5.1 Findings:

5.1.1 General Findings

1. The mean working duration of the Employees comes out to be 3.67 years. The working period of the employee at the organization indicates the stability in the job of employee in the organization. The mean working duration of the employee comes out to be 3.67 years, that itself indicates that the employees are not stable in their jobs. Therefore the employees change over from one job to other job frequently due to various other job opportunities.

2. There is significant difference in the number of organizations in which workers worked from 1 to 7 organizations.

3. No. of jobs and positions of various Employees are varying according to their ability & positions.

4. Annual revenue earned by organizations Bangalore, Hyderabad and Mumbai is 76.92%, 62.22% and 61.67% which is above Rs. 100 crore.

5.1.2 Problem of Attrition

1. There is a great threat to the organizations due to Attrition Problem according to Chi-square Test; the Attrition problem is significant in six-cities according to degree of extent. There is a great threat to the organizations due to Attrition Problem according to Chi-square Test; the Attrition problem is significant in six-cities according to degree of extent.

2. IT and ITES (BPO) companies are facing significantly the Problem of Attrition in six – cities; in the various organizations.

3. By chi-square test there is significant financial effect on all organizations due to Attrition Problem.
5.1.3 Rate of Attrition

1. In the last five years 2005-2010, the rate of Attrition is ranging from 4.13% to 6.32% while the rate of Attrition in the current year is 3.39%. It reduces by 50% in current year (2010).

2. By Kolmogorov-smirnov test; provides that the Attrition rate in six – cities in various organizations is significantly different during last 5-years. These rates are not normal according to expected normal distribution.

5.1.4 Internal and external causes of Attrition

1. The Relative importance of internal and external causes of Attrition with 5 point scale, the average rate lies between 1.84 to 2.48 point scale below moderate point scale (3).

2. The level of agreement in Rank rates of the Attrition Problem in six – cities of IT and ITES companies is significantly different; according to the external and Internal causes of Attrition.

5.1.5 The strategies adopted to control Attrition rate

The strategies adopted to control Attrition rate averaged weighted point comes out to be 2.41 to 2.69 in the range between much importance closer to the moderate importance for the strategies as, better salaries and better quality of work life.

5.1.6 Facilities for Employees

The Gap was covered after attrition of employees using following facilities like, training, packages, incentives, overtime and free accommodations. These facilities ranges from average scale points from 2.27 to 2.56 scale points much important to moderate important.

5.1.7 The Attrition battle

The Attrition battle is won by focusing the factors like, better facilities, well treatment for employees, reducing bossing threats, freedom to express views for improvement and good relations between employer & employees. Working
out the average five-point scales ranging from 2.03 to 2.54. It is from much importance to moderate importance of the 5-point scale.

5.1.8 Severness of Attrition Problem

a) The mean scale point for Attrition severness Problem is 1.89 between the least important and much important while the Attrition Problem is same 2.47 in mean scale points in all firms and Industries, below moderate important (3).

b) Also mean scale point is 2.37 in my firm of is not the Problem of Attrition

5.1.9 Attrition rate and retention policies

Attrition rate decreased due to retention policies of six – cities IT & ITES firms is according to Chi-Square Test is the significant difference in retention policies at 5% level of significance in different firms in all six – cities.

5.1.10 Loyalty of Employees

The reasons for the Employees not to be loyal to the firm, the average scale point is worked out from 1.70 to 2.66

5.1.11 Annual Revenue affected by Attrition problem

Calculated value of chi-square is greater than the critical value, H₀ is true. It is accepted at 5% level. Annual Revenue is affected by Attrition problem

5.1.12 Retention management Programs

The Retention management Programs with Key-factors like, convey once charges, promotions, attrition salaries, motor vehicle allowances, facility and foreign tours ranges in 5-point scale the average values of key importance is from 2.11 to 2.73 with much importance to the moderate importance.
5.1.13 Effect of Retention Programs

The Chi-square test revealed that the effect of retention programs to reduce the rate of Attrition for organizations differs significantly at 5% level of significance between six-cities and various firms.

5.1.14 Retention Policies

Satisfaction of retention Policies is significantly different in six-cities and various firms & industries.

5.1.15 Retention policies and satisfaction

Following factors for retention policies and satisfaction are observed as, cordial relations between owners & workers, good rewards, self rectification of mistakes, satisfaction of employees with organization, and good monetary facilities. Factors of these retention policies are ranging from 2.14 to 2.67 mean points.

5.1.16 Important factors for Employees retention

Important factors for Employees retention are as organization culture, compensations, quality of work life, and nature of the Job. These ranges from 2.14 to 2.62 scale points.

5.1.17 Elementary factors for attraction towards jobs

The following elementary factors for attracting towards jobs vary from 2.08 to 2.55 with factors reputation of firm, location of firm, firms in emerging sectors and working conditions.

5.1.18 Reasons to attract the potential candidates

Reasons to attract the potential candidates to choose work in the firm are opportunities to express his Ideas, freedom to work apart from working timings, involvement of important work for employees.
5.1.18 Dominant factor Enhancing satisfaction and Retention

Dominant factor Enhancing satisfaction and Retention in Employees are freedom to work, improvement of salaries, better working conditions, incentives, opportunities for Individual Development

5.1.19 The Proactive Retention Policies

The following Proactive Retention Policies for differentiation of firms are dominant as, faster Promotions, co-ordinal relations, respect for good suggestions, skilled work appreciation.

