ANNEXURE – I

QUESTIONNAIRE FOR EMPLOYEES

Please provide following information for my Ph.D. research. I ensure that all the information is strictly for academic purpose and will be kept confidential.

Demographic Information-Part I

1. Name:
2. Gender: Male Female
4. Length of Service in the present organization (in Years) _____
   Less than 5
   6-10
   11-15
   16-20
   Above 20
5. Designation_____
6. Department ______
   Finance
   HR
   Transport
   Production
   Admin
   Others Please Specify
7. Educational Background_____
   Up to High school
   Bachelor Degree
   Master Degree
   Diploma Holder
   If any other please specify
8. Marital status ______
   Married
   Unmarried
9. (i) No of organizations served before.______
   (ii) No of Years of Experience in Total. _________ _________

PART II

10. What is the culture of your organization?
    5= strongly satisfied, 4=Satisfied, 3=Neutral, 2 Dissatisfied, 1 strongly dissatisfied
<table>
<thead>
<tr>
<th>Sr No</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satisfaction with the working conditions</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Participative Culture with Decision Making</td>
<td></td>
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<tr>
<td>3</td>
<td>Empowerment by seniors</td>
<td></td>
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<tr>
<td>4</td>
<td>Equal Treatment by seniors</td>
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</tbody>
</table>

11. Kindly rate the following items on a scale of 5, which you think are/may be the causes for the employee attrition; 5 being ‘highly responsible’ and 1 being ‘not at all responsible’.

<table>
<thead>
<tr>
<th>Sr no</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
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<tbody>
<tr>
<td>1</td>
<td>Monetary Benefit</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Lack of Equality</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3</td>
<td>Irregular working hours</td>
<td></td>
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<tr>
<td>4</td>
<td>Improper Working Conditions</td>
<td></td>
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<tr>
<td>5</td>
<td>Lack of Growth opportunities</td>
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<tr>
<td>6</td>
<td>Stress in Job</td>
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<tr>
<td>7</td>
<td>Power and Politics</td>
<td></td>
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<tr>
<td>8</td>
<td>Lack of advancement opportunities</td>
<td></td>
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<tr>
<td>9</td>
<td>Inclination towards change</td>
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<tr>
<td>10</td>
<td>Dissatisfied with the Colleagues</td>
<td></td>
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<tr>
<td>11</td>
<td>Monotonous nature of work</td>
<td></td>
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<tr>
<td>12</td>
<td>Lack of self motivation</td>
<td></td>
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<tr>
<td>13</td>
<td>Personal reasons</td>
<td></td>
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<tr>
<td>14</td>
<td>Achievement not recognized</td>
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<tr>
<td>15</td>
<td>Absence of challenge in the job</td>
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</tr>
</tbody>
</table>

12. Based on your response of the items mentioned in question 11, rate the certainty of quitting your current job on a scale of 5; 5 being highly probable and 1 being not at all probable.
13. A) Do you have performance appraisal system in your organization? Yes No
B) If yes then are you satisfied with performance appraisal system? Yes No
C) If no then why________________________________________________________

14. What is the culture of performance appraisal in your organization?
   A. Periodic rituals   B. Fault finding mechanism   C. Developmental tool
   D. If any Pl specify____________________________________________________

15. What are the general emotions after performance appraisal exercise?
   A. Increase in morale and motivation
   B. Decrease in morale and motivation
   C. Apathetic stand
   D. Any other (Pl mention) ________________________________________________

16. Do you think that after performance appraisal the attrition increases?
    Yes No

17. Do you think that the following have significant relationship with employee attrition?

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Statements</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gap between expectation of superior and actualization by subordinate</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Mismatch between job allotment and qualification</td>
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<td></td>
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<tr>
<td>3</td>
<td>Absence of succession planning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PART III**

18. Are you satisfied with retention policies?
    a) Yes b) No c) To Some Extent

19. If yes or to some extent, kindly mention the factor that has led to the above feelings?

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Statements</th>
<th>1(Least)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5(Most)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cordial relations between management and workers</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
20. Kindly identify dominant factor that enhance satisfaction among employee & reduce attrition

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Statements</th>
<th>1(Least)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5(Most)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Freedom to Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Improvement of salary</td>
<td></td>
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<tr>
<td>3</td>
<td>Better working conditions</td>
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<tr>
<td>4</td>
<td>Incentives</td>
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<tr>
<td>5</td>
<td>Opportunities for individual</td>
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</tbody>
</table>

21. Given below are statements, each related to a characteristic of your job. How important is each of these characteristic for your retention in the organization? The rating should be on a scale of 1 to 5, where 5 is very important and 1 is not at all important.

