## CHAPTER-5

### FINDINGS AND CONCLUSIONS

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5.1 INTRODUCTION

In the earlier chapters, researcher has explained the progress of study from introduction of the topic till analysis of the collected data. In this chapter findings and conclusions are drawn from the collected data and an attempt has been made to understand the concept of employee turnover, reasons, rate and implications of employee turnover on various aspects of IT industry in Pune city.

Primary data was collected from responses to the structured questionnaire distributed to 450 employees and 60 team leaders of 30 IT firms of Pune city. Systematic analysis has helped the researcher to reach at the conclusions related to set objectives. This detailed interpretation on the strength of statistical projection of the data has guided the researcher to suggest remedies to understand and improve the work environment that affects the employee and makes him quit the job. In this chapter the researcher proposes to arrive at certain conclusions on the basis of findings from the data collected through questionnaire. Thus, based on the research methodology adopted by the researcher, conclusions are presented individually with reference to each question, which further, would be helpful to frame possible recommendations.

5.2 CONCLUSIONS ON DESCRIPTIVE STATISTICS

Two well-designed questionnaire were drafted and circulated to 60 employees and 26 team leaders of IT firms. The data like job satisfaction, issues related to work, turnover drivers, nature of work environment, motivation to employees, perceptions of the leader and implications of employee turnover was processed in SPSS 19. The questionnaire was redrafted and finally circulated to 450 employees and 60 team leaders. Data collected from both the questionnaires was analyzed separately as well as combined manner and details were presented in chapter four. In the current section researcher has presented findings and conclusions based on each element of the questionnaire.

5.2.1 EMPLOYEE’S QUESTIONNAIRE

Detailed analysis of 450 questionnaires has helped researcher to bring out serious facts about employee turnover in IT firms of Pune city. The questionnaire was divided into five sections and detailed information collected was analyzed by the researcher and conclusions were presented.
5.2.1.1 GENERAL INFORMATION

It is observed that demographic factors like the age, marital status, gender, number of children, education, experience, employee total tenure helped researcher to conclude few important facts about employee turnover.

- Gender can be reason for turnover, female employees leave organization for many reasons like marriage etc. leading to overall high turnovers. Whereas males have responsibilities of family and tend to continue with the same organization for a long time even though satisfaction level is low till he gets better opportunity. It is observed that 68% of respondents participated in the study were male employees and 31.8% of respondents were female employees.

- Tendency to shift job can be observed in younger age. If an organization has young employees, its employee turnover rate will be high. It is noted that a total of 56% of the respondents who participated in this study were between the age 20-30 years old, while 41.6% of respondents were between the ages 30-40 years old.

- If a person is married, it is assumed that his responsibilities increases and rate of employee turnover reduces.53 percent respondents are married, 44 percent respondents are single.

- If a person is earning good and satisfied with it, job shifting is rarely observed. Income plays an important role in decision making to improve future of the respondents. Majority of the employees i.e. 52 percent respondents are earning income between 0-50000/-, thus it can be concluded that turnover is high because of low salary.

- More the number of members in a family more will be the burden to the respondents. Total strength of the family is one of the factors for an employee for a job shift in search of higher salaries. A total of 54 percent of the respondents who participated in this study has four & above family members, may contribute to higher employee turnover.

- A total of 52 percent of respondents were post graduates, 47 percent are graduates and it can be concluded that higher education of the respondents can be one of the reasons to switch over the job in search of better opportunities in terms of good salary package and better job satisfaction.
### Table 5.1 Relation between demography and employee turnover
(Source: Primary data)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Rate of employee turnover</th>
<th>Correlation value (r)</th>
<th>Type of correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td>0.218</td>
<td>Positive</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td>-0.165</td>
<td>Negative</td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td>0.067</td>
<td>Positive</td>
</tr>
<tr>
<td>Monthly income</td>
<td></td>
<td>-0.135</td>
<td>Negative</td>
</tr>
<tr>
<td>Number of family members</td>
<td></td>
<td>0.100</td>
<td>Positive</td>
</tr>
<tr>
<td>Educational qualification</td>
<td></td>
<td>-0.017</td>
<td>Negative</td>
</tr>
</tbody>
</table>

Positive indicates that the variable is positively related to turnover. (As the variable increases, so does turnover)
Negative indicates that the variable is negatively related to turnover. (As the variable increases, turnover decreases)

It can be observed from the Table 5.1 that gender, marital status and number of family members has positive impact on rate of employee turn, whereas age, monthly income, and educational qualification has negative impact on employee turnover.

#### 5.2.1.2 EMPLOYEE’S INFORMATION

Information about the employee had facilitated the understanding of researcher about the relation between work experience and employee turnover.

