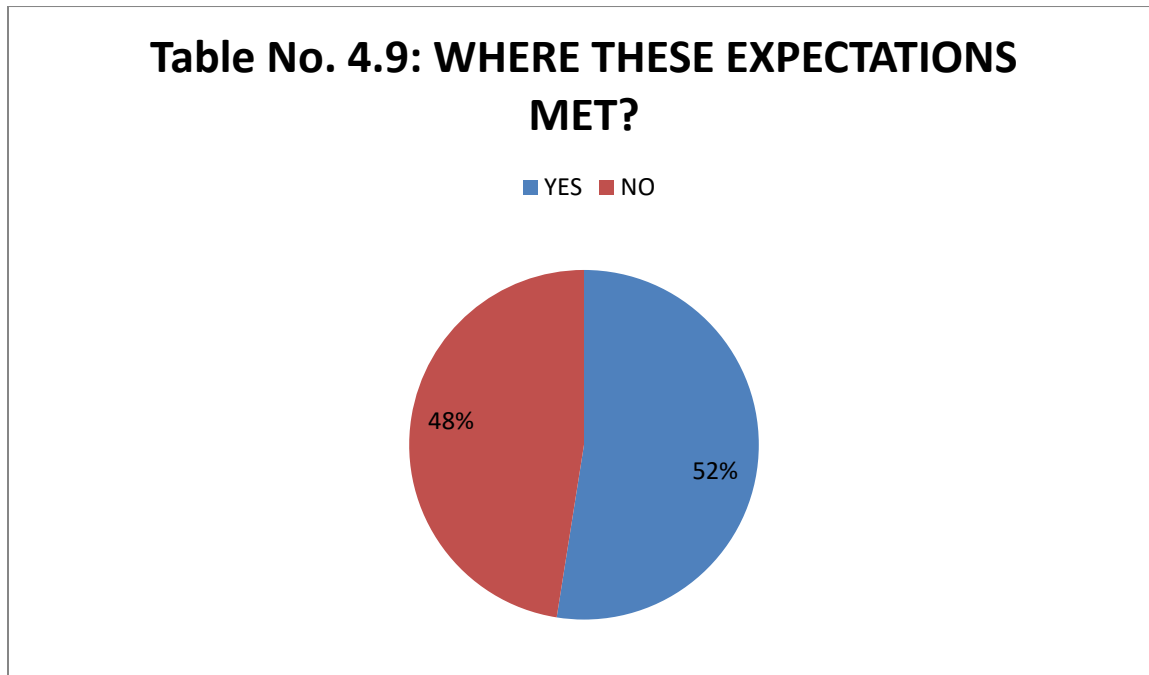
From the above chart 31.5% of employees are expected utilize their skill and knowledge when they first joined the it.

Inference

49.5% of employees are expected that career growth in the company.

Table No. 4.9:WHERE THESE EXPECTATIONS MET?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
YES	105	52.5
NO	95	47.5
TOTAL	200	



Interpretation

The chart says that 52.5% of employees expectations were met successfully.

Inference

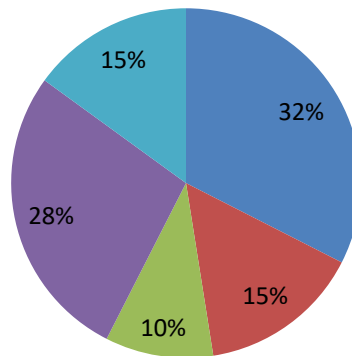
48% of them says that their expectations are not fulfilled .

Table No. 4.10:WHAT ABOUT YOUR TRAINING YOU HAVE RECEIVED?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
HIGHLY SATISFIED	65	32.5
SATISFIED	30	15
AVERAGE	20	10
DISSATISFIED	55	27.5
HIGHLY DISSATISFIED	30	15
TOTAL	200	

Table No. 4.10: WHAT ABOUT YOUR TRAINING YOU HAVE RECEIVED?

