A
Research Project
On

"A STUDY ON ATTRITION AND RETENTION WITH REFERENCE TO TCS"

Submitted to

G.S. College of Commerce and Economics (Autonomous), Nagpur

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University

In partial fulfilment for the award of the Degree of

Bachelor of Business Administration

Submitted by

Shreyash Maskare

Under the Guidance of
Dr. Farha Hussain

G.S. College of Commerce and Economics, Nagpur
Academic Year 2023-24

G.S College of Commerce and Economics, Nagpur. Academic Year 2023-24

CERTIFICATE

This is to be certify that the project entitled **"A Study on Attrition and Retention with reference to TCS"** prepared by **"Shreyash Khemlal Maskare"** submitted in partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination, has not been submitted for any other examination and does not form part of any other course undergone by the candidate. It is further certified that she has completed her project as prescribed by BBA Department (Autonomous), G.S. Autonomous College Of Commerce & Economics, Nagpur. Affiliated To Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Farha Hussain   **Dr. Afsar Sheikh**
(Project Guide)   **(BBA Co Ordinator)**

Place: Nagpur
Date:

G.S College of Commerce and Economics, Nagpur. Academic Year 2023-24

DECLARATION

I here-by declare that the project with title **"A Study on Attrition and Retention with reference to TCS''** has been completed by me in partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION (BBA)** degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Place: Nagpur

Date: **Shreyash Maskare**

G.S College of Commerce and Economics, Nagpur. Academic Year 2023-24

ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to **Dr. Praveen Mustoor, Principal, G.S. College of Commerce & Economics, Nagpur.**

I am extremely thankful to my Project Guide **Dr. Farha Hussain** for his guideline throughout the project. I tender my sincere regards to Co-Ordinator, **Dr. Afsar Sheikh** for his guideline, enthusiastic suggestions and invaluable encouragement which helped me in the completion of the project.

 I will fail in my duty if I do not thank the non-Teaching staff of the college for their Co-operation. I would like to thank all those who helped me in making this project complete and successful.

Place: Nagpur
Date: **Shreyash Maskare**

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CHAPTER 1
INTRODUCTION

INTRODUCTION

What is "ATTRITION"?

Attrition is defined as a gradual reduction of the size of workforce through normal Medias such as retirement, resignation or death. This is normal in any business and industry. Attrition poet is defined as the rate of shrinkage in size or number.

This type of reduction in staff is one way a company can decrease labour costs: the company simply waits for its employees to leave and freezes hiring. Attrition of employees in a limited measure is desirable for influx of new ideas in any type of organization. It helps organizations to maintain their agility in fast changing environment. It brings in new blood, opens up new vistas for change, development and improvement, shows avenues to expand operations and add to the creative lines of the organizations. Attrition in a limited measure can thus bring gains to the organization. However, if attrition increases beyond a certain level, the gains are transformed into pains. Recruiters explain that high attrition rates significantly increase the investment made on. Significant investments in time and money need to be made for acquiring employees in any organization. These can never be translated into profit when attrition is high.

Hence urge for employee retention arises. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. The organization is fully at loss when employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in the organization for the maximum period of time. It is beneficial both for the organisation as well as the employee.

A strong retention strategy becomes a powerful recruitment tool. Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that employees ensure customer satisfaction, increased product sales, satisfied

College uses and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. Employee retention matters as organizational issues such as training time and investment; lost knowledge: insecure employees and a costly conduced search are involved. Hence failing to retain a key employee is a costly proposition for an organization. Intelligent employers always realize the importance of retaining the best talent.

Kinds of Attrition

Voluntary attrition-

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

Involuntary attrition – Involuntary attrition takes place when the employees can organizations due to some negative forces or push factors like faulty promotion policy, biased performance appraisal etc. Compulsory attrition- It takes place due to the rules and regulations of the govern and that of the organization as well. It includes attrition taking place due to attaining the age of retirement, completion of tenure etc. Natural attrition- It takes place due to the causes and factors that are beyond the control of the individual and organization as well. These factors may include end of life, insanity etc.

Causes of Attrition

- **Internal causes** - These causes are pertaining to the internal environment of an organization. Therefore, they are controllable.
    - Insufficient salary
    - Delay in payment
    - No / delayed increment
    - Wage compression

  Promotion
    - Biased promotion
    - No / delayed promotion

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Transfer

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

Workplace Infrastructure & amenities

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

Task

- Monotony of task
- Task - labour mismatch
- Team issues
- Lesser job autonomy

Lack of Flexibility

- Lack of flexibility in timing, choice of task etc.
- Introduction of new technology

Employees incompetency / unwillingness to learn and understand

Lack of job security

- Fear of being expelled/ retrenched/terminated
- Faulty performance appraisal , Underestimation of performance
- Power distance & politics

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

  - Better pay

  - Chances of promotion
  - Better perks

  - Individual/Personal causes

- End of life

- Man-age

- Pregnancy

- Shift of family

- Mental imbalance

- Over sensitivity

- Wish to go abroad

- Attrition of the group members

- Self-employment O Education

Effects Of Attrition :

Effect on Employer/ Organization

- Loss of productivity

- Loss of quality

- Increase in cost

- Loss of consumers and decrease in brand loyalty

- Loss of goodwill

- Loss of secrecy in case the key employees leave the organization

- Loss of key - personnel

- Lack of competitiveness

Effect on employee

- Stress from new job

- Monetary loss

- Effect on family life

- Loss or skill- if the gap between quitting from one organization to other is long

- Emotional loss, if the bonding with the staff of previous organization was good However, it is also possible that the employee gets better environment and remuneration in the new organization and the things can get positive for him.

Steps to Reduce Attrition

- Focus on Exit-interviews.
- Compliment and thanking employees for their valuable contribution. Recognized celebrate their   success. Setting up a feedback mechanism to maintain consistency in performance and high motivation levels.
- Give them job security.
- Providing opportunities of learning by constantly upgrading the skills of employees.
- Paying attention to employee's personal needs and participation.
- Communicate goals, roles and responsibilities so that people Imo what is expected from them.
- Education
- Feeling valued by their managers or superior in the workplace is a key to high **O** employee motivation and morale.
- Treat the employees well & provide a dignity of job.

Strategies for Retention

- Fostering a Culture of Management Concern- Companies today must show an interest in helping people develop to their fullest potential, in addition to reducing bureaucracy performing, high-tech companies provide freedom in scheduled. Hours, and lifestyle choices.

- Providing Relevant Training- Companies should think of training as career
- Job Enlargement- Employees should not be locked into positions because they're so good at IT. Managers must continually ask: "What's the next step for this employee?
- In other words, more tasks and responsibilities should be assigned to make the position more challenging.
- Realistic goals

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- Defining career path and demystifying career growth- proper succession planning •

- Rewarding Managers- Many companies say they value people and train them

- Management team to cope with people issues. Yet these same managers are too often Rewarded solely on their technical skills and financial results.

- Strengthening the Team- Marginal performers in management must be weeded out.
- Workers' Participation in Management
- Profit sharing
- Gain sharing

- Fair Performance Appraisal

- Clearly identify the people you want to keep- Many executives have focused on

- Whom they should get rid of rather than on whom they should keep. Unfortunately, those who decide to leave are often high-impact performers who can find other work.

Importance of Retaining Employees:

- A company spends lots of money in developing an individual person and makes him ready to work great and understand the corporate working culture.
- When an employee resigns his job from present company, it is more likely that he/she may join the competitor's firm.
- If an employee working in an organization for many years, they can understand the particular firm's guidelines, so thus they can adjust better.
- Replacing employees' costs money. The cost of replacing an employee is estimated at up to twice the individual's annual salary (or higher for some positions, such as middle management), and this doesn't even include the cost of lost knowledge
- Bringing employees up to speed takes even more time. And when you're short staffed, you often need to put in extra time to get the work done.
- The goodwill of a company is maintained when the attrition rates are low, Higher retention rates 1110tivate potential employees to join the organization,
- Customers and clients do business with a company in part because of the people.
- Relationships are developed that encourage continued sponsorship of the business.
- When an employee leaves, the relationships that employee built for the company are served, which could lead to potential customer loss.

Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they

feel dissatisfied with the content employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. The obvious, common and main reasons are the 'ergonomic discomfort' experienced by the employee and the functional incompatibility between the corporate management and the employees

Very den an employee finds himself among colleagues and superiors he is unable to cope up or he finds himself totally out of tune in his functions with the employee's functional elements, failing to rise to the employer's expectations. Another important reason is ma the employee's remuneration is not voluminous enough to bear the brunt and cushion the concussions of his family and social life. Despite several studies carried out on employee retention, the strategic human resource researchers are still investigating the causal mechanisms between HR.

Practices and firm's performance mostly related to voluntary turnover as a critical component as employee retention plays a vital role in bridging the gap between the macro strategies and micro behaviour in Organizations. This is because it ensures stability and connects the experiences of individuals in Organizations on a continuous basis to the critical measures of success factors in the Organization.

The decision of leaving the Organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and is so stressful. Therefore, if timely and proper measures are taken by the Organizations, some of the voluntary turnover in the Organization can be prevented. Also, it is found that employees who perform better and are intelligent enough have more external employment opportunities available compared to average or poor performance employees and thus they are more likely to leave high rates of voluntary turnover of such employees are often found to be harmful or disruptive to firm's performance. When poor performers, choose to leave the Organization, it is good for the Organization, thus it is important to differentiate between functional and dysfunctional turnover and accordingly encourage.

Studies carried out on employee retention, the strategic human resource researchers are still investigating the causal mechanisms between HR practices and firm's performance mostly related to voluntary turnover as a critical component as employee retention plays a vital role in bridging the gap between the macro strategies and micro behaviour in Organizations. This is because it ensures stability and connects the experiences of individuals in Organizations on a continuous basis to the critical measures of success factors in the Organization. The decision of leaving the Organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and

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CHAPTER 2
COMPANY PROFILE

COMPANY PROFILE

History

India's 1st luxury hotel – Indian Hotels | India's 1st integrated steel plant – Tata Steel | Hydro power – Tata Power | India's entry into civil aviation – Tata Airlines | India's 1st software services company – Tata Consultancy Services | India's 1st iodised branded salt to address iodine deficiency | India's 1st fully indigenous car – Tata Indica | 1st major acquisition of international brand by an Indian business group | India's 1st national chain of multi-brand outlets for electronics & durables | India's 1st supercomputer in the private sector – Eka | Smart city car – Tata Nano | World's 1st wholly-owned cable network ring around the world – Tata Communications

Pension and Gratuity | Workmen's Accident Compensation scheme | Worker's Provident Fund scheme | 8 hour working day | Free medical aid | Schooling facilities for children | Maternity benefits for working women | Profit sharing bonus | Ex-Gratia payments for road accidents | Tata Second Career Internship Programme

Founded: 1968

Company Type: Public

Founder: J. R. D. Tata

Headquarters: Mumbai, India

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Tata Consultancy Services (TCS) is an Indian multinational information technology (IT) services and consulting company with its headquarters in Mumbai, Maharashtra. It is a part of the Tata Group and operates in 150 locations across 46 countries. In July 2022, it was reported that TCS had over 600,000 employees worldwide.

Tata Consultancy Services Limited, initially started as Tata Computer Systems, was founded in 1968 by a division of Tata Sons Limited. Its early contracts included punched card services to sister company TISCO (now Tata Steel), working on an Inter-Branch Reconciliation System for the Central Bank of India, and providing bureau services to Unit Trust of India.

 TCS is the second largest Indian company by market capitalization and is among the most valuable IT service brands worldwide, and is the top Big Tech (India) company. In 2015, TCS was ranked 64th overall in the Forbes "World's Most Innovative Companies" ranking, making it one of the highest-ranked IT services companies and a top Indian company.

As of 2018, it is ranked eleventh on the Fortune India 500 list. In September 2021, TCS recorded a market capitalization of US$200 billion, making it the first Indian IT tech company to do so.

A global business group with products and services in over 150 countries and operations in over 100 countries group revenue of ~ $100 bn with over 60% generated in geographies other than India global leader in several sectors. September 2023, it was reported that TCS had over 616,000 employees worldwide. TCS is the second-largest Indian company by market capitalization, the most valuable IT service brands worldwide, and the top Big Tech (India) company. As of June 2023, it was the world's second-largest user of U.S. H-1B visas.

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CHAPTER 3

LITERATURE REVIW

REVIEW OF LITERATURE

Corey Harris (Walden University 2018) researched on "Employee Retention Strategies in the Information Technology Industry" and mentioned that "Productivity declines when employees voluntarily leave an organization" Dr. Shikha N. Khera1 , Ms. Karishma Gulati2 (Delhi 2012), concluded in their study on "Human Resource Information System and its impact on Human Resource Planning: A perceptual analysis of Information Technology companies" that Being an information system of human resources, it can store voluminous data about the employees, that not only helps in identifying the occupied and unoccupied positions but also whether the person at particular position is fit for the job or not.

Hardik P. K. (2016), researched on "a study on employee attrition: with special reference to Kerala IT Industry". His research examined the relationship between organizational factors and attrition of IT professional's. The result can conclude that the organizational factors played significant role in predicting the variance in turnover intention (attrition) of Kerala IT professionals. Therefore, the HR mangers in IT organizations may take into consideration the problems with organizational factors of their workers to reduce the turnover intention of the skilled employees.

Bodjrenou Kossivi, Ming Xu, Bomboma Kalgora (May 2016) published "Study on Determining Factors of Employee Retention". The study concluded: Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term.

Broad factors are development opportunities, compensation, work-life balance,

management/leadership, work environment, social support, autonomy, training, and development.

Brijesh Kishore Goswami, Sushmita Jha (April 2012) in their study on "Attrition Issues and Retention Challenges of Employees" have stated that, Organizations planning should be giving close attention to why attrition is occurring in the pre-set. To ignore why people are leaving the organization is to ignore the organization's greatest asset – its people. People are needed to accomplish the task, but people are more than just tasks they perform. They are dreams, hopes, ambitions, creativity, and innovation. To recognize and cultivate these valuable assets is one of the surest ways to build an organization that leads rather than follows in domestic and global markets. Thus, Organizations should create an environment that fosters ample growth opportunities,

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appreciation for the work accomplished and a friendly cooperative atmosphere that makes an employee feel connected in every respect to the organization. Retention plans are an inexpensive way of enhancing workplace productivity and engaging employees emotionally. Proficient employees keep the quality up and business operations run smoothly along with the cost saving in the longer run paper.

S. Guru Vignesh, V. Sarojini, S. Vetrivel (Jan 2018), in "Employee Attrition and Employee Retention Challenges & Suggestions" state that, retention plans are an inexpensive way of enhancing workplace productivity and engaging employees emotionally. Proficient employees keep the quality up and business operations run smoothly along with the cost saving in the longer run.

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CHAPTER 4

RESEARCH METHODOLOGY

Research Methodology

MEANING AND DEFINITION OF RESEARCH:

Research is a systematic and methodical investigation conducted to discover, interpret, or revise facts, theories, applications, or laws in any field of study. It involves the collection, analysis, and interpretation of data to answer questions or solve problems. Research aims to advance knowledge, address gaps in understanding, or improve practices in various domains, including science, social sciences, humanities, technology, and business. It can take various forms, such as experimental research, observational studies, qualitative research, quantitative research, and mixed-method approaches. The ultimate goal of research is to contribute to the body of knowledge and to facilitate informed decision making and problem-solving.

