CHAPTER - VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter presents exploratory observations and suggestions based on the findings and ultimately an appropriate conclusion. Analytical techniques like percentage analysis, factor analysis, and cluster analysis, chi-square test of association, analysis of variance and regression analysis are applied to the primary data obtained from 572 employees. Primary data analysis through various statistical techniques yields a torrent of crucial findings of the study which are presented below.

FINDINGS:

The primary data analysis using higher order statistical tools results in the following findings.

FINDINGS PERTAINING TO OBJECTIVE 1:

- Maximum of 62.6% of employees working for IT Industry are male & 62.8% of employees fall in the age group of 21-30 years. Most of the employees working for IT companies are post graduates (41.4%) working with the designation as developer (45.1%). It is found that working experience is dominated by employees who are working only for 1-3 years (31.5%) in one company and in next level 4-6 years (30.4%).

- Most of the employees are in the category of less than 4 lakh (38.6%) income slab. Maximum numbers of employees have two dependents (36.5%) in their family and they use two-wheeler (37.1) as the mode of transport. In the different domain of employees, they make the first entry at different ages. The first entry of the job in the employee’s career is made at 21-30 years of age earning an income of more than 5 lakh and they tend to change the job with-in 3 years.

FINDINGS PERTAINING TO OBJECTIVE 2 &3:

- Attrition in IT industries is influenced by predominant business related factors like core policies, organizational procedure and organizational branding. Employer strategy, employee dissatisfaction, employment scope and career developments are system related factors that influence attrition in IT companies.
• Superior related factors including employee turnover are management methodologies and interpersonal relationship. Personal constraints, employee migration and self-migration are individual related factors that influence attrition.

• Impact of attrition on organization influences the companies in organizational cost, organizational challenges, employee productivity and customer dissatisfaction. Reward, welfare, productivity linked incentives and qualitative factors that include employee welfare and reward system variables influence the reduction of attrition in IT companies.

• Training factors that influence employee retention are the types of training and training implementation. Organizational performance and individual performance are performance appraisal factors that influence the measures to overcome attrition. Employee motivation and executive development are suggestion factors that influence the reduction in attrition.

FINDINGS PERTAINING TO OBJECTIVE 4:

• The sample unit consist of 13.6% of employees who are meticulous strongly agree with the core policies, organizational procedure and organizational branding, 43.7% of employees are unambitious. 42.7% of employees are casual employees who moderately agree and disagree with the business related factors.

• 59.1% of employees are demanding in nature and they moderately agree with the system related factors like employer strategies, employment scope, and career development. 8.4% of employees who are innovative totally agree with 32.5% of them are unscientific and they disagree with the factors.

• The sample unit consists of employees of which 29% are disillusioned, 14.9% are gregarious and 56.1% are reserved in nature who disagree, agree and moderately agree with the superior related factors like management methodology and interpersonal relationship.

• Individual related factors like personal constraints, employee migration and self-migration are agreed, disagreed and moderately agreed by 10.5% of employees who seek efficiency. 31.7% are saturated employees and 57.8% are survivors. Maximum employees agree reasonably with the factors in the IT industry.
• The sample unit consists of employees of which 32% are discontented and they disagree with the organizational cost, organizational challenges, employee productivity and customer dissatisfaction. 15.2% of employees are productive. 52.8% of them are mediocre who agree and moderately agree with the problem and difficulties faced by organizational factors.

• 23.3% of employees are pedagogic, 50% are performers and 26.7% are learners who agree and moderately agree and disagree with the system factors like employee welfare, reward, productivity linked incentive and qualitative.

• 11% of competitive employees agree with the training and development factors like the types of training and their implementation, 47.6% of employees who seek development moderately agree with and 41.4% of pessimistic employees disagree with.

• 13.5% of employees are experts, 54% of employees are diligent and 32.5% are mechanical who agree, moderately agree and disagree with the performance appraisal factors like organizational performance and individual performance in IT industry.

• Executive development and employee motivation are suggestion factors agreed by 17.8% of pioneering employees agree with suggestion factors 57.2% of eminent employees moderately agree with and 25% of unenthusiastic employees disagree with the factors.

• There is a significant association between the gender of employees and their perception of the business related factors and system related factors influencing attrition. It is also observed that 44.7% of male employees are unambitious in business related factors and 32.2% of female employees are unscientific in system related factors.

• There is a significant association between the age of employees and their perception of employee welfare and reward system and performance appraisal factors of attrition. It is further observed that 60% of employees in the age group of above 50 years are performers in Employee welfare and reward system. 44.7% of employees in the age group of 41-50 years are mechanical in performance appraisal factor.