■ HIGHLY SATISFIED ■ SATISFIED ■ AVERAGE ■ DISSATISFIED ■ HIGHLY DISSATISFIED



Interpretation

32.5% of employees are highly satisfied with the training which they have received and 27.5% are dissatisfied

Inference

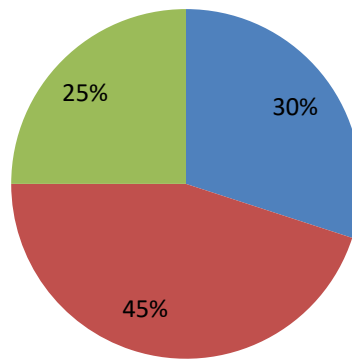
10% of employees are saying that the training which was given in the beginning is just average.

Table No. 4.11: COMMUNICATION WITHIN YOUR DEPARTMENT?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
VERY GOOD	60	30
GOOD	90	45
POOR	50	25
TOTAL	200	

**Table No. 4.11: COMMUNICATION WITHIN
YOUR DEPARTMENT?**

■ VERY GOOD ■ GOOD ■ POOR



Interpretation

45% finds a good communication in the department.

Inference

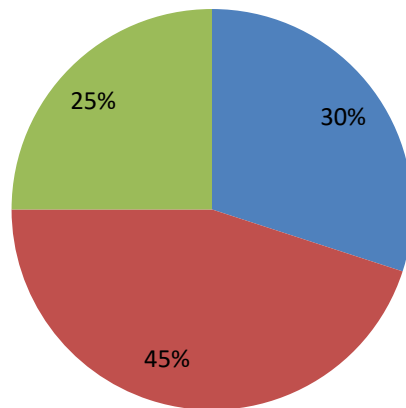
Only 25% finds poor communication in the department.

Table No.4.12:REASON FOR LEAVING?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
BETTER PACKAGE	60	30
BETTER PROSPECTS	90	45
MARRIAGE/CHILD CARE	50	25
TOTAL	200	

Table No.4.12: REASON FOR LEAVING?

■ BETTER PACKAGE ■ BETTER PROSPECTS ■ MARRIAGE/CHILD CARE



Interpretation

45% finds better prospects for leaving.

Inference

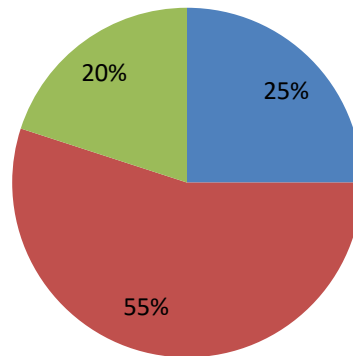
Only 25% leaves because of their personal problem. .

Table No. 4.13: WHAT WAS THE MOST IMPORTANT REASON FOR YOUR LEAVING?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
BIGGER BRAND	50	25
BENEFITS	110	55
BETTER ROLE	40	20
TOTAL	200	

Table No. 4.13: WHAT WAS THE MOST IMPORTANT REASON FOR YOUR LEAVING?

■ BIGGER BRAND ■ BENEFITS ■ BETTER ROLE



Interpretation

The above chart says employees in it go for bigger brand and compensation is around 25%

Inference

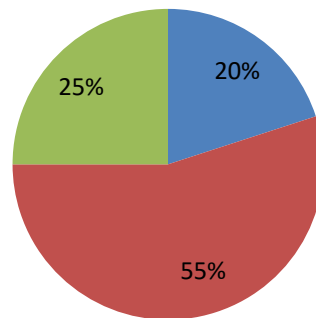
55% of employees says they get better benefits for leaving.

Table No. 4.14:WHAT DID YOU DISLIKE ABOUT YOU JOB?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
HAD NO CHANCE FOR PROMOTION	40	20
TRAVELLING LONG DISTANCE FROM HOME	110	55
NEED A CHANGE	50	25
TOTAL	200	

Table No. 4.14: WHAT DID YOU DISLIKE ABOUT YOU JOB?