CHARACTERISTICS OF RESEARCH

- **Systematic:-**
  Research follows a structured and organized process, with clear steps for planning, data collection, analysis, and interpretation.
- **Objective:-**
  Research aims to be unbiased and impartial, relying on evidence rather than personal opinions or beliefs.
- **Rigorous:-**
  Research adheres to high standards of quality and accuracy, employing robust methodologies and techniques to ensure reliability and validity of findings.
- **Empirical:-**
  Research is based on observation and experimentation, using empirical evidence derived from observation or experience.
- **Replicable:-**
  Research findings should be replicable by other researchers, meaning that the methods and procedures used can be repeated to obtain similar results.
- **Transparent:-** Research should be transparent in its methods, data collection processes, and analysis techniques, allowing for scrutiny and verification by others.
- **Ethical:-** Research should be conducted ethically, with respect for the rights and welfare of participants, adherence to ethical guidelines, and consideration of potential risks and benefits.

a) Objectives of the study:

The study covers the following objectives

- To identify the factors of attrition in the organizations.

- To suggest innovative measures for how to reduce the employee attrition and increase employee retention in the organizations.

- To understand the reasons for employee satisfaction.

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- To know the retention policy, if any of the organization.
- To find the ways to reduce the attrition in the company.

b) Research Hypothesis:

The following hypothesis have formulated for the present study:

Employee attrition increases costs of recruitment, hiring and training replacement in the industries.

Employee attrition reduces profit in the industries.

c) Research Design:

A research design is the set of methods and procedures used in collecting and analysing measures of the variables specified in the problem research. The design of a study defines the study type (descriptive, correlation, semi-experimental, experimental, review, met analytic) and sub-type (e.g., descriptive-case study). Research problem, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan. A research design is a Framework that has been created to find answers to research questions.

Experimental research designs:

In an experimental design, the researcher actively tries to change the situation, circumstances, or experience of participants (manipulation), which may lead to a change in behaviour or outcomes for the participants of the Rady. The researcher randomly assigns participants to errant conditions, measures the variables of interest and ties to control for confounding Therefore, experiments are often highly fixed even before the data collections starts.

d) Tools for Data Collection & Analysis:

Survey: Data collected from targeted groups of people about their opinions, behaviour or knowledge.

Questionnaire : Data collected by providing various questions to the employees.

 Evaluation : Data has been analysed on the survey and questionnaire basis.

This section refers to the data collection methods and data sources used to carry out this study:

Data Collection:

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The study is conducted among working IT professionals of two different categories. This categorisation mainly was focused on experience level and role in the organisation. It was important to know the views of candidates who seek for the job for various reasons as well as the views of interviewers involved in the process of hiring the candidates. The research study involves reference of both primary and secondary data.

Primary Data

Primary data is collected through a field survey with the help of a structured self-administrated Questionnaire. The survey consisted of close ended questions by the means of convenience sampling. The scaling technique installed in the questionnaire is 5-point rating scale. Total 50 respondent were IT professionals belonging to the organisations from Nagpur in Maharashtra.

Secondary Data

Secondary data is collected by referring to the Journals, research papers and published data in the form of books and newspapers. Type of Research The research paper adopted the descriptive research design methodology. Sample Design, Sample Size and Sampling Method The sample selected for the study is an Indian Information Technology Industry. The nature of the sample is restricted to working professionals in Information Technology sector and is collected through the convenience sampling technique. The sample size was 50 respondents.

Limitations

The research outcome is purely based on the experience, opinion, and the understanding level of the respondents. There is a scope of difference in results if the organisations under the survey are varied in geographical location. There may be limitations to generalize the findings of the survey completely.

Attrition Reasons

The survey was made to know attrition reasons in IT industry based on individual's experience who are working in IT industry.

- Based on literature review data, below are the parameters defined that were defined for this survey. Economic Factors -Salary and Perks
- Professional Aspirations - Technology, Domain, Role and Designation, Onsite opportunity

- Professional Difficulties- Inadequate Training, Poor performance, Difficult Manager, Stressful timelines, No independence, Conflict between organization goals and personal goals
- Role related factors - Lack of challenges, Lack of learning opportunities, Lack of excitement and Innovation
- Personality Factors - No motivation, High urge of change to tackle the boredom and fatigue
- Family Mobility - Need to cater dependent family members in different geographical location, Marriage, Change in Spouse's work location
- Other reasons - Health issues, Higher education.

Candidate's Expectations from the organization

The survey included the questionnaire to record the expectations of candidates while appearing for the interview.

- Economic Factors - Salary, Perks
- Brand Name - Organization s good will, MNC
- Technology - Latest Technology, Unique Technology, Simple/ adoptable Technology
- Functional Domain - Comfort of using earlier experience, urge to learn new domain for further growth.
- Career Growth and opportunities - Designation, Role, Opportunity to work outside India
- Job Security and comfort - Scale of the organization, Scope of having internal recruitment opportunities, Organization having multiple operation hubs in different parts of the world
- Geographical Area - Ease of commute, Dependent family member's location, Climatic conditions.

CHAPTER 5
DATA ANLYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

Data Collection:

Data taken for the study purpose fall into two categories.

- Primary data
- Secondary data

Primary Data:

For this study primary data are collected by the first time through

- Observation
- Data regarding the causes of attrition and its remedies was collected directly by interacting with the employees of the organization by a structured questionnaire

Secondary Data:

- For the study of secondary data are collected by the different books, magazines, journals, and Internet.

Limitations:

- The research outcome is purely based on the experience, opinion, and the understanding level of the respondents.
- There is a scope of difference in results if the organisations under the survey are varied in geographical location

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

a) Less than a year

b) 1-3 year

c) More than 3 years

Chart no.5.1
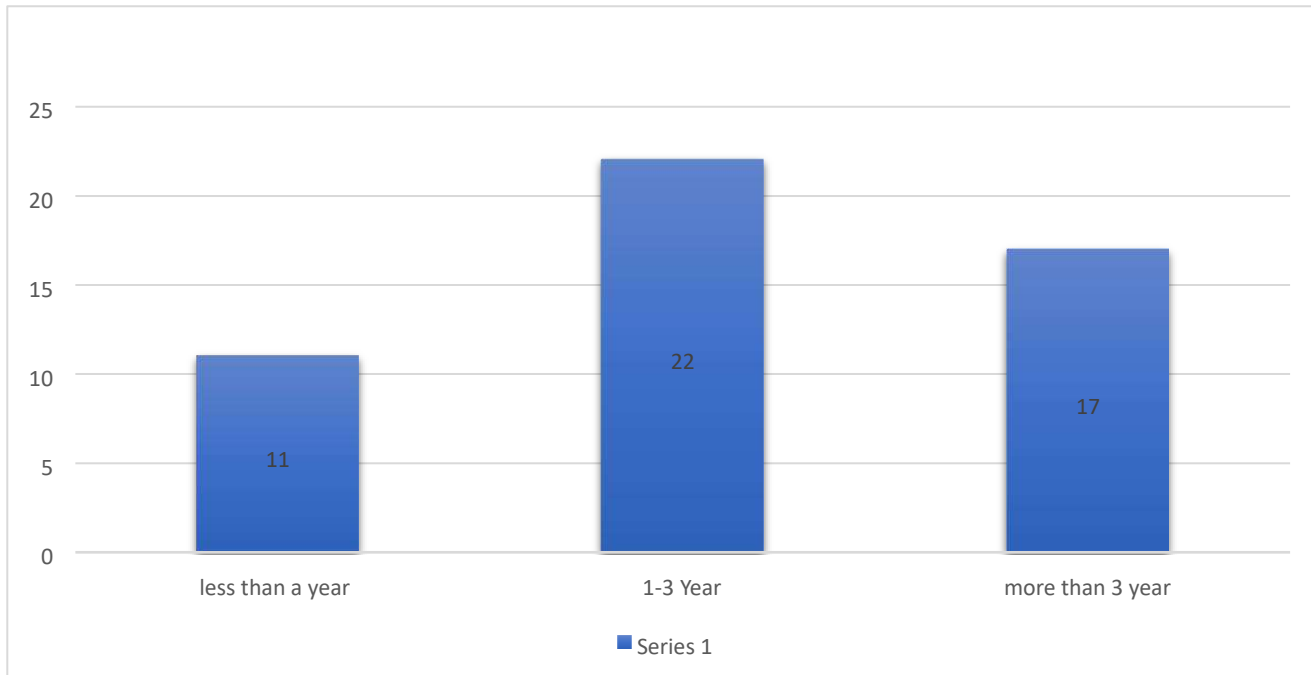
INTERPRETATION:

the above fig: it is clearly identified that 22 respondents are working for more than a respondent are according for more than 3 years and 17 respondents are working for respondents are less than a year in the organization.