• There is a significant association between education of employees and their perception of the system related factors of attrition. It is further observed that 57.8% of employees in the professional group are demanding in nature in system related factors.
- Problems and difficulties in organization, employee welfare and reward system, training and development and performance appraisal are factors of attrition significantly associated with the designation of employees. It is further found that 46.2% of employees in the middle management are mediocre in problem and difficulties factors, 52% of employees at the top level management are performers in employee welfare and reward system, 41.6% of employees are belong to middle management are development seekers in training and development. 44% of employees are top level management are diligent employees in performance appraisal.

- Individual related factors and performance appraisal are significantly associated with the experience of employees in IT industry. It is ascertained that 61.7% of employees with 1-3 years of experience are survivors in individual related factors. 64.6% of employees having less than one year experience are diligent employees in performance appraisal.

- There is a significant association between the income of employees and their perception of individual related factors and performance appraisal. It is found that 38.1% of employees in 8-10 lakh income category are mechanical in performance appraisal and 61.5% of employees in the category of less than 4 lakh income group are survivors in individual related factors.

- Individual related factor, employee welfare and reward system, performance appraisal and suggestions are factors of attrition which are significantly associated with the number of dependents. It is found that 70.1% of employees have one dependent in their family in Individual related factor, 60.7% of employees also have one dependent are performer in employee welfare and reward system. 14.7% of employees with 3 dependents are expert employees in performance appraisal and 24.5% of employees with 5 dependents are pioneering in suggestion factors.

- There is a significant association between the mode of transport used by the employees and their perception of business related factors and suggestion factors. It is found that 62.3% of employees who use two-wheeler as their mode of transport are eminent in suggestion. 49.5% of employees who use office transports as their mode of transport are meticulous in business related factors.
FINDINGS PERTAINING TO OBJECTIVE 5:

- The female employees in IT organizations strongly perceive employer strategies and management methodologies as well as prevailing organizational challenges related to attrition. Employees in the age group of above 51 years and 21-30 years strongly perceive the organizational procedure, organizational branding, customer dissatisfaction and individual performance related to attrition.

- Employees with diploma qualification strongly perceive the employee dissatisfaction and welfare factors. Employees who are in senior management level perceive strongly the organizational branding, welfare, training implementation and individual performance related to attrition.

- Employees with less than one year experience strongly perceive their organizational procedure, employee dissatisfaction, training types. Employees with less than four lakh income strongly perceive the individual performance factors.

- Employees with four dependents in their family strongly perceive the employee migration, self-migration, qualitative factors and individual performance factors. Employees with five dependents strongly perceive the training implementation factors of attrition. Employees using public transport as their conveyance in IT company strongly perceive the organizational branding and employees using bicycle perceive strongly the personal constraints and training types.

FINDINGS PERTAINING TO OBJECTIVE 6:

- Original branding, management methodology and interpersonal relationship prevailing among employees of IT company are uniquely responsible for effecting a large scale attrition. Core policies, interpersonal relationship and personal constraints existing among IT companies cause attrition to a great extent.

- Employment scope, management methodologies, interpersonal relationship, personal constraints and employee migration prevailing among IT companies effect a large scale attrition. Interpersonal relationship and personal constraints present at large in IT companies cause a great deal of attrition.
• Core policy, organizational procedure and management methodology existing among IT companies reduce attrition to a great extent. Organizational procedure and interpersonal relationship existing in IT organizations reduce attrition considerably.

• Core policy, management methodology and employee migration prevailing among IT companies overcome attrition in abundance.

LIMITATIONS OF THE STUDY
1. The study focuses on the perception of employees at all levels employed in IT industry.
2. The present study is based on attrition of employees and their perception.
3. The sample size is restricted to 572 only.
4. The data for the study has been collected only from the employees of IT industry located in Chennai only.

SUGGESTIONS
• The findings reveal that employee retention is the need of the hour to overcome attrition. Considering the urgency of the situation it is suggested that the management of organization conducts exit interviews to garner the perceptions of the employees. This is bound to increase the efficiency and productivity of the organization.

• It is better for the organization to come to terms with the prevailing current market standard in offering the salary benefits. This creates a salubrious atmosphere wherein the employee feels that the company takes care of them and also appreciates the jobs that they do.

• Managers ought to take responsibility of the employee’s individual performance and clarify them in case of any difficulties as this might help the employees to be clear of their roles in the organization. This encourages the employees to work within their boundaries and cross functional activities.