■ HAD NO CHANCE FOR PROMOTION ■ RAVELLING LONG DISTANCE FROM HOME
■ NEED A CHANGE



Interpretation

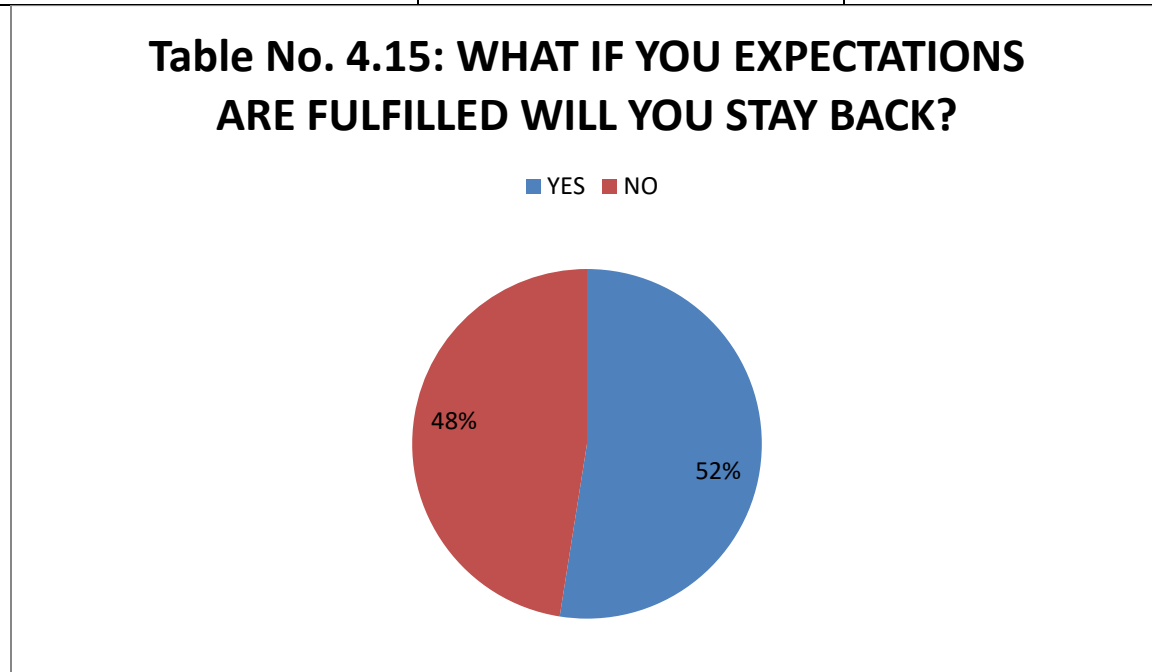
The chart says that employees dislike about their job in it was 20%.

Inference

55% of employees are not comfortable because they are travelling long distance from home.

Table No. 4.15:WHAT IF YOU EXPECTATIONS ARE FULFILLED WILL YOU STAY BACK?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
YES	105	52.5
NO	95	47.5
TOTAL	200	



Interpretation

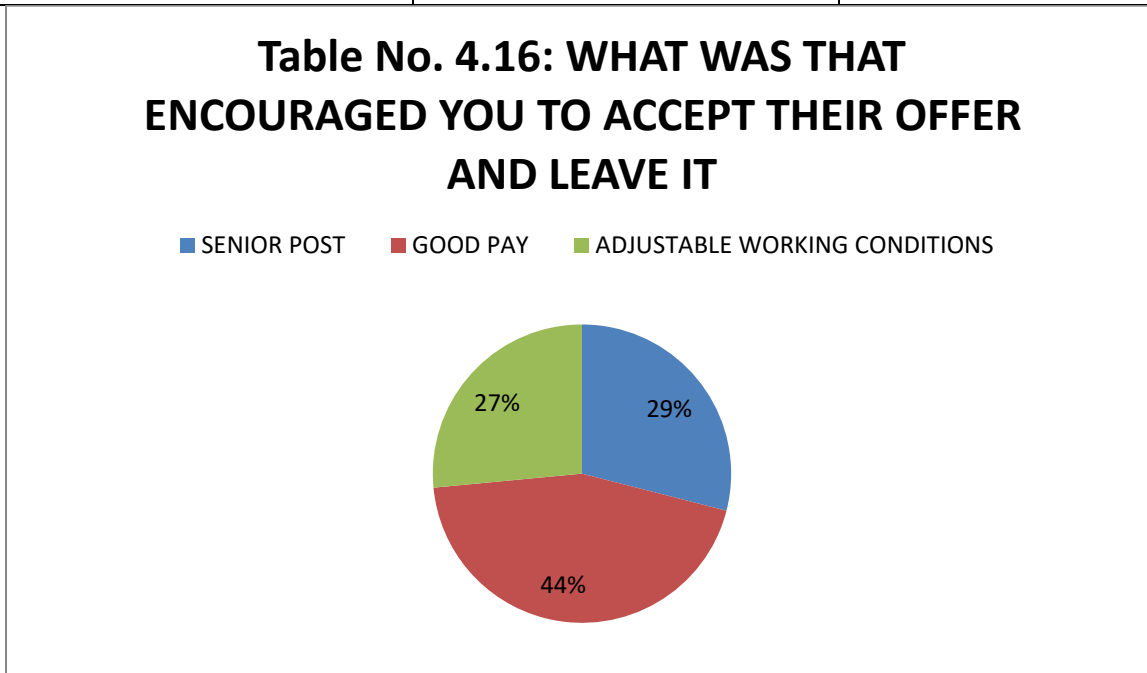
If their expectations are fulfilled means 52% of them are ready to stay back.