2. Your role in the organization is:

a) Operation

b) Technology

c) Finance/Accounts

d) HR/administration

c) Quality

Chart No. 5.2
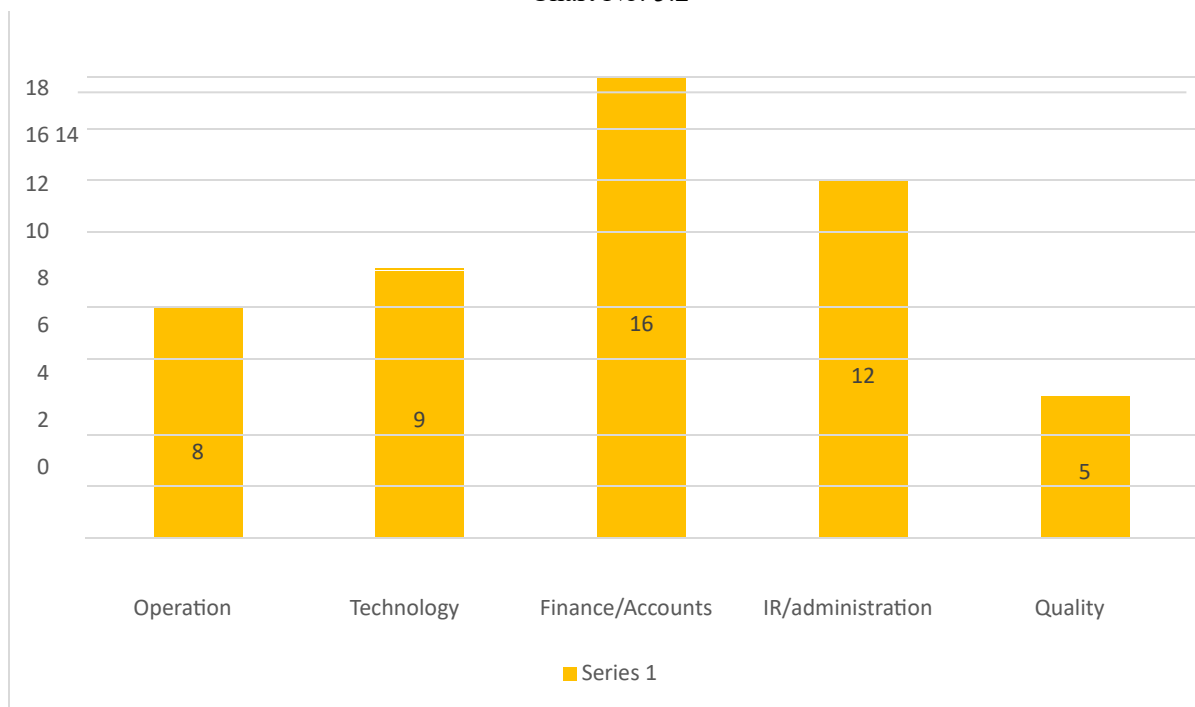
INTERPRETATION: -

the above fig: we can see that 8 respondents have role in operation or production, 12 works as HR or administration and 9 respondents work with the technology, Finance and Quality sections respectively in the farm.

## 3. Your Age?

a) 18-30

b) 31-45

c) 45+

Chart No. 5.3
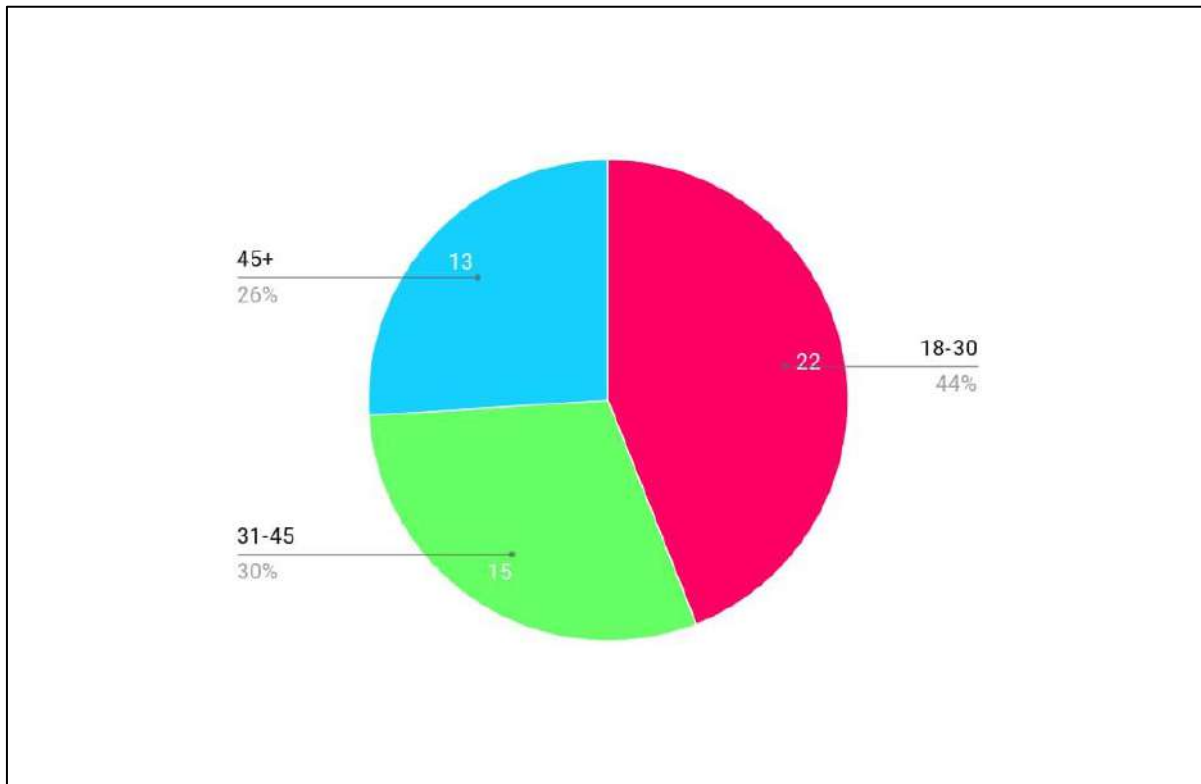
INTERPRETATION:

the above fig: it is identified that 22 respondents are working are between the age of 18-30 and 15 respondents are between the age group 0f 31- 45 and 13 respondents are above 45+ in the organization.