- If total work experience is more, the tendency to search new job increases leading to higher employee turnover. This is true at younger age, as an employee grow older the tendency of searching decreases. A total of 59 percent of the respondents have work experience between 1-5 years of service, while 38 percent have experience between 6-10 years of service. Thus it may be concluded that employee turnover will be high for these firms.

- It is concluded that if the employee is working in current organisation for longer time, employee turnover will be high. 56 percent respondents are working in the same organization form last two years, 38 percent has 3-5 years experience, indicates that employee turnover will be high for these units.

- Medium of placement doesn’t affect the turnover rate.
From Table 5.2 it is observed that there is a positive relation between work experience in current organization and employee turnover, whereas total work experience and medium of placement has negative relation with employee turnover rate.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Rate of employee turnover</th>
<th>Correlation value (r)</th>
<th>Type of correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total work experience</td>
<td></td>
<td>-0.017</td>
<td>Negative</td>
</tr>
<tr>
<td>Work experience in the current organization</td>
<td></td>
<td>0.193</td>
<td>Positive</td>
</tr>
<tr>
<td>Medium of placement</td>
<td></td>
<td>-0.260</td>
<td>Negative</td>
</tr>
</tbody>
</table>

Positive indicates that the variable is positively related to turnover.
(As the variable increases, so does turnover)
Negative indicates that the variable is negatively related to turnover.
(As the variable increases, turnover decreases)

Table-5.2 Relation between work experience and employee turnover
(Source- Primary data)

5.2.1.3 JOB SATISFACTION

Job satisfaction and employee turnover has a relation and it is observed that a satisfied employee will remain for longer time with the organization. In all 22 statements about job satisfaction were given to the employees and asked to rank on a likert scale (1 is strongly disagree and 5 is strongly agree). Researcher has considered that if 40 percent and above respondents agreed to the given statement, it’s a good situation and doesn’t need improvement in that field.

➢ It is observed that 48 percent respondents are satisfied with job location.
  Conclusion can be drawn that majority of the employees are satisfied with location of the IT firm.
➢ Training makes employee more comfortable and confident in job and helps to understand the new job requirements in proper manner, that reduces employee turnover. It is observed that a total of 49 percent of the respondents agreed that they are satisfied with training given to them which means employees are satisfied.
➢ Only 29 percent employees were satisfied with working hours of the IT firms. Long working hours increases the boredom which exaust the employees resulting into less productivity. It is concluded that employees are not satisfied with working hours.
➤ Good transport facility reduces the strain of travelling and keeps employees fresh for work. 45 percent of the employees are satisfied with the transportation facility.

➤ Employees of IT firm are satisfied with infrastructure provided i.e. canteen, sanitation, drinking water, light and ventilation. To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity.

➤ It is observed that in all 57 percent respondents feel confident. Confidence on work place not only improves productivity but also reduces the employee turnover rate and helps the organization retention of the employees.

➤ Remuneration is an important element to the employees. Organizations offering high salaries have comparatively better employee retention. It is concluded that employees are not satisfied with salary offered.

➤ Employees are not satisfied with the returns for the efforts they have taken to complete the task. Employee turnover rate can be controlled if organizations offer attractive returns for the efforts of the employees.

➤ Employees are not satisfied with the guidance of the seniors in career planning.

➤ If the problem of any employee is not handled properly and on time, it may lead to dissatisfaction among employees leading to higher employee turnover. It is concluded that employees are not satisfied with the grievance handled by the seniors.

➤ Employees are not satisfied with rewards and recognition for their achievement. Researcher feels that employees at all levels should be rewarded and recognized for their achievements and their efforts should be appreciated by the organization.

➤ It is concluded that employees are satisfied with the timely rewards given to them for their hard work. It is noticed that individuals are receiving regular, timely feedback on their performance and feel that they are being adequately challenged in their jobs.

➤ Employees are satisfied with the possibility of future career progression.

➤ Researcher concluded that employees are not satisfied with the employee empowerment in the organization where empowerment helps the development of the employees leading to greater involvement and loyalty towards organization.

➤ Majority of the employees are satisfied with the responsibility given to them in the organization.
- Employees feel secure in their present job. Sense of security at work place reduces employee turnover percent of the organization.

- It is concluded that employees are not satisfied with their annual increments.

- An organization where an employee is working determines the social status of that individual. A reputed organization offers good package, satisfaction and social status because of its brand and reputed image in the market. Employee turnover is more in the organization whose reputation and social status is low in the market. Researcher concludes that employees are satisfied by social status provided to them.

- Employees are not satisfied with performance appraisal system of the organization. Organizations with transparent HR policies will help the employees to improve their performance which in turn increases employee satisfaction. Employees love to work with such organization whose work culture is transparent.