5.1.20 Retention policies

Methods to formulate the Retention policies according to Chi-square test are significantly different Retention policies at 5% level of significance.

5.1.21 Reasons to attract potential candidates

1. Reasons for potential candidates to choose firm on Attractiveness are attractive Benefits, reputation of the firm, and compensations.
2. Other reasons to attract potential candidates to choose the firm are job satisfaction, opportunity for personal development, and challenging job.

5.1.22 Ratings of the contribution of the Employee’s satisfaction

HR policies contributing for the Employee’s satisfaction and better work performances in the organization are as pay and benefits, rewards and recognition, skill development opportunity, career advancement opportunities, job security, communications, challenges and opportunity in work, and flexibility in work schedules.

The average rate of contribution towards Employee’s satisfaction and better work performance is ranging from mean scale points 2.33 to 2.85 which is less than the average or moderate value (3).
5.1.23 Factors increasing Employees belongingness

Factors increasing Employees belongingness in the sample organizations. The chi-square test conclusions are, there is significant difference between organization culture in various firms, there is no significant difference between Perception of fairness and equitable treatment in all firms and organizations, there is significant difference in organization culture for Interpersonal relations about employees of firm, there is significant difference in organization culture about effective leadership, there is significant difference in organization culture about trust in senior management, there is no significant difference in organization cultures about empowerment of the employees.

5.1.24 Reasons for the Employees to remain in the firm

The reasons are job profile, rewards and recognition, learning & professional growth. The Range of the ranking for the above reasons are from 1.97 to 2.64 near much significant to below moderate significant.

5.1.25 Structural Retention policy

A structural Retention policy by organizations observed and verified by using chi-square test for all firms in six- areas and cities. The chi-square test conclusions are as the targeted recruitment and hiring policy have shown significant difference in various firms in six- cities, there is significant difference between the firms about the reason of contractual obligations. there is significant difference between the firms in six – cities about the reason of stock options, there is no significant difference between all firms in six- cities about the projects and assignment abroad. All firms have similar opinion.

5.1.27 Retention of Employees of organizations

The calculated value of chi-square is greater than the critical value $H_0$ is accepted at 5% level. The Annual Revenue is significantly dependant on the Retention of employees of organizations.
5.1.28 **Annual Revenue and retention of Employees**

1. The calculated value of chi-square is greater than the critical value $H_0$ is true. It is accepted at 5% level. The Annual Revenue is significantly dependant on the Retention of employees of organizations.

2. The calculated value of chi-square is greater than the critical value, Hence $H_0$ is true. It is accepted at 5% level. The Annual Revenue is significantly dependant on structured Retention; Targeted recruitment and hiring policy.

5.1.29 **The Annual Revenue and Projects and Contractual obligation policy.**

   The calculated value of chi-square is greater than the critical value, Hence $H_0$ is true. It is accepted at 5% level. The Annual Revenue is significantly dependant on structured Retention; Contractual obligation policy.

5.1.30 **The Annual Revenue and Projects and Stock option policy.**

   The calculated value of chi-square is greater than the critical value, Hence $H_0$ is true. It is accepted at 5% level. The Annual Revenue is significantly dependant on structured Retention; Stock options policy.

5.1.31 **The Annual Revenue and Projects and Assignment Abroad policy.**

   The calculated value of chi-square is greater than the critical value, Hence $H_0$ is true. It is accepted at 5% level. The Annual Revenue is significantly dependant on structured Retention; Projects and Assignment Abroad policy.
5.2 Suggestions:

5.2.1 The Relative importance of internal and external causes and factors of Attrition with 5 point scale; the average rates of these factors lie between 1.84 to 2.48 point scale, which is below moderate mean point scale (3). It is suggested that the relative importance of internal and external causes of Attrition are not given due weightage. By Effective measures for control of Attrition should be executed by using HRD- Norms.

5.2.2 The strategies adopted to control the Attrition rates are averaged to the 5-point scale from 2.41 to 2.69 which is below moderate scale point (3). It is suggested that along with present strategies like, better salaries, better working conditions, better quality of work life, better incentives and better promotion policies; the new strategies should also be adopted to control the Attrition problem using advance HRD Techniques like Employees for lease, Moonlighting by employees, Dual career Groups, Flexi-time & Flexi-work, Training and development, Management participation in employee’s organizations, Collective Bargaining, Collaborative Management.

5.2.3 The Retention Management program and Policies with key factors used are ranked into 5-point scale the average values from 2.11 to 2.73, which are below (3). The improved and employees oriented Retention key-factors should be used to manage the best Retention of Labors suffering.

5.2.4 It is suggested that specific aspects like freedom in working hours, opportunity to express innovative ideas, employee’s representation in management, accommodation facilities, facility of indoor games and recreation, attractive pay scales, motivation from management, should be considered while framing the HR policies and attract potential candidates and their satisfaction.

5.2.5 A Structured Retention Policies and Targeted Recruitment and hiring Policies and Interpersonal relationship policies should be so adopted that the Retention should be prolong and attrition problem should be reduced to nil.
5.2.6 It is also suggested that along with present ways like training, incentives, overtime, package and free accommodation; new ways like socio-economic measures should be adopted.

5.2.7 It is suggested that company’s Retention Management program should include motor vehicle allowance, conveyance allowance, attractive salaries and promotions, non-monetary incentive schemes like foreign tours, travelling fair; twice in a year to visit native place in order to retain employees of their organization.