Inference

47% of them are saying no to stay back .

Table No. 4.16:WHAT WAS THAT ENCOURAGED YOU TO ACCEPT THEIR OFFER AND LEAVE IT

SHARING INFORMATION	No. of Respondents	PERCENTAGE
SENIOR POST	58	29
GOOD PAY	89	44.5
ADJUSTABLE WORKING CONDITIONS	53	26.5
TOTAL	200	



Interpretation

44.5% Of employees are leaving the company because of their getting a good pay in another company.

Inference

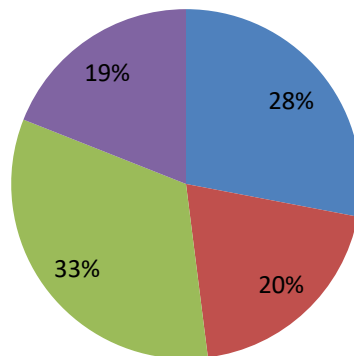
29% of them are leaving because they are getting senior post.

Table No. 4.17:WHAT KIND OF FOLLOWING BENEFITS WILL ATTRACT YOU TO STAY IN IT

SHARING INFORMATION	No. of Respondents	PERCENTAGE
BONUS	56	28
FREE TRANSPORT	40	20
HOUSING ALLOWANCE	66	33
OTHERS	38	19
TOTAL	200	

Table No. 4.17: WHAT KIND OF FOLLOWING BENEFITS WILL ATTRACT YOU TO STAY IN IT

■ BONUS ■ FREE TRANSPORT ■ HOUSING ALLOWANCE ■ OTHERS



Interpretation

33% Of employees are want housing allowance as their benefits to stay back.

Inference

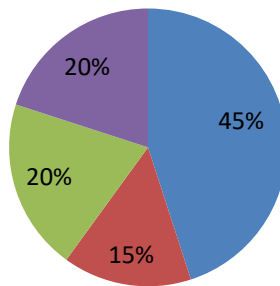
28% of employees want bonus to stay back and continue their work.

Table No. 4.18: WHERE ARE YOU GOING?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
AN ORGANISATION IN THE SAME SECTOR	90	45
AN ORGANISATION IN THE DIFFERENT SECTOR	30	15
FUTURE STUDY	40	20
SELF EMPLOYMENT	40	20
TOTAL	200	

Table No. 4.18: WHERE ARE YOU GOING?

■ AN ORGANISATION IN THE SAME SECTOR
■ AN ORGANISATION IN THE DIFFERENT SECTOR
■ FUTURE STUDY
■ SELF EMPLOYMENT



Interpretation

The above chart says the where the employees exactly land up once they exit themselves from it. 45% of employees go to the same field.