- It is concluded that employees are satisfied with health benefits provided to them. Offering health benefits to the employees is a strong retention policy of today. Most of the organizations understand the importance of health benefits to its employees.

- Employees are satisfied with the word of appreciation by the management. Appreciating employees is one of the rewards that help to contribute more towards accomplishment of the goals. Employees feel themselves as an important part of the organization.

- Researcher concludes that employees are satisfied with their overall job performance. It develops sense of confidence in them, helping organization to retain such employees.

In Figure 5.1 researcher has given four elements of job dissatisfaction like personal benefits, monetary benefits, career benefits and additional benefits expected by the employer. It is concluded that an employee expect rewards and recognition for achievement for the task completion and also his empowerment in the organization. Under monetary benefits salary, annual increment and returns of important task completed are major reason for dissatisfaction which is increasing employee turnover. All the employees are conscious about career development and are unsatisfied by performance appraisal system used in their organization and also the guidance given by the seniors in the career planning. Apart from this employees are not satisfied with the long working hours in IT firms which increases the fatigue and boredom
decreasing productivity. Employees are also not satisfied by grievance handling procedure by their seniors leading to higher employee turnover.

![Fish bone diagram for job dissatisfaction](Source: Primary data)

5.2.1.4 ISSUES RELATED TO JOB

Performance and rewards must be correlated and employees should be given good returns for their involvement in the work. Employees have certain expectations from the organization and if these expectations are not met, the employees might show disinterest in work and issues will be raised leading to employee turnover. In this section employees were given 21 issues and asked to rate between 1 to 5 likert scale (1 is strongly disagree and 5 is strongly agree). Researcher has considered that if 40 percent and above respondents agreed to the given statement, it’s a good situation and doesn’t need improvement in that field.

- A total of 76 percent of respondents agreed that they feel confident for the work assigned. Thus it may be concluded that there are no issues with work assigned to them. This means work is assigned to the employees as per their skill-sets and
efficiencies. They are confident and enjoy the work because the right job is assigned to the right employee.

- 71 percent of the respondents agreed that their task is completed within time, indicates there are no issues. Employee sincerity makes them complete task on time and helps to achieve the targets.

- 41 percent of respondents agreed that their organization follows right job–right person concept, indicate that there are no issues related to the given statement. An employee will enjoy his work only when the right task is assigned to him. Employee will take more interest if the right job is assigned to a right person.

- 44 percent of the respondents agreed that organization helps to fulfill their aspirations, thus there are no issues regarding the fulfillment of aspirations. Organization must help the employees to fulfill the aspirations to improve their confidence and reduce employee turnover.

- Only 35 percent of respondents agreed that their organization provides an opportunity to grow. It is concluded that there is an issue related to opportunities provided to grow in organization. Career planning helps an employee to grow in his career up the ladder. An organization providing career planning opportunity to the employees will help the employees to plan their future; this will help organization to retain its employees.

- A total of 32 percent agreed that they get chance to execute their ideas completing task given which means an issue exists related to freedom given to execute the ideas to complete the task. If employees’ participation in the organizational decision making is increased it will give a sense of confidence and belongingness amongst the employees. Employees will also enjoy their work and help them to suggest new and innovative ideas to complete their tasks.

- 45 percent employees feel that they have grown with the organization and no issues are there.

- A proper communication and right feedback of employees help them to improve their performance. This will help them to gain confidence in the future task. A total of 43 percent of respondents agreed that superiors give proper feedback for the job performance. Researcher concludes that no issues regarding feedback for employee performance is pending.
In all 48 percent employees think that they are allowed to explore their skill-sets and knowledge, it will take them towards growth and gain confidence. This will help them for the improved job satisfaction.

Majority of employees (63 percent) agree that their organization know their skills acquired by each employee and uses it for the development work seriously to allocate right job and cultivate high returns.

A total of 87 percent of the employees agreed that they are loyal to the organization, this is seen when organization also understands and appreciates their efforts.

Organisation motivates its employees and they also contribute more towards enhancing its productivity which is a win-win situation to both. It is seen that 55 percent of employees agreed that organization inspires them to give the best.

58 percent of the respondents agreed that they have to frequently change family commitments because of uncertain work schedule because of which it becomes really difficult to complete family commitments and increases stress and frustration among employees and their family members.

Higher stress and long working hours make it to difficult to fulfill responsibilities at job and at home and 65 percent of the respondents agreed with the same.

Reporting to two different authorities creates role ambiguity and creates confusion in the task completion which lead to chaos and conflicts. Ultimately, it affects productivity of the organization. This is not the case with most of the firms and only 25 percent of respondents agreed that they receive instructions from more than two authorities.

Limited resources and pressure of executing assignment is common in all the organization but only 30 percent of the respondents agreed that there is a pressure of executing assignments without adequate resources.