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4. How much do you think attrition's a threat to your organization?

a) To a large extent

b) To medium extent

c) To small extent

d) No effect

Chart No. 5.4
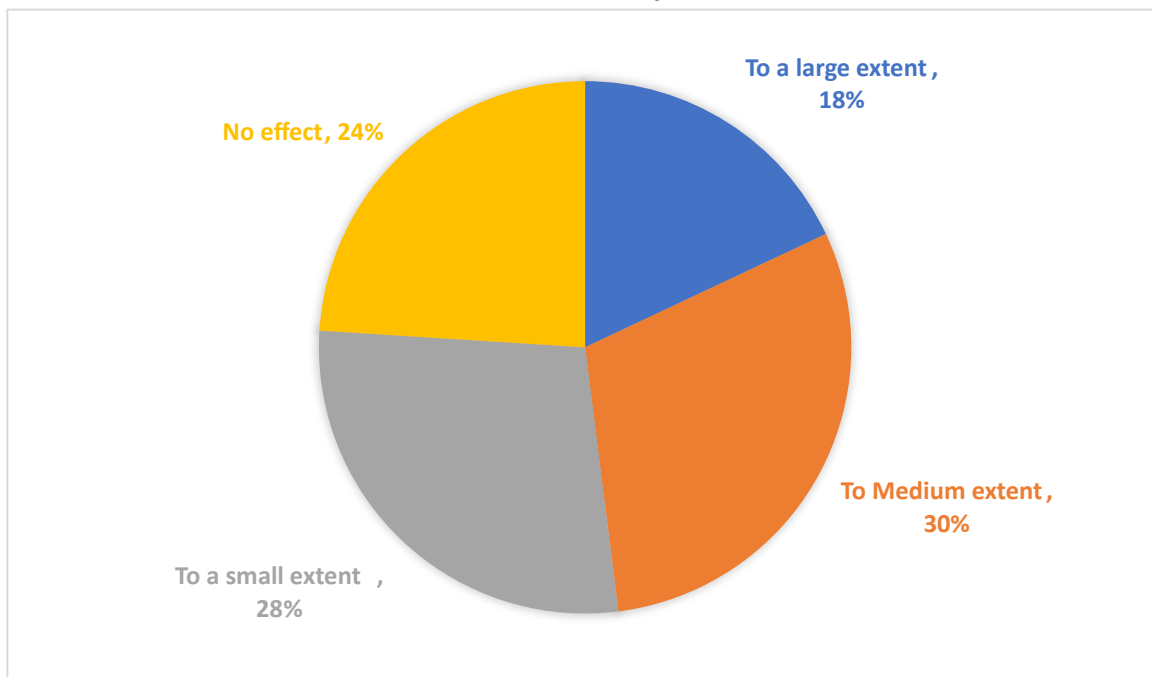
INTERPRETATION: -

the above fig: it is clearly identified that 24% respondents feel attrition as threat to the organization to the extent because it is a job of higher risk, 30% respondents feel it to medium extent and 28% feel threat to mall extent

5. How far do you think HR can contribute towards tackling the attrition rate?

a) Can't handle alone

b) Can handle alone

c) Handle it with co-ordination of other departments

Chart No.5.5
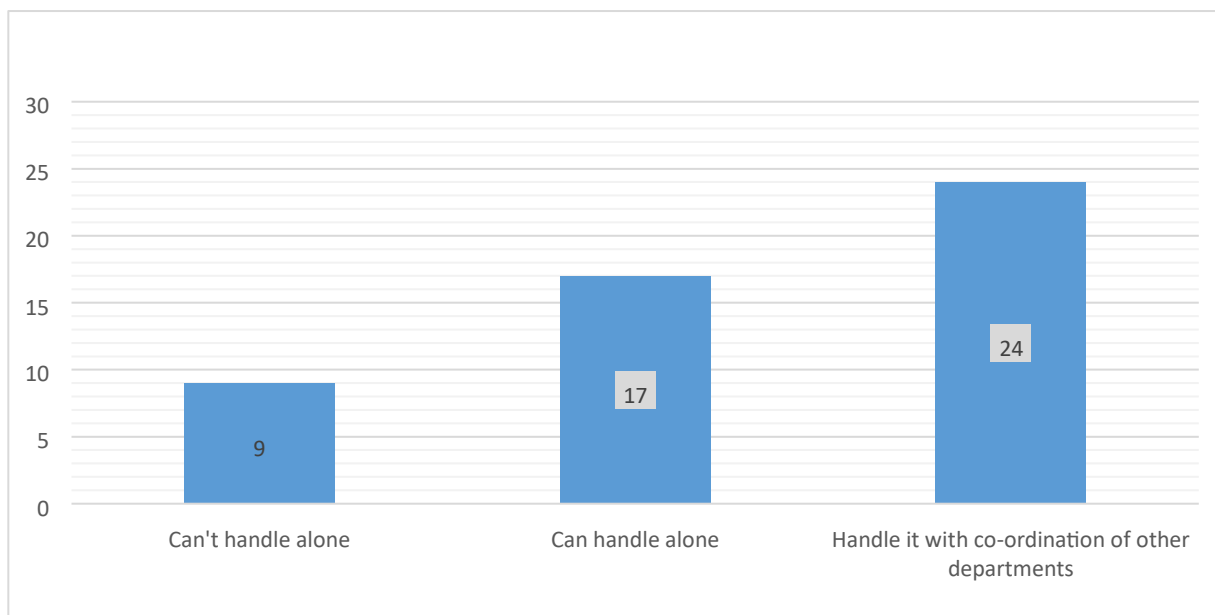
INTERPRETATION: -

the above fig: it can be seen that 26 respondents fool that HR contribute towards tackling the attrition rate by handling it with the co-ordination of other departments, 15 respondents feels that HR can't handle alone as the co-ordination doesn't work out and 9 feels that it can handle than handle the attrition rate alone due to experience and skills.

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6. Does your organization conduct an assessment in the form of survey to measure the satisfaction level the employees?

a) Yes

b) No

c) To some extent

Chart No.5.6
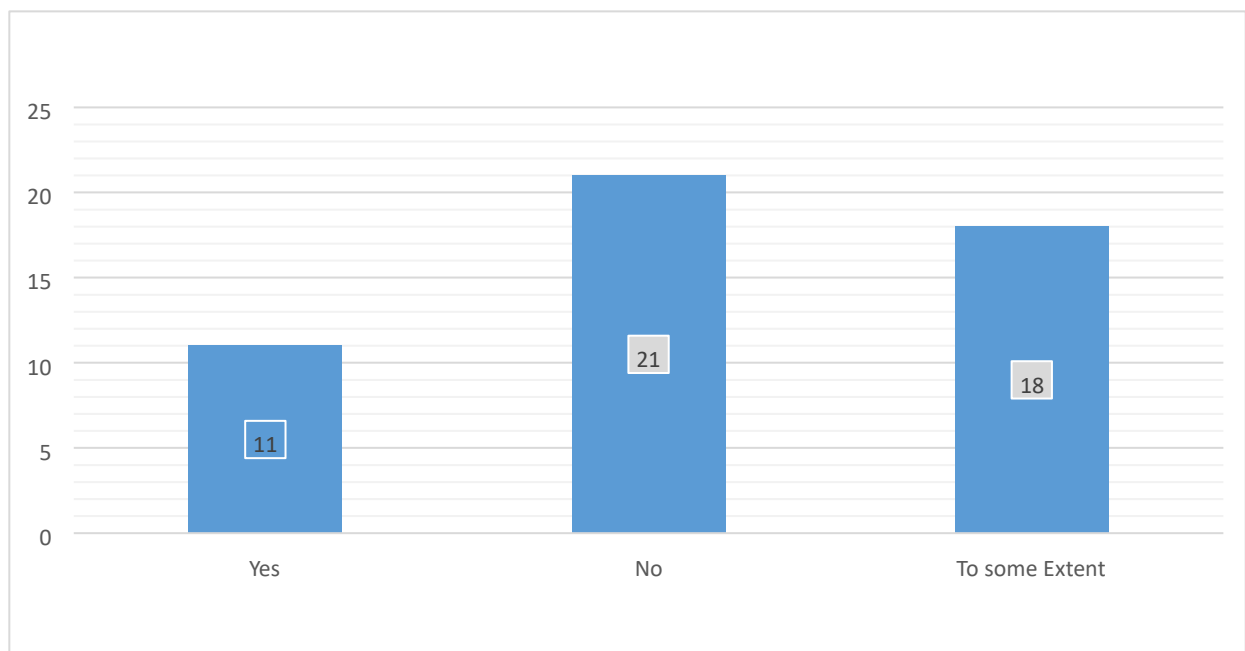
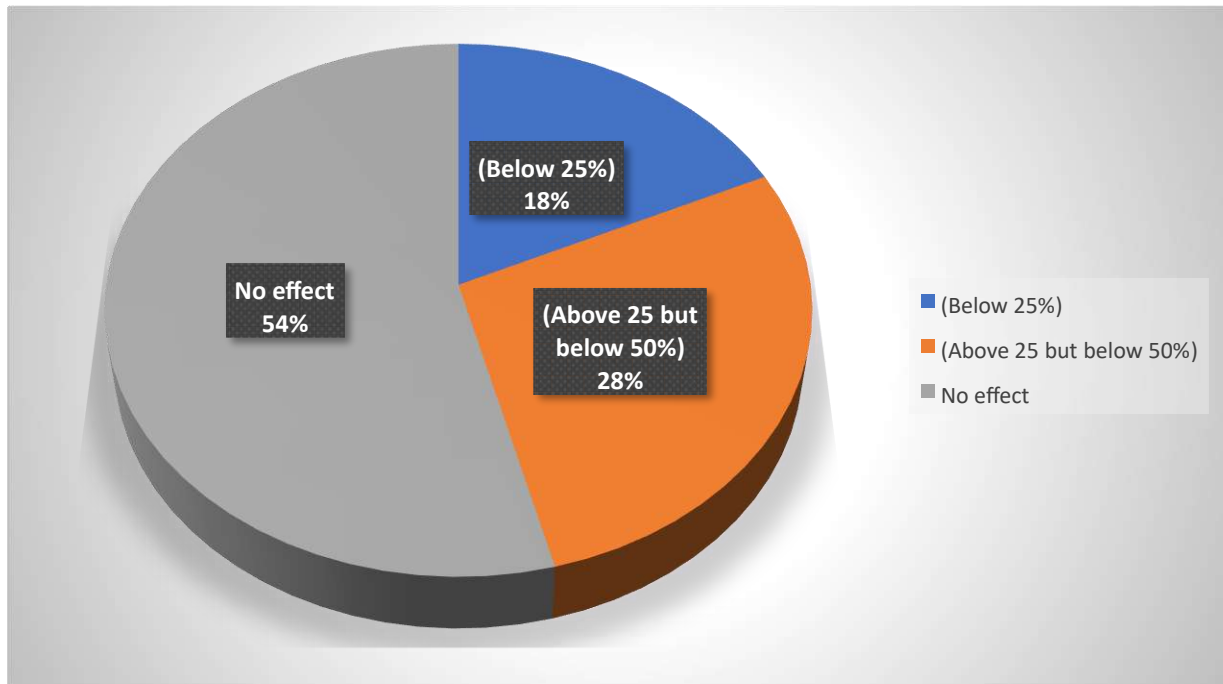## INTERPRETATION: -