Inference

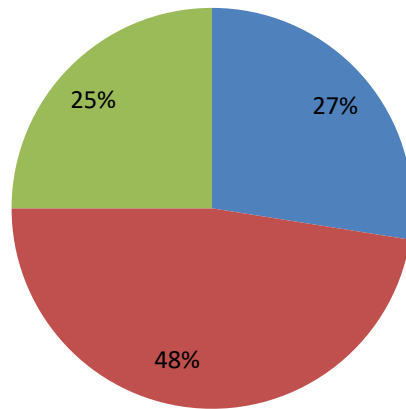
Only 15% of employees are going and join in the different sector.

Table No. 4.19: LOCATION OF WORK?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
LOCAL AREAS	55	27.5
2-4 KILOMETRES	95	47.5
5-7 KILOMETRES	50	25
TOTAL	200	

Table No. 4.19: LOCATION OF WORK?

■ LOCAL AREAS ■ 2-4 KILOMETRES ■ 5-7 KILOMETRES



Interpretation

The above chart shows that distance of the new work place as 47.5% of employees in their 2to4 kilometers.

Inference

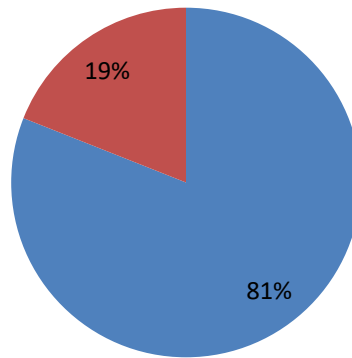
Only 25% of people are from local area.

Table No. 4.20:WHAT IS YOUR NEW POSITION?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
SAME LEVEL	162	81
SENIOR POST	38	19
TOTAL	200	

Table No. 4.20: WHAT IS YOUR NEW POSITION?

■ SAME LEVEL ■ SENIOR POST



Interpretation

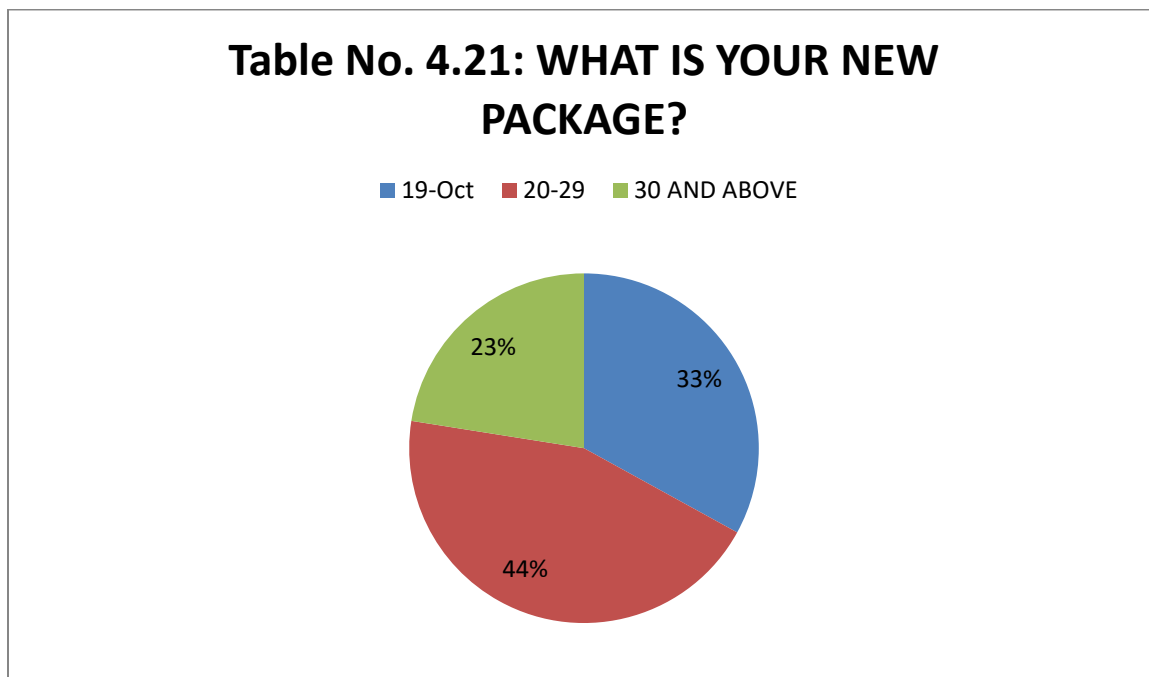
81% Of employees are in the same level.