<table>
<thead>
<tr>
<th>Sr no</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Opportunity for Growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Security of Job Position</td>
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<tr>
<td>3</td>
<td>Overall Involvement in the work</td>
<td></td>
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<tr>
<td>4</td>
<td>Feeling of Self Esteem</td>
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<tr>
<td>5</td>
<td>Facilities provided for Effective working</td>
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<tr>
<td>6</td>
<td>Sense of Accountability</td>
<td></td>
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<tr>
<td>7</td>
<td>Work Life Balance</td>
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<tr>
<td>8</td>
<td>Family Benefits</td>
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<tr>
<td>9</td>
<td>Authority Connected with the position</td>
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<tr>
<td>10</td>
<td>Feeling of worthwhile accomplishment</td>
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<td></td>
<td>Role At current position</td>
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<tr>
<td>12</td>
<td>Prestige of my Job position</td>
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<tr>
<td>13</td>
<td>Workplace Conveniences</td>
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<tr>
<td>14</td>
<td>Fun at work</td>
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<tr>
<td>15</td>
<td>Employee support in tough time</td>
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</table>

22. Based on your response of the items mentioned in question 21, rate your willingness to remain in your current job on a scale of 5; 5 being highly willing and 1 highly unwilling.

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</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Not at all willing</td>
<td>Moderately unwilling</td>
<td>Can’t say</td>
<td>Moderately Willing</td>
<td>Highly willing</td>
</tr>
</tbody>
</table>

**PART IV**

23. All in all, how much are you contented with your job here?
   a) Highly Dissatisfied  
   b) Dissatisfied  
   c) Neither Satisfied nor dissatisfied  
   d) Satisfied  
   e) Highly Satisfied

24. All in all, how much motivated do you feel in your job here?
   a) Highly Demotivated  
   b) Demotivated  
   c) Neutral  
   d) Motivated  
   e) Highly Motivated

25. Now taking everything into consideration, how involved do you think you are in your present job?
   a) Not at all Involved  
   b) Involved only to an extent  
   c) Neutral  
   d) Quite Involved  
   e) Extremely Involved

26. If given a job with the same pay range you will be happy
   a) To continue in your present organization.  
   b) To shift to another job but same industry  
   c) To shift to another job in some other industry.

Thank you for your valuable time and support.
ANNEXURE – II

QUESTIONNAIRE FOR MANAGEMENT

Please provide following information for my Ph.D. research. I ensure that all the information is strictly for academic purpose and will be kept confidential.

Part I

1. Name of the organization:

2. Form of Organisation:

3. Year of Establishment:

4. Name of the respondent:

5. Designation:

6. Contact No.:

7. E-mail:

8. Your job title best describes you as:
   a) Chairman/MD/CEO/President/Director
   b) Manager/Asst. Manager/Supervisor/Team Leader
   c) Officer/Executive/Engineer
   d) Others, (Please Specify) _____________________

Part II

9. Number of employees in your organization
   a) 1 – 50   b) 51 – 100   c) 101 – 150   d) 151 -200   e) 201-250

10. The annual turnover of your organization is:
    a) Up to Rs. 25 crore   b) Rs. 25 – 50 crore   c) Rs. 50 – 75 crore
    d) Rs. 75 – 100 crore   e) Above Rs. 100 crore

11. How much do you think attrition is a threat to your organization?
    a) To a large extent   b) To Medium extent   c) To a small extent   d) No effect
12. Are you facing the problem of attrition?
   a) To a large extent    b) To Medium extent    c) To a small extent    d) No effect

13. What is the current rate of attrition in your organization?

<table>
<thead>
<tr>
<th>Rate of Attrition</th>
<th>1-3</th>
<th>4-6</th>
<th>7-9</th>
<th>10-12</th>
<th>13-15</th>
<th>Above 15</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

14. How much does the attrition affects your organization financially?
   a) Highly effective    b) Affects but manageable    c) Unmanageable    d) No effect