Only 14 percent of respondents agreed that joining this organization was a mistake and this happens when organization commit to give lot of benefits to the employees, but if fail to do so employees get the feeling of wrong decision to join the organization.

A total of 29 percent of the respondents agreed that they are planning to quit the organization because they are unhappy with the job.

If an employee is in search of better option, it indicates that he is not satisfied with present job, such 49 percent respondents agreed that they are searching for a better
alternative to the present job. Such feedback give chance to rectify flaws in job
discription and improvemotivation to help employee gain confidence in
organization.

Employee starts seeking alternative workrole when he is not satisfied with present
work profile and such a total of 27 percent of the respondents agreed that they are
actively seeking an alternative work role within the present company.

Organization should know the skills acquired by each employee and should help
them to fulfill their personal goals.37 percent of respondents agreed that they feel
to quit the organization due to lack of sense of fulfillment of personal goals.

![Diagram of work issues]

**Figure-5.2 Issues related to work area** (Source- Primary data)

Employees face many work related issues in day to day work, many of which do
not affect employee but few issues make them take decision of job shift or quit the
organisation making productivity affected. In figure-5.2, researcher has depicted
few major issues which were concluded after analysis of the employee’s
questionnaire. Most important issue is stress on work place which increase
frustration of the employee and decreases his concentration on the work. Other
issue are employees get very few opportuntunities for their personal growth in the
organisation, they are not allowed to execute their ideas to complete the task and
have uncertain work schedule which leads to improper work life balance and
family issues arises reducing overall productivity of the employees. Researcher
also concludes that employees are in search of alternative job in the organisation
which happens because either the team leader is not good or his caliber is not
matched with the task given to him.
5.2.1.5 EMPLOYEE TURNOVER DRIVERS

Factors that increases employee turnover are called as employee turnover drivers, it can be personal or organizational. 25 turnover drivers were given to 450 employees and asked to choose yes or no. Researcher has considered that if 40 percent and above respondents agreed to the given statement, it’s a good situation and doesn’t need improvement in that field.

- Employee retention is directly related to employee salary. It is observed that 78 percent respondents are not happy with salary offered by the organization. This is an employee turnover driver.
- Employees have chances of career advancement that makes them happy and satisfied. 40 percent respondents says they have chances of career advancement, thus it is not turnover driver.
- Only 38 percent employees say workload is employee turnover driver which increases burden on the employees and leads to fatigue and makes employee tired. Thus it is concluded that workload can not be turnover driver.
- 47.8 respondents say work schedule is inflexible and it is concluded that rigid work schedule is the reason for increasing employee turnover in IT industry.
- Good relation with the colleague helps to lead better quality of worklife but is not a turnover driver for the current study and same is observed i.e. only 38 percent respondents says relationship with colleague is important.
- Good relationship with superiors makes direct impact on the employees performance and is a turnover driver for the study. 54 percent respondents are agreed with the statement that the relationship with superiors is a turnover driver.
- Only 38 percent respondents say yes to “the relationship with subordinates” is the turnover driver.
- Irregular and uncertain shift patterns increase employee turnover in any industry but this is not true for the study because only 35 percent agree to the statement.
- 51 percent respondents agreed to the statement about policies and procedure and is a turnover driver.
- A physical working condition includes good ambience, ventilation, canteen facility, recreation hall and parking space etc. helps the employees to enjoy the work. Absence of these factors leads to lead to employee turnover. For the current
study it is concluded that physical working condition is employee turnover driver (47 percent respondents agreed to it).

- Good incentive practices boost the morale of the employee and in turns helps them to achieve targets. 67 percent says “yes” incentive practices are turnaround driver.

- Overtime is the amount of time someone works beyond normal working hours. This extra working time is tiring and increases the stress among employees leading to job shifting. It is observed that 40 percent respondents agreed that overtime is employee turnover driver.

- Location of the work place at distance place leads to time consumption on travelling by the employees which increases employee turnover. 46 percent respondents says location is employee turnover driver.

- Discrimination and differences amongst the employees leads to conflicts which is an employee turnover driver. It is observed that only 26 percent respondents agreed to the statement, thus it is concluded that discrimination is not a turnover driver.

- If the market is not facing recession and lots of job opportunities are available then employee turnover will be higher and is concluded by the researcher because 54 percent respondents says alternative job opportunities is employee turnover driver.

- Sufficient time spent on the training to the employees leads to the increase in employee confidence. Development is an outcome of training. But for the current study only 29 percent agreed that on-the-job training is employee turnover driver, thus it not the turnover driver.

- Supervision is essential for quality maintenance and check deviation if any. But if supervision is strict, employee might not like it and employee turnover will increase. This is true for the current study i.e. 54 percent respondents feels strict supervision to be employee turnover driver.