Inference

19% of employees are promoted to senior post.

Table No. 4.21:WHAT IS YOUR NEW PACKAGE?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
10-19	66	33
20-29	89	44.5
30 and above	45	22.5
TOTAL	200	



Interpretation

44.5 % Of employees are earning up to 20 to 29 thousand and 33% of employees are earning only 10to 19thousand

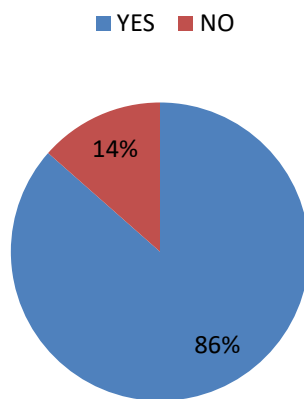
Inference

Only 22.5% of employees are earning 30 and above

Table No. 4.22: BEFORE DECIDING TO LEAVE DID YOU INVESTIGATE A TRANSFER WITHIN INDUSTRY?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
YES	173	86.5
NO	27	13.5
TOTAL	200	

**Table No. 4.22: BEFORE DECIDING TO LEAVE
DID YOU INVESTIGATE A TRANSFER WITHIN
INDUSTRY?**



Interpretation

The chart says that 86.5% of employees has tried transfer within the company

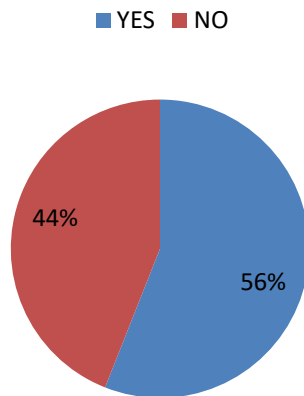
Inference

The chart says that 14% of employees has not tried transfer within the company

Table No. 4.23: WOULD YOU RECOMMEND IT AS AN EMPLOYER FOR YOU FRIENDS OR RELATIVES?

SHARING INFORMATION	No. of Respondents	PERCENTAGE
YES	112	56
NO	88	44
TOTAL	200	

Table No. 4.23: WOULD YOU RECOMMEND IT AS AN EMPLOYER FOR YOU FRIENDS OR RELATIVES?



Interpretation

From the above figure it is clear that 56% of employees recommend it to their friends and relatives.

Inference

From the above figure it is clear that 44% of employees does not recommend it to their friends and relatives.

Table No. 4.24: CHI SQUARE: TEST 1

HYPOTHESIS:

NULL HYPOTHESIS (H₀): There is no significance between gender and reason for leaving

ALTERNATE HYPOTHESIS (H₁): There is significance between gender and reason for leaving.

Gender/reason for leaving	Better package	Better prospects	Marriage/child care	total
Male	54	65	NIL	120
Female	20	20	41	80
total	74	85	41	200

Chi-square tests

	value	df	Asymp.sig. (2-sides)
Pearson chi-Square	1.579E2	6	.000
Likelihood ratio	56.366	6	.000
N of valid cases	121		

a. 6 cells (50.0%) have expected count less than 5. the minimum expected count is .01.

The null hypothesis H₀ is accepted

The alternate hypothesis H₁ is rejected

INTERPRETATION:

From the above chart it says that male employees leaving IT due to better package or better prospects whether female employees leave for both as well as for marriage/childcare.

Table No. 4.25: Weighted average analysis

Table showing that what encourage employees to accept the new offer and to leave IT

options	X(mean)	W(weighted)	(w)(x)
SENIOR POST	1	58	58
GOOD PAY	2	89	178
ADJUSTABLE WORKING CONDITIONS	3	53	159
TOTAL		200	395

Weighted average = $395/200$
=1.975

INTERPRETATION:

By doing weighted average it has been analyzed the most of the employees accept the new offer due to good pay.