the above fig: we can clearly see that 30 respondents agrees that their organization conduct an assessment the form of survey to measure the satisfaction level of the employees while 5 and 15 respondents disagree id to some extent respectively due to unawareness among the employees.

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7. How far did your retention program help the organization to reduce the attrition rate?

a) Below 25%

b) Above 25 but below 50%

c) No effect

Chart No.5.7

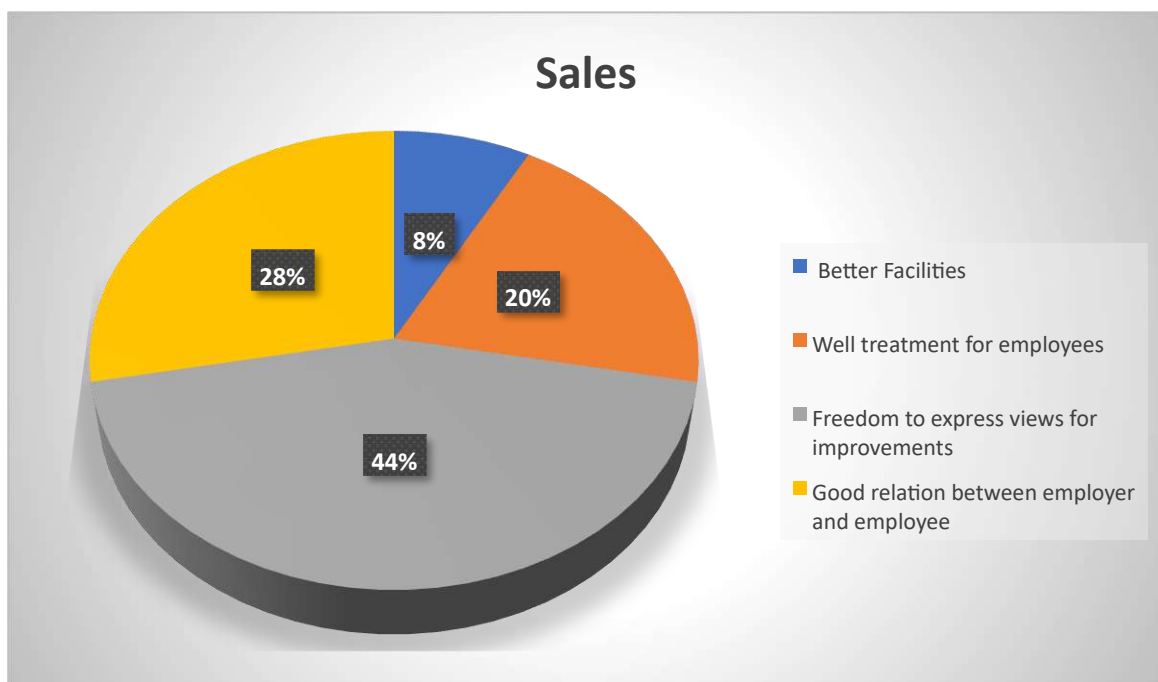## INTERPRETATION: -

m the above fig: it can be seen that 58% of the respondents rated that their Retention program help the organization to reduce the attrition above 25% but below 50% because it is not possible to satisfy all the needs of the employees, 32% respondents rated below 25% due to low co-ordination between the employers and the employees and 10% rated no effect.

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8.The attrition battle can be won be focusing on-

a) Better Facilities

b) Well treatment for employees

e) Freedom to express views for improvements

d) good relation between employer and employee

Chart No.5.8

INTERPRETATION: -

the above fig: it can be seen that maximum 19 and 15 respondents say the attrition battle can be freedom focusing on better facility and good relation respectively than well treatment and freedom to express view important.

9. How severe is the problem of attrition in your organization?

a) Very severe

b) Same as other firm in the industry

c) Not a problem

Chart No.5.9
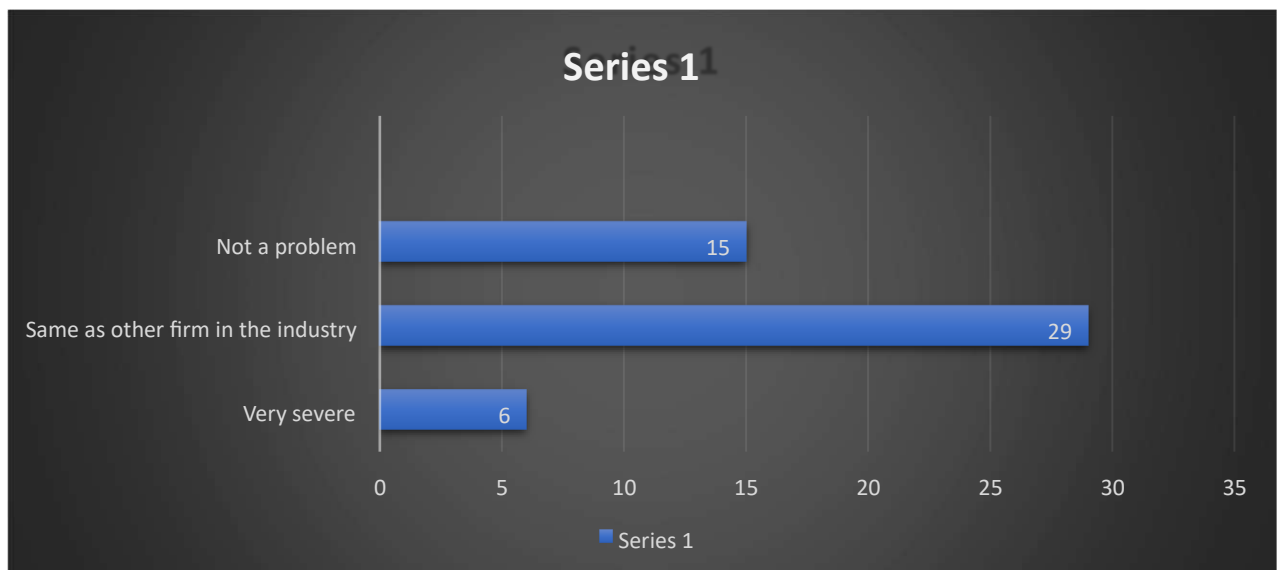
INTERPRETATION: -

From the above fig: it can be seen that 29 respondents feels that the problem of attrition in organization is very forever as the job is performed at a certain height while 18 respondents feel same as other firms and rest says there is no problem for the employees of some department