- 70 percent respondents agreed to the statement that frequency of communication with team leaders is turnover driver. Communication is essential tool in all the organisations, at all the stages and helps achieving goals. If frequency of communication with the leaders increases, it will improve employee retention.
Frequent travelling for different reasons on job leads to frustration and makes employee to leave the job. Which is denied by the respondents with majority i.e. only 36 percent were agreed that frequent travelling increases employee turnover.

Staying away from family and home for long period for different commitments on job leads to unrest among employee but is not a turnover driver. 34 percent respondents says long outstation stay is employee turnover driver.

39 percent respondents agreed that unfair overtime practices is employee turnover driver. Overtime means working extra in the organisations to complete target but if employees are not paid for the overtime work, or if they are forced to do so, it may lead to increase turnover. It is concluded that overtime is not a turnover driver for the current study.

Clean and ventilated area defines the work station to be conducive and suitable to work for the employees but cannot be the turnover driver because it is observed that only 30 percent respondents say that the unsuitable work area is employee turnover driver.

If the location of the work area is located in the remote area from home or not suitable to reach workplace on time because of its far distance place, employee might quit the job. It is concluded that unsuitable work area is not a turnover driver and is proved by the observation that only 38 percent respondents are agreed that unsuitable work condition leads to employee turnover.

If employees’ grievance is not handled by the organization, they will be dissatisfied for the work environment, which must be handled at priority or else it may lead to higher employee turnover rate and is proved by the collected data i.e.49 percent respondents feels neglecting employee grievance is employee turnover driver.

Stress on work place is a serious issue and makes employee frustrated and unsatisfied, inturns quit the job and this is illustrated by data that 57 percent respondents are agreed that stress on work place is employee turnover driver.

From this section researcher could conclude that many turnover drivers affect the employee's decision of leaving the organization with different intensity. There are multiple drivers which affect employees but top three drivers are salary expectations, frequency of communication with the team leaders and incentive practices followed by the organization. Similarly bottom three turnover drivers are discrimination on work place, time given for training while working and unsuitable work area which
affect least to employee’s decision. In Figure-5.3 researcher has showed drivers between two different end i.e. strong drivers and weak drivers. Moreover with colour differentiation researcher has tried to separate drivers as per impact on the employee’s decision to quit organization. Drivers written with red colour have more impact whereas a turnover driver written in black has less impact on the employee.

![Figure-5.3 Impact of turnover drivers](Source- Primary data)

**5.2.2 TEAM LEADERS QUESTIONNAIRE**

A separate questionnaire is prepared for team leaders of IT firms of Pune city and circulated. The data is collected from randomly selected 60 team leaders from 30 IT
firms and is analyzed to present the findings. In the current chapter researcher has concluded relevant finding form the chapter four.

5.2.2.1 GENERAL INFORMATION
This section analyses the demographical details of the respondents using appropriate computations.

➢ More work experience to the leaders will help the respondent to get genuine responses for reasons of turnover by employees. 63 percent respondents have experience more than 6 years.

➢ Current organization’s experience shows the seniority of the team leader and how well he knows about the employees working in his team. It is observed that 55 percent team leaders have experience above three years.

➢ It is concluded that employee turnover rate is between 10 to 20 percent as responded by 80 percent respondents.

5.2.2.2 NATURE OF WORK ENVIRONMENT
It is observed that nature of the work environment affects the employee turnover. 15 different statements related to work environment was given to the team leaders to rank between 0 to 3 where 0-Not at all, 1-A little, 2-A good deal, and 3-Very much. While concluding the findings researcher had clubbed responses like not at all and a little in a group. This had helped researcher to understand which work environment affects employee job changing decision the most.

➢ From the responses of the team leader it can be concluded that employees have many opportunities for growth and advancement in the organization (i.e. 88 percent agreed to the statement).

➢ In all 63 percent team leaders responded that grievance handling procedure is fool proof, thus it is concluded that turnover is not because of grievance handling procedure.

➢ 63 percent of the respondents agreed a little to the statement that employees are satisfied with pays and perks, thus it is concluded that employees are not satisfied with the pays and perks and could be a reason to quit the organisation.