Table No. 4.26:T-TEST

Table showing what do you value about the industry and training received.

Sharing information	frequency	frequency
HIGHLY SATISFIED	47	33
SATISFIED	43	37
AVERAGE	52	56
DISSATISFIED	49	72
HIGHLY DISSATISFIED	59	52
TOTAL	250	250
MEAN	50	50
STANDARD DEVIATION	15.67	6
STANDARD ERROR	7.01	2.68

UNPAIRED T TEST RESULTS

P VALUE AND STATISTICAL SIGNIFICANCE

The two-tailed P value equals 1.0000

By conventional criteria; this difference is considered to be not statistically significant.

CONFIDENCE INTERVAL

The mean of Group One minus Group Two equals 0.00

95% confidence interval of this difference: From -17.30 to 17.30

INTERMEDIATE VALUES USED IN CALCULATIONS

$t = 0.000$

0 df = 8

Standard error of difference = 7.503

INFERENCE

The comparison between the value about the industry and training received reveals that the result of the t test is not significant to each other. Hence the value about the industry has no significance overtraining received.

CHAPTER 5

5.1 FINDINGS

- 60% of responses are from male and 40% of responses are from female.
- Most of the responses are come from the person who are working as their first job (30%)
- The result shows that majority of respondent's falls under the category of single.
- From the above chart it is said that 32% of employees are highly satisfied about the value of the company and only 15% of employees are dissatisfied about the company.
- 44% of employees are interpersonal communication about their job.
- From the chart we can clearly see that most of the employees are joining in the it only because of brand name (45%)
- From the above chart most of the employees are says that holiday package has to be change in the it industry.
- From the above chart 31.5% of employees are expected utilize their skill and knowledge when they first joined the it.
- The chart says that 52.5% of employees expectations were met successfully.
- 32.5% of employees are highly satisfied with the training which they have received and 27.5% are dissatisfied
- 45% finds a good communication in the department.
- Only 25% leaves because of their personal problem. .
- The above chart says employees in it go for bigger brand and compensation is around 25%
- The chart says that employees dislike about their job in it was 20%.
- If their expectations are fulfilled means 52% of them are ready to stay back.
- 44.5% Of employees are leaving the company because of their getting a good pay in another company.

- 33% Of employees are want housing allowance as their benefits to stay back.
- The above chart says the where the employees exactly land up once they exit themselves from it.45% of employees go to the same field.
- The above chart shows that distance of the new work place as 47.5% of employees in their 2to4 kilometers.
- 19% of employees are promoted to senior post.
- 44.5 % Of employees are earning up to 20 to 29 thousand and 33% of employees are earning only 10to 19thousand
- The chart says that 86.5% of employees has tried transfer within the company
- From the above figure it is clear that 56% of employees recommend it to their friends and relatives.
- From the above chart it says that male employees leaving IT due to better package or better prospects whether female employees leave for both as well as for marriage/childcare.
- By doing weighted average it has been analyzed the most of the employees accept the new offer due to good pay.
- The comparison between the value about the industry and training received reveals that the result of the t test is not significant to each other. Hence the value about the industry has no significance overtraining received.

5.2 SUGGESTIONS:

- From the study the reason for employee turnover had been clearly sorted as, if employees are supported through times of personal crises like
- Personal loan during emergencies,
- Childcare and eldercare resource and referral services,
- Employee assistance program,
- Fun do activities,
- Counseling,
- Awareness on policies,
- Attendance control,
- Help desk,
- Changing work forces,
- Free transports,
- Promotions,
- Housing allowances for married workers and holiday package.

5.3CONCLUSION:

The researcher has attempted to study some of the factors which may be the possible reasons for an employee to leave the organization. This research will help the organization to make the necessary measures to retain the employees. This will certainly bring down the causes for employee turnover and helps the management to reduce the employee turnover level. To reduce the employee turnover rate the company has to concentrate more on training programs to fresher's and also give some bonus to the employees who are doing well in their work. So it leads the organization to retain their employees.