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10. Which are the elementary factors that attract the person the job?

a) Reputation of firm

b) Location of firm

c) Salary offered

d) Firms in emerging sector

e) Working condition

f) Challenging job

Chart No.5.10
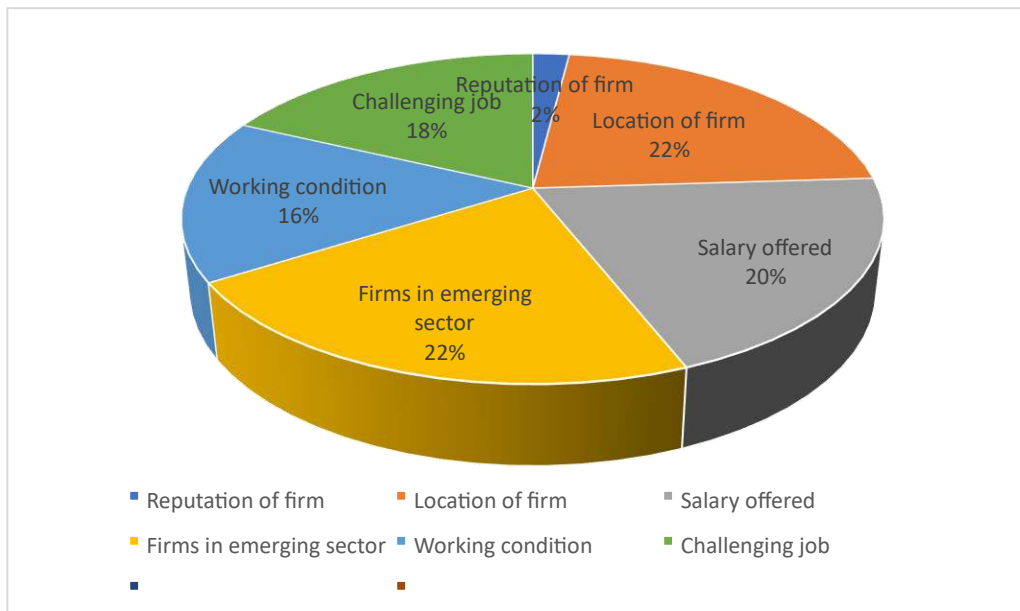
INTERPRETATION: -

from the above fig: the 20% respondents which is the most who respondent that the salary offered attracts the person towards the job 2% and 16 respective say that the reputation of the firm and better working condition towards the job. The lest which is 22 % say location of the firm attracts.

11. Kindly identify dominate factor that enhance satisfaction among employee & enhance retention.

a) Freedom to Work

b) Improvement of salary

c) Better working condition

d) Incentives

e) Opportunities for individual development

Chart No.5.11

INTERPRETATION: -

From the above fig, we can see that 50 respondents say that Improvement of salary is an actor that enhance satisfaction among employee & enhance retention and 17 and 10 respondents say that retention actively incentives & facilities respectively.

33

12. What are the reasons that you will be loyal to your firm?

a) good relations

b) better packages

e) Free from bossing

d) better opportunities

e) better development

Chart No.5.12
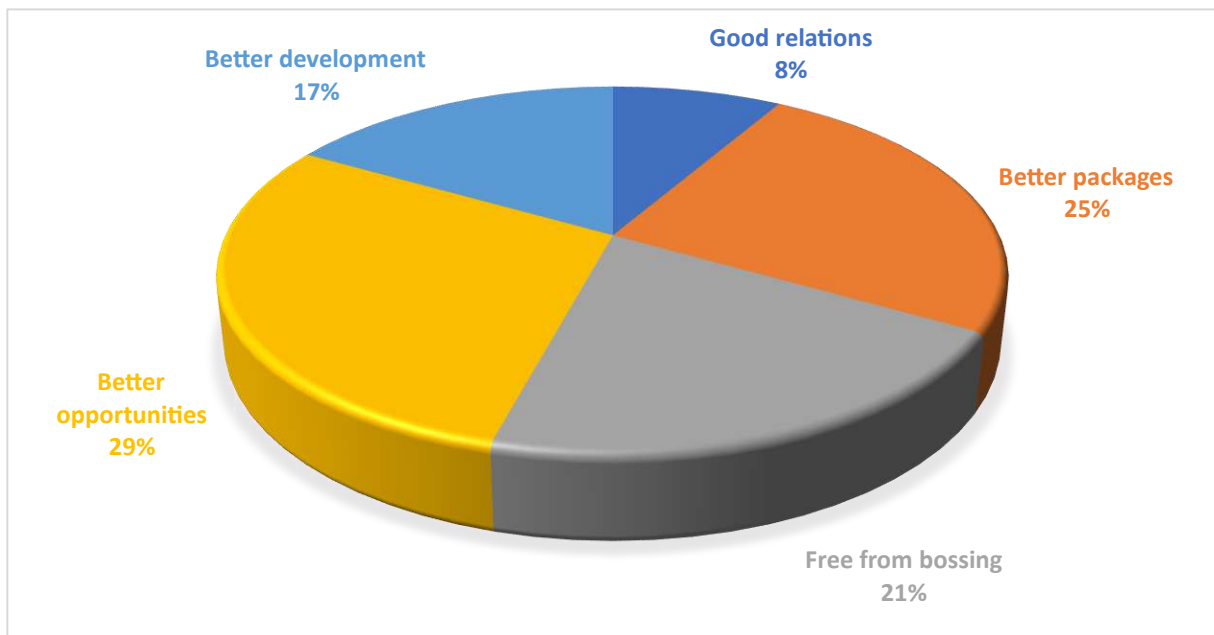
INTERPRETATION: -

from the above fig, we can see that 8% respondents will be loyal to the firm due to good relation, 24% due to package and 28% each due to better opportunities and better development.