• Organization ought to mentor their employees to grow in their career. It is better for the organization to try adopting current emerging technology for formulating course content for training programme to provide a critical frame for technology widening the business through industry associates and networking for employee’s retention.
• It is desirable to measure the motivation and morale of employees on regular intervals so that the outcome of such studies be converted into policies, procedure and actionable plan to motivate the employees.

• In today’s corporate world, employees choose jobs that provide work life balance. The organization ought to plan their projects in such a way to help the employees spend time for their family and personal errands. This prompts employees to stay on jobs as it blends well with their lives.

• In the changing scenario, job rotation is proved to be the best employer strategy to find the immediate replacement of a high worth employee from within the organization. It is rewarding as it strengthens the position of an organization and decreases the attrition rate.

• Migration prevailing among IT companies can be reduced by transferring the employees according to co-location process that locates the employees in areas near to his location. This might prevent the employees from job hopping driven by the above reason.

• Company ought to be located strategically where public transport is available and providing company transport is to make sure employees have their work-life balance.

• Organization ought to create the awareness among its employees of the procedures followed in the wake of sexual harassment complaints. This will encourage female retention.

• As a follow up of the implementation of changes in the organization, the management ought to find out whether all the employees feel engaged. This will enable the management to take necessary steps to address the unengaged employees.

• Employees can be retained in the organization by providing proper and flexible working environment. Infrastructure of the company plays a tangible role in the retention of employees.

• Organization branding ought to be maintained in high position keeping pace with market trend and survey. This in turn will help the organization change the policies, benefit structure, environment and technology. This ensures employee retention.
• As management methodology and interpersonal relationship are predominant in creating an impact on attrition, it is better the HR departments in IT companies revamp their management policies more conducive to improve the interpersonal relationships between employees.

• Retention of employees is indispensable. Nevertheless, retaining the talented employees is not a piece of cake for the HR manager. Hence a trained manager ought to be a stickler to the best HR practices to retain the employees.

CONCLUSION

Management core policies, organizational branding and interpersonal relationship play a significant role in paving way for retention among employees. The employees in IT companies use their potentiality, knowledge and skills to improve the organizational efficiency and productivity. The executives are able to get favourable and optimistic organizational environment to prevent attrition. Most of the organizations and their policies are conducive to the employees to develop their personal career and skills. Some organizations are working for the benefit of the organizational efficiency instead of focusing on the development of the individual employees which result in attrition. The flexible behaviour and obligible attitude of the IT employees in the organization attract the top management to utilize the strategies to retain them at all levels of management so as to dig out the maximum potentials from them without the problem of attrition.

This research helps in understanding the relative important factors responsible for the employee attrition. It is inferred that the organization resorts to two steps of employee retention process in IT companies. The first approach concentrates on salary, better opportunity, immediate superior, redressal of personal constraints and scope for career growth. One of the reasons attributed to attrition is job insecurity. When projects are limited in number employees are kept in free resource pool which make them feel insecure and switch over to other organization. The organization ought to take up job security in a serious manner to retain its employees. Travel opportunity to abroad is also an important reason to attract the employees and to retain them. The second approach is aimed at the development of employee welfare and rewards system, employees training and performance appraisal. Similarly work freedom, representation and participation of employees rightly estimate the potentiality of the employees at developer level in determining the suitable working environment to improve the individual and organizational efficiency.
Companies introduce the changing management techniques and training infrastructure suitable to all levels of employees to further brighten up the scenario of the organization ensuring the loyalty of employees. They also meet with the present innovative technological requirements.

Thus company’s top level executives, middle level managers and developer level employees adopt employee’s retention strategies in essence to increase the productivity of the organization. The overall organizational climate is conducive to implement any developmental changes to face the future challenges and competitions.

SCOPE FOR THE FURTHER RESEARCH

The study can be replicated in other sectors which are seized with the problem of attrition. The reasons for attrition can be explored and evaluated in detail separately with respect to career development and exit interview of employees. The role of HR department adopting various practices throws open to an interesting avenue for the close examination of changing human needs and problems with the changing times. The recruitment and selection process is to be analysed critically by examining the various stages such pre, during and post.

A comparative study between manufacturing and IT companies will be more illuminating. The crucial but different HR practices adopted in the manufacturing and services sectors can be examined. A comparative study between factors related to business, system and superior and individual related factors can be carried out in detail and the measures taken for the related factors can be examined. An explorative study can also be extended to the related business of ITES and BPO industry.