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APPENDIX – I (Questionnaire)

A STUDY ON IMPACT OF EMPLOYEE TURNOVER FOR EFFECTIVE OUTCOME IN IT INDUSTRY

1, NAME

2, GENDER

- MALE
- FEMALE

3, AGE

4, MARITAL STATUS

- SINGLE
- MARRIED

5, IS THIS YOUR FIRST JOB?

- YES
- NO

6, WHAT DO YOU VALUE ABOUT THE INDUSTRY?

- HIGHLY SATISFIED
- SATISFIED
- AVERAGE
- DISSATISFIED
- HIGHLY DISSATISFIED

7, WHAT DO YOU LIKE MOST ABOUT YOUR JOB?

- PROFESSIONAL ATTITUDE
- INTERPERSONAL COMMUNICATION
- PERFORMING DIFFERENT DUTIES

8, WHAT FIRST ATTRACT YOU TO WORK FOR IT?

- SALARY PACKAGE
- BRAND NAME
- OTHERS

9, IF YOU COULD CHANGE SOMETHING WITHIN THE INDUSTRY WHAT WOULD

IT BE?

- POLICY AND PROCEDURE
- FREE TRANSPORT
- HOLIDAY PACKAGE
- OTHERS

10, WHAT WERE YOUR EXPECTATIONS WHEN YOU FIRST JOINED?

- UTILIZE MY SKILL AND KNOWLEDGE
- CAREER GROWTH PERSONALLY
- GROWTH AND TAKE RESPONSIBILITY IN THE JOB

11, WERE THESE EXPECTATIONS MET?

- YES
- NO

12, WHAT ABOUT THE TRAINING YOU HAVE RECEIVED

- HIGHLY SATISFIED
- SATISFIED
- AVERAGE
- DISSATISFIED
- HIGHLY DISSATISFIED

13, COMMUNICATION WITHIN YOUR DEPARTMENT?

VERY GOOD

GOOD

POOR

14, REASON FOR LEAVING?

- BETTER PACKAGE
- BETTER PROSPECTS
- MARRIAGE/CHILD CARE

15, WHAT WAS THE MOST IMPORTANT REASON FOR LEAVING?

- BIGGER BRAND
- BENEFITS
- BETTER ROLE

16, WHAT DO YOU DISLIKE ABOUT YOUR JOB?

- HAD NO CHANCE FOR PROMOTION
- TRAVELLING LONG DISTANCE FROM HOME
- NEED A CHANGE

17, WHAT IF YOUR EXPECTATIONS ARE FULFILLED WILL YOU STAY BACK?

- YES
- NO

- 18, WHAT WAS THAT ENCOURAGE YOU TO ACCEPT THEIR OFFER AND LEAVE IT?
SENIOR POST
- GOOD PAY
- ADJUSTABLE WORKING CONDITIONS

19, WHAT KIND OF FOLLOWING BENEFITS WILL ATTRACT YOU TO STAY IN IT?
BONUS

- FREE TRANSPORT
- HOUSING ALLOWANCES
- OTHERS

20, WHERE ARE YOU GOING?

- AN ORGANISATION IN THE SAME SECTOR
- AN ORGANISATION IN THE DIFFERENT SECTOR
- FUTURE STUDY
- SELF EMPLOYMENT

21, LOCATION OF WORK?

- LOCAL AREAS
- 2-4 KILOMETER
- 5-7 KILOMETER

22, WHAT IS YOUR NEW POSITION

- SAME LEVEL
- SENIOR LEVEL

23, WHAT IS YOUR NEW PACKAGE?

- 10-19
- 20-29
- 30 AND ABOVE

24, BEFORE DECIDED TO LEAVE DID YOU INVESTIGATE A TRANSFER WITHIN INDUSTRY?

- YES
- NO

25, WOULD YOU RECOMMEND IT AS AN EMPLOYER FOR YOUR FRIENDS OR RELATIVES?

- YES
- NO

APPENDIX – II BIOGRAPHY

BOOKS

- M. Ganagadhar Rao, V.S.P.Rao, Human Resource Management, P.S Narayana organizational Ltd, 2nd edition
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- Fisher Schoenfelt Shaw (1997), Human Resource Management, Houghton Mifflin Company, New Jersey, 3rd edition.
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