13. The reason why you will not be loyal to your firm?

a) Harassment

b) Low benefits

c) Heavy workload

d) Un satisfaction condition

e) Absence of cooperation

Chart No.5.13
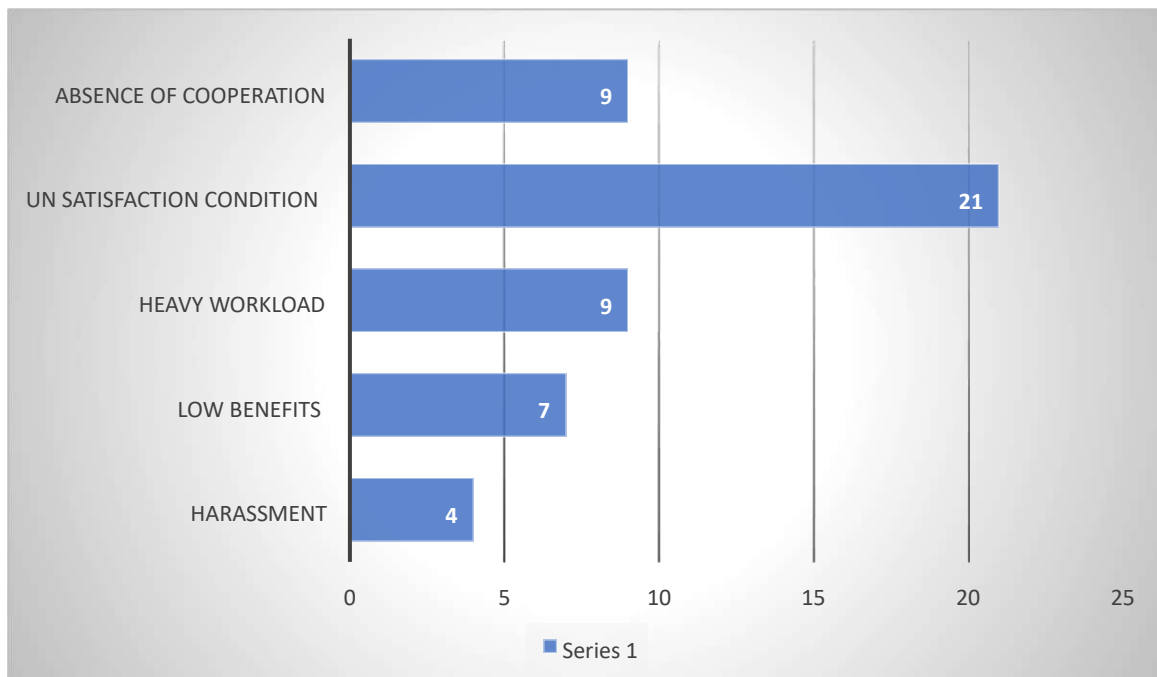
INTERPRETATION: -

In the above fig: can see that 17 respondents will be not low benefits, 9 and 4 due to heavy workload and harassment respectively and 21 respond due to unsatisfactory condition.

CHAPTER 6

FINDINGS/CONCLUSION/SUGGESTION

FINDINGS

This chapter is based interpretations get some the collections of data and analysis interpretations get some result, findings and suggestions.

- 22 respondents are working for more than respondents are working for more than 3 years and 17 respondents are respondents are working for year, 11 respondents are less than a year in the organization.

- 8 respondents have role in operation or production, 12 works as HR or Administration and 9 respondents work with the technology, Finance and Quality sections respectively in the firm.

- 24% respondents feel attrition as a threat to the organization to large extent because it is a job of higher risk, 30% respondents feel it to medium extent and 28% feel threat to small extent.

- 26 respondents feels that HR contribute towards tackling the attrition rate by handling it with the co-ordination of other departments, 15 respondents feels that HR can't handle alone as the co-ordination doesn't work out and 9 feels that HR can handle than handle the attrition rate alone due to experience and skills.

- 30 respondents agrees that their organization conduct an assessment in the form of survey to measure the satisfaction level of the employees while 5 and 15 respondents disagree and to some extent respectively due to unawareness among the employees.

- 58% of the respondents rated that their Retention program help the organization to reduce the attrition above 25% but below 50% because it is not possible to satisfy all the needs of the employees, 32% respondents rated below 25% due to low coordination between the employers and the employees and 10% rated no effect.

- 19 and 15 respondents say the attrition battle can be freedom by focusing on better facility and good 10% rated no effect. relation respectively than well treatment and freedom to express view for important.

- 29 respondents feels that the problem of attrition in organization is very severe as the job is performed at a certain height while 18 respondents feel same as other firms and rest says there is no problem for the employees of some departments.

- 34% respondents are satisfied with the retention policies of the organization as the employees are satisfied due to cordial relation between the owner and workers, good

rewards, satisfaction of employees with organization better facilities and incentives and 52% feels unsatisfied with the retention policies due to unfulfilled needs.

- 12 and 24 respondents are satisfied with the retention policies of the firm due to satisfaction of employees and cordial relation between the owner and worker respectively. 17 and 34 respondents are satisfied by the self-rectification of the mistakes and good reward respectively.

- 13 and 21 respondents as they rated 3 and 4 respectively. Welfare Facilities is important for 24 and 13 respondents which is the most as they rated 3 and 4 respectively.

- 20% respondents which is the most who respondent that the salary offered attracts the person towards the job 2% and 16 respective say that the reputation of the firm and working condition respective attract the person towards the job. The least which is 22 % say location of the firm attracts.

- 50 respondents say that Improvement of salary is an actor that enhance satisfaction among employee & enhance retention and 17 and respondents say that retention actively. Incentives & facilities respectively.

- 8% respondents will be loyal to the firm due to good relation, 24% due to better package and 28% each due to better opportunities and better development.

- 17 responds will be not low benefits, 9 and 4 due to heavy workload and harassment respectively and 21 respondents that the organization don't make mandatory for the employees to serve a notice period pond due to unsatisfactory   condition. Wilt 20 respondents for yes.

CONCLUSION

- This study helped in knowing why the employees prefer to change their job and which are the factors which leads to employee dissatisfy. Since the study is critical issue, it is needed by the originations in assess the overall interest and the feelings of the employees towards their nature of and organization.

- This study was helpful for the management to improve its core weaknesses by the suggestions and commendations prescribed in the project. This study served as a basis for measuring the organization's overall performance in terms of employee satisfaction.

- The main aim of any organization is to earn profit. But to attain maximum profit the organization should concentrate more on employees and the ways to retain them for their long run.

- From this study, it is identified that due to lack of benefits and salary to the employees are the major factors which force employees to change their job. Whereas, organization need to improve the relationship building between the employees.

- This study concludes that to reduce attrition rate, organization should create some opportunities for the growth of their employees within the organization by adopting effective training programs. The organization should think to recruit more people so that employees won't feel abundant burden on them.

- From this study, it is also identified that the attrition rate is in increasing manner so, the focus should be to retain the employees for a longer period of time.

Attrition rate analysis is an ongoing process and several tools can be further used to analysis the factor of increasing attrition rate.

SUGGESTIONS

Based on the analysis the key result that were observed and suggested to decrease the attrition rate of IT Industry as follows:

- The higher authority should show appreciation occasionally regarding the quality of work the employees do. Managers and leadership team should know them personally so that they feel valued and important. This will make them happy with their roles and responsibilities in the company.

- Provide the employees with plenty of resources which helps them not only to decrease their burden but also beneficial to increase the quality and quantity of the work.

- If ever they feel that their wages are quite less comparative to their work. Stop and think once before accepting their registration.

- The benefits to the employees should be increased in order to satisfy the employees.

- The working environment of the firm should be positive and clean.

- The strategies should be improved for retention of the employees.

- Better opportunities for the career development of the employees should be increased.

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ANNEXURE

ANNEXURE

44

1) For how many years have you been working in this organization?

a. Less than a year

b. 1-3year

c. More than 3 year

2) Your roles in the organization are?

a) Operation

b) Technology

c) Finance/Accounts

d) HR/administration

e) Quality

3) Your Age?

a) 18-30

b) 31-45

c)   45+

4) How much do you think attrition as a threat to your organization?

a) To a large extent

b) To medium extent

c) To small extent

d) No effect

5) How far do you think HR can contribute towards tackling the attrition rate?

a) Can't handle alone.

b) Can handle alone

c) Handle it with co-ordination of other departments

6) Does your organization conduct an assessment in the form of survey to measure the satisfaction level the employees?

a) No effect

b) Yes

c) No

d) To some extent

7) How far did your retention program help the organization to reduce the attrition rate?

a) Below 25%

b) Above 25 but below 50%

c) No effect

8) The attrition battle can be won be focusing on-

a) Better Facilities

b) Well treatment for employees

c) Freedom to express views for improvements

d) good relation between employer and employee

9) How severe is the problem of attrition in your organization?

a) Very server

b) Same as other firm in the industry

c) Not a problem

10) Which are the elementary factors that attract the person the job?

a) Reputation of firm

b) Location of firm

c) Salary offered

d) Firms in emerging sector

e) Working condition

f) Challenging job

11) Kindly identify dominate factor that enhance satisfaction among employee & enhance retention.

a) Freedom to Work

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12) What are the reasons that you will be loyal to your firm?

a) good relations

b) better packages

c) Free from bossing

d) better opportunities

e) better development

13) The reason why you will not be loyal to your firm?

a) Harassment

b) Low benefits

e) Heavy workload

d) Unsatisfaction condition

e) Absence of cooperation