➢ 55 percent team leaders agreed that employees are treated fairly, thus it can be concluded that work environment is good and employees are treated in good manner with no bias by the organization.
- Appreciation is a non monetary reward which helps in employee satisfaction. This is one of the retention strategies of organization. It is concluded that management appreciates the work of the employees and is agreed by 82 percent team leaders.
- Management provides safe working conditions is an important factor for employee security which is responded by 97 percent team leaders selected for the study.
- 82 percent team leaders agreed that organization provide adequate welfare facilities are provided to the employees by the management, thus it is concluded by the researcher that adequate welfare facilities provided to the employees by the management reduces employee turnover.
- Researcher concludes that organization offers career development plan to the employees. Almost 57 percent team leaders accepted the statement.
- Employee expect appreciation from organization for their performance and this is agreed by only 42 percent team leaders which means employees are not appreciated for their outstanding performance by the management.
- 63 percent team leader agreed that organization doesn’t offers better job security to its employees, resultant output will be higher rate of retention.
- If necessary education is provided to the employees, it results in the employee development which finally will help in the organizational development. 80 percent team leaders agreed that organization provides adequate general and technical education to its employees.
- 73 percent respondents do not agree to the given statement that employees feel stressed at work place. It is concluded that stress factor is absent from work environment.
- 69 percent team leaders don’t agree that employees are loyal to the organisation. Researcher concludes that loyalty factor must be present within the employee because a loyal employee never quit the job because he is satisfied with work profile and the organization as a whole.
- 87 percent respondents agree that employee turnover adds cost to the organization. Due to high turnover, organization recruits new employees. It adds cost to the organization for training new employees. As this is a time consuming process, it ultimately affects productivity.
- 85 percent team leaders agreed that recruitment, induction and training increase the cost of the organization if rate of employee turnover is high.
MOTIVATION TO EMPLOYEES

In third section of the questionnaire 19 motivations were listed and team leaders were asked to rank between 1-4 where 1-Not at all effective 2-Not very effective 3-Somewhat effective and 4-Very effective. Researcher had tried to know the motivational factor which if implemented will help the organization to retain the employees. Motivation helps employees to work better and achieve organizational goal on time. Highly motivated employees work more efficiently and enthusiastically. It can be a monitory or non-monitory. Motivation keeps employee morale high which helps in retaining the employees with the organization.

- 55 percent respondents agreed that annual increments is the motivation for employees and make them stay with the organization for long time.
- Salary is one of the important factors for an employee. This is the only factor for which we all work. If the salary is paid regularly and on time to an employee, it boosts the morale. 63 percent team leaders agreed to it.
- Only 15 percent respondents agreed that if employees’ suggestions are considered by the organization, they feel as an important part of the organization. They will be motivated to work efficiently. Thus it is concluded that it is not an effective motivator for the employee.
- If an employee is motivated by getting chance to work on important assignment, his loyalty towards organization increases. But only 20 percent team leaders agreed to the statement and researcher concludes that opportunity to work on important assignment is not an effective motivator.
- If an organization offers an opportunity to participate in workshops, conferences, projects etc., this will improve employee’s knowledge and confidence to work better for the organization but only 15 percent respondents says it is very effective. Thus it is concluded that participation in workshops, conferences, projects etc. is not an effective motivator.
- Opportunity to join training programs is not an effective motivator because only 8 percent respondents agree to this even though development is an outcome of training and a trained employee is a developed employee. It builds confidence in the employees to perform better.
- Sharing necessary information with employees by superiors is not an effective motivator for the employee and is agreed by only 15 percent respondents.
If internal employee is given chance for promotion or future growth, they will not think of shifting their jobs. But only 10 percent respondents consider promotion and growth as an effective motivator.

Certificate of appreciation is not an effective motivation to the employees of IT firms because only 13 percent respondents says it is very effective.

Flexi working hours help employees to balance between his work and family and improves his performance in organization.57 percent respondents says flexibility in work timings is very effective motivator.

7 percent respondents say a personal gift (diaries, pens, books etc.) is very effective, thus researcher concludes it is not a effective motivator.

Recognition to employees for their good performance is an important motivational tool for the organization but team leader does not agree to this and only 8 percent respondents agrees that it is a good motivator.

Open door policy helps the employees to resolve the problems related to work. This makes the employees to feel free to share their problems and is an effective motivator as agreed by 45 percent team leaders.

Additional responsibilities to the employee boost the moral which is agreed by only 7 percent respondents. It is concluded by the researcher that increased responsibility at work place is an effective motivation.

7 percent respondents say allotment of meaningful workis is an effective motivation. Thus it is concluded that this is not a good motivation for employees.

It is concluded by the researcher that management support is not an effective motivation and is agreed by only 7 percent respondents.

Only 18 percent respondents say autonomy at work is an effective motivation is very effective. It is concluded that it is not a good motivation for the employees of IT firms.

Social gathering sessions like get together help the employees to reduce stress and motivate them for higher performance, still team leaders do not agree that it is an effective motivator because only 8 percent respondents agreed to this.