15. Rate the relative importance of some external and internal causes of attrition.
   (1 – Least Important, 5 – Most Important)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Monetary Security</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
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<td>1</td>
<td>Monetary Security</td>
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<td>2</td>
<td>Work Environment</td>
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<tr>
<td>3</td>
<td>Stress in job</td>
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<td>4</td>
<td>Personal Problems of employees</td>
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<tr>
<td>5</td>
<td>Inclination towards Change</td>
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<tr>
<td>6</td>
<td>Relationship towards superiors</td>
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<tr>
<td>7</td>
<td>Limited Scope</td>
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<tr>
<td>8</td>
<td>Lack of ability</td>
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</tbody>
</table>

16. Rank the following factors from 1-5 in the order of their significance in being reasons for employees to remain in your firm for longer time?
   (1 implying Least significant and 5 implying most significant)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Growth Opportunities</th>
<th>1</th>
<th>2</th>
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</tr>
<tr>
<td>1</td>
<td>Growth Opportunities</td>
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<tr>
<td>2</td>
<td>Appreciation</td>
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<tr>
<td>3</td>
<td>Work life Balance</td>
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</tbody>
</table>
17. What kind of strategies do you adopt to control the attrition rate?

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<th>Sr No</th>
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<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Better Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Good working Conditions</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Good Quality of Work life</td>
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<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Better Incentives</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Good Labour Management Relations</td>
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</tbody>
</table>

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

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<th>Sr No</th>
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<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Cant Handle alone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Can Handle alone</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Handle it with Co-ordination of other Departments</td>
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</tbody>
</table>

19. How do you cover the Gap which is developed after the period of Attrition

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<tbody>
<tr>
<td>1</td>
<td>Overtime</td>
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<tr>
<td>2</td>
<td>Emergency Recruitment</td>
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</tr>
<tr>
<td>3</td>
<td>Voluntary Contribution from Employees</td>
<td></td>
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<tr>
<td>4</td>
<td>Transfer of Employees</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5</td>
<td>Contractual Labour</td>
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</tr>
<tr>
<td>6</td>
<td>Temporary Appointments</td>
<td></td>
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</tr>
</tbody>
</table>

20. Do you feel attrition at times can prove to be healthy for your organization?

   a) always  
   b) sometimes  
   c) never
21. Does your enterprise conduct an assessment to measure the satisfaction level of the employees?
   a) Yes  
   b) No  
   c) To Some Extent

22. Why Employee Retention is Important for your Organisation

<table>
<thead>
<tr>
<th>Sr No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cost of Turnover</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Loss of Company Knowledge</td>
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<tr>
<td>3</td>
<td>Goodwill of the company</td>
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<tr>
<td>4</td>
<td>Interruption of customer service</td>
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</tbody>
</table>

23. Which Retention Strategies have you adopted to retain the employees in your organization?

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<th>Sr No</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Appreciating the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Providing Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Providing Perks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Family vacation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Conveniences at Workplace</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Training and Development</td>
<td></td>
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</tbody>
</table>

24. How far did your Retention Programs help the organization to reduce the attrition rate?
   a) Below 25%  
   b) Above 25 but below 50%  
   c) no effect

25. The attrition battle can be won by focusing on –

<table>
<thead>
<tr>
<th>Sr No</th>
<th>1(Least)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5(Most)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Better Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Well Treatment for Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Reducing winning the Bossing Threats</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Freedom to Express views for improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Good human relations between employer and employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
26. How severe is the problem of attrition in your organization?

<table>
<thead>
<tr>
<th>Sr No</th>
<th>1(Least)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5(Most)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very severe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Same as other firms in the industry</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Attrition is not a problem in my firm</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. Kindly rate the following Consequences of Employee Attrition in order of their importance

(1-Least Important, 5-Most Important)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase in Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Gaining fresh Ideas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Reduction in surplus staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Decreased performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Management Frustrations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Salary reduction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Removal of Negative influence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Unfulfilled daily functions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28. In your opinion what measures an enterprise should take to reduce attrition
1._________________________________________________________________________
2._________________________________________________________________________
3. ________________________________________________________________

29. Share an outstanding encouraging or frustrating experience in your organization. Please feel free to write in Marathi, Hindi or English.

_________________________________________________________________________
_________________________________________________________________________

Thank you for your valuable time and support.
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