Job security is important for all the employees and is essential criteria for retaining the employees.63 percent respondents says it is very effective motivator.
5.2.2.4 PERCEPTION OF THE LEADER

The leaders in IT industry work with their team to achieve the targets by motivating and guiding them. Researcher has given seven statements in section four and asked to either agree or disagree with the statement. This has given an idea about team leaders’ perception about various elements of employee turnover.

- It is observed that 82 percent respondents are agreed that the employees are committed to their job indicates that they are satisfied with the working conditions provided to them.
- In all 55 percent respondents disagree to the statement that employees are loyal to the organization, thus it is concluded that team leaders perceive that employees of IT firm are not loyal to the organization.
- 83 percent respondents agreed that employee turnover affects productivity adversely. Researcher concludes that overall productivity of the firm is affected by employee turnover.
- Employees are aware about the labour turnover in the organization which is agreed by 47 percent team leaders. It is concluded that all the employees are aware about the rate of high employee turnover in their organisation which demotivates the current employees and they also starts searching new job.
- Frequent and high employee turnover adds total cost to the organization like cost on recruitment, training, induction etc. of the organization and is agreed by 88 percent respondents. It is concluded that employee turnover increase cost.
- Frequent international job assignment to the employees causes the employee to leave the organization. Due to international assignment, an employee has to sacrifice his family and other things. But 57 percent respondents disagreed to the statement that working abroad could be a major cause of employee turnover.
- Job dissatisfaction is a major reason for employee turnover as agreed by 80 percent of the respondents and researcher also concludes that employee shifts from job because of dissatisfaction.

5.2.2.5 IMPLICATIONS OF EMPLOYEE TURNOVER

It is important to understand the implications of high employee turnover and in what manner it affects the organization. Researcher has drafted 15 implications in section five of the team leader’s questionnaire where respondent has to rank between 1-5 (1-Strongly Disagree 2-Disagree 3-Neither Agree nor Disagree 4-Agree 5-Strongly Agree)
agree). This will help the researcher to suggest the right steps to curtail the problem of employee turnover.

- 95 percent of respondents agreed that high employee turnover affects the overall work productivity. It is concluded that one of the implications of employee turnover is productivity. If productivity is hampered, overall performance of organisation comes down, which affects goodwill of the organisation.
- A total of 98 percent of respondents agreed that high employee turnover increases the expenditure on recruitment, thus it is concluded that high employee turnover adds cost of recruitment to the organization.
- If employees are new to the system, a frequent monitoring is required for the performances to avoid mistakes and losses to the organisation. 47 percent of respondents agreed that high employee turnover increases frequent check on performances. Researcher concludes that one of the major implications of employee turnover is increase in frequent check on performances.
- It is concluded that high employee turnover decreases efficiency of other employees by increasing work load which is agreed by 65 percent of respondents.
- From the findings (55 percent respondent agreed) it is concluded that employee turnover affects important decisions like job delivery dates, new agreements or expansion of the business.
- 80 percent of respondents agreed that organization spend too much time in training new employee. Major implication of the employee turnover is increased cost on training.
- Researcher concludes that high employee turnover may create pressure on existing employees which reduces their morale and is agreed by 95 percent of respondents.
- Stress is felt by employees if the employee turnover rate is high because these employees start feeling insecure and also their workload increases. 95 percent of respondents agreed that employee turnover increases the stress on other employees.
- High employee turnover creates chaos environment amongst employees which leads to more complex environment. 75 percent of respondents agreed that employee turnover makes the work environment more complex.
A team leader in IT firms faces increased workload of monitoring the new employees and guiding them for their new task. A total of 90 percent of respondents agreed that employee turnover increases the leader’s task.

A total of 78 percent of respondents agreed that high employee turnover causes wastage of resources. Researcher concludes that resources were wasted in rework if the employee turnover is high.

Researcher concludes that overall quality of the work is not affected majorly if employees are changed frequently for a given task because 57 percent respondent disagreed to the statement.

Employee turnover causes recruiting and training new employees which is a time consuming activity. This leads to delay in achieving the targets. This is major implication of the employee turnover (97 percent agreed).

It is concluded that organization loses important customers if the services provided by the new employees are not of required quality which is agreed by 78 percent respondents.

Researcher finally concludes that employee turnover has multiple effects on the organizations. It is agreed by 95 percent employees.

After analysing the questionnaire of team leaders, researcher has observed some work environment related problems need to be taken care off by management, these are job security, appreciation for the good performance of the employees and their loyalty towards organisation. Motivation is another area where organisation must work and motivate employees with monetary and non monetary benefits. These motivators are yearly increments, salary on time, flexibility in working hours, open door policy to solve problems, and job security for the employees.

Researcher also analysed perception of the team leaders for high rate of employee turnover. Team leaders perceive that though employees are committed to the task given to them but are not loyal to the organization. In team leader’s opinion high rate of employee turnover affects the overall productivity of the organisation and also increase cost of recruitment and training of new employees. All the employees are aware of employee turnover rate which affects the moral of the present work force.
**Figure-5.4 Implications of employee turnover**

Positive indicates that the variable is positively related to turnover.
(As the turnover increases, so does variable)

Negative indicates that the variable is negatively related to turnover.
(As the turnover increases, variable decreases)

(Source: Primary data)
The major reasons of employee turnover is international assignments for which employees stay away from the families and dissatisfaction among employees. Finally employee turnover has multiple implication on the organisation and few major implications are shown in the Figure-5.4.

5.3 CONCLUSIONS ON INFERENTIAL STATISTICS
Researcher concluded many important facts from inferential statistics like employees view about turnover, reasons for employee turnover and remedies to reduce it. Inferential statistics played important role in proving hypothesis set by the researcher in the beginning of the study.

5.3.1 INFERENTIAL ANALYSIS OF QUESTIONNAIRE FOR EMPLOYEES
Each part of the questionnaire is analyzed to understand the responses and with the help of Friedman chi square test inferences were drawn. From the inferences conclusions were drawn revealing many facts about employee turnover.

![Diagram](Source- Primary data)

**Figure-5.5 Testing of employee’s questionnaire**

It is concluded from the Figure-5.5, that testing of hypotheses for three factors of employee turnover indicates rejection of null hypothesis and acceptance of alternative hypothesis (viz. job satisfaction, issues related to job and turnover drivers). It means
job satisfaction, issues related to job and turnover drivers are related to employee turnover.

5.3.2 INFERENTIAL ANALYSIS OF QUESTIONNAIRE FOR TEAM LEADERS

Each part of the leader’s questionnaire is analyzed to understand the relationship between variables and employee turnover with the help of Friedman chi square test inferences were drawn. On the basis of inferences researcher has concluded that there is a relationship between work environment, motivations, perceptions of team leaders and implications of employee turnover.

![Figure-5.6 Testing of leader’s questionnaire](Source- Primary data)

5.3.3 HYPOTHESIS TESTING

Three hypotheses were given for the study and were analyzed with the help of correlation test.

**Hypothesis one**- There is a high rate of employee turnover due to various issues related to work environment.

Researcher concluded that there is a relation between 12 work environments and rate of employee turnover. Out of these 12 work environment six are positively correlated and six are negatively correlated. Positive “r” value indicates that the work
environment is positively related to rate of employee turnover i.e. as the work environment increases, so does rate of employee turnover whereas negative ‘r’ value indicates that the work environment is negatively related to rate of employee turnover i.e. as the work environment increases, rate of employee turnover decreases.

The six positively correlated work environments are opportunities for growth and advancement, sound grievance handling procedure, pays and perks, safe working conditions, adequate general and technical education to the employees and feeling of stress at work which means even if these environments are provided by the organization still rate of employee turnover will be high. Thus it is concluded that few work environments will not help in reducing employee turnover.

Six negatively correlated work environments are fair treatment, appreciation of the work of employees, welfare facilities provided, career development plans, invariable appreciation of outstanding performance and job security to the employees indicates that organization must work on these work environments to reduce employee turnover.

Thus researcher arrived at the conclusion that there is a high rate of employee turnover due to various issues related to work environment.

**Hypothesis two-** Lack of loyalty towards organization is the principal cause of high employee turnover.

It is observed that loyalty of the employee is negatively correlated to rate of employee turnover thus it is concluded that as the loyalty towards increases the rate of employee turnover will decrease.

**Hypothesis three-** The growing employee turnover in IT industry is responsible for the increase in recruitment and training expenditure on employees.

The hypothesis growing employee turnover in it industry is responsible for the increase in recruitment and training expenditure on employees is proved to be true indicated by positive value of correlation between increases in expenditure on recruitment \((r = 0.463)\) and organization spend too much time on training \((r = 0.485)\) with rate of employee turnover. Here if organizations spend more time on training new employee means cost is increasing, proving the third hypothesis.

A cummulative model is presented in Figure-5.7 showing results of hypothesis testing of all the three hypotheses.
Figure-5.7 Correlation model of work environment with rate of employee turnover

Positive indicates that the variable is positively related to turnover.
(As the variable increases, so does turnover)

Negative indicates that the variable is negatively related to turnover.
(As the variable increases, turnover decreases)

(Source- Primary data)
It can be seen that the work environment affects the turnover and if organization gives fair treatment with appreciation for the task completed, adequate welfare facility, security about job and career opportunity retention can be improved. Further loyalty is related to employee turnover which means if the employees are not loyal to the organization the rate of turnover will be high. Severe effect of turnover can be seen in terms of increase in expenditure on selection, recruitment and training processes.

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