

CHAPTER 6

FACTORS INFLUENCING HRM AND ORGANIZATIONAL COMMITMENT IN IT INDUSTRY

6.1 INTRODUCTION

The purpose of the study is to find out the Human Resource practices on retention of employees in MNCs of Information Technology sector, to identify and analyse the perception of the employees with regard to Human Resource Management and development practices being adopted by Information Technology Industry. To, identify the factors of retention of employees in Information technology of Bangalore city, India.

6.2 CATEGORIES OF HUMAN RESOURCE PRACTICE OUTCOME OF IT INDUSTRY EMPLOYEES

Talented person get employment in any IT Industry, according to their capability and to get experience to work in such business group acquaint with the personal growth and development to learn. The academic and professional qualification with experience of working position remains basic retention to the employees.

Table 6.1 Employee's opinion about Personal growth and development

	Frequency	Percent	Cumulative Percent
Strongly disagree	37	7.4	7.4
Disagree	43	8.6	16.0
Neutral	220	44.0	60.0
Agree	181	36.2	96.2
Strongly agree	19	3.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.1 shows that 44 percent of respondents are neutral in their decision of personal growth and development and 36.2 percent agree with the statement that the company is giving opportunity for applying scientific concepts and find solution to the problems of their personal growth and development to avoid the rolling problem of resignation.

The working pattern of IT sector recognition to hard work and better performance. The employee feels that great opportunity in job satisfaction in determining of applying different methods and procedures in its place and position and taking new assignment and responsibilities.

Table 6.2 Employee's opinion about Opportunity in Job position

	Frequency	Percent	Cumulative Percent
Strongly disagree	45	9.0	9.0
Disagree	63	12.6	21.6
Neutral	347	69.4	91.0
Agree	32	6.4	97.4
Strongly agree	13	2.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.2 shows that 69.4 percent of respondents are more capability to new company in work performance terms and also yield target

level of success. Such issues are common in IT sector where the person holding some position does not allow new entrant to prove its worth. As such situation may ruin his own position. Only 2.6 percent strongly agree with the statement that the company is giving opportunity for participating in the determination of methods and procedures in Information Technology Industries.

The IT industry is high rates of survival in the competitive market remain quite challenging and carrying technical work in the job position. So IT employees adopt innovative ideas and new technology experiments connected with job.

Table 6.3 Employee's opinion about Carrying technical work connected with Job

	Frequency	Percent	Cumulative Percent
Strongly Disagree	85	17.0	17.0
Disagree	6	1.2	18.2
Neutral	81	16.2	34.4
Agree	174	34.8	69.2
Strongly agree	154	30.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.3 shows that 30.8 percent of the respondents are strongly agree with the statement of carrying out technical work connected with the application of concepts and operational methods and they find sense of accountability for a person at their job position but 17 percent strongly disagree with the statement that the company is giving opportunity for other works and procedures in Information Technology Industries.

IT Industry remains vigilant for filling up the vacancy through promotion or direct recruitment. The recruitment process become inevitable at the earliest as the short term arrangement for assigning the task to any person in addition to his own task cannot continue for longer duration they never prove their meaningful achievement in their profile.

Table 6.4 Employee's opinion about possessing meaningful achievement in Job in IT industry

	Frequency	Percent	Cumulative Percent
Strongly disagree	229	45.8	45.8
Disagree	57	11.4	57.2
Neutral	114	22.8	80.0
Agree	60	12.0	92.0
Strongly agree	40	8.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.4 shows that 45.8 percent of the respondents are strongly disagree and 11.4 percent disagree with their job position in possessing competencies that are exclusive, and they feel that no meaningful achievement in their job profile. Only 8 percent love their job in Information Technology sector.

Whatever the reasons, reflects over the goodwill of the IT industrial sector employees are fulfill the organisational demands , culture, vision and mission for setting success . They fell that job position will help other people.

Table 6.5 Employee's opinion about Supportive to Organisation demand, vision & mission

	Frequency	Percent	Cumulative Percent
Strongly disagree	28	5.6	5.6
Disagree	11	2.2	7.8

Neutral	120	24.0	31.8
Agree	185	37.0	68.8
Strongly agree	156	31.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.5 shows that 24 percent neutral and 37, and 31.2 percent of the respondents agree, strongly agree that each employee in Information Technology Industry employee is supportive to their organisational demands, culture, vision & mission for getting success, every respondent feel their job position help other people in the society.

IT industry employees are made to work in ‘Graveyard Shifts’ that means in simple language that the employees are made to work at odd hours, including midnight and pre-dawn hours. Such duties bring sense of depression that erodes, in due course, deep in to very marrow of employee efficiency in involvement and activeness in the job.

Table 6.6 Employee’s opinion about Involvement and Activeness in Job

	Frequency	Percent	Cumulative Percent
Strongly disagree	246	49.2	49.2
Disagree	75	15.0	64.2
Neutral	37	7.4	71.6
Agree	76	15.2	86.8
Strongly agree	66	13.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.6 shows that 49.2 percent strongly disagree that their Involvement and Active participation in the organisation to carry out the indispensable Tasks, and also by chance one gets to move ahead in life and

become fairly renowned and wealthy. It shows the 86.4 percent of the employees is supportive to organisation without stress and pressure tasks.

Where pre-employment test to evaluate skills, abilities, aptitude, values and behaviour of the candidates, which is also additive to recruitment cost. Such tasks are ensuring the success in job.

Table 6.7 Employee's opinion about Skill and knowledge ensure the success in job

	Frequency	Percent	Cumulative Percent
Strongly disagree	123	24.6	24.6
Disagree	84	16.8	41.4
Neutral	120	24.0	65.4
Agree	95	19.0	84.4
Strongly agree	78	15.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.7 shows that 24 percent of respondents are neutral about their success and security of their job on getting skill and knowledge from their organisation and , around 16.8 percent of the respondents were disagree that skill and knowledge alone in not only important; it requires planning and experience in handling situation.

Talented persons feels for independent thought and action associated with prosperity of IT companies and remuneration associated with high production, are the measures to provide stability associated with promotion and high remunerations to the persons able to prosper the company with hard work, efficient work practices.

Table 6.8 Employee's opinion about opportunity for independent thought and action

	Frequency	Percent	Cumulative Percent
Strongly disagree	57	11.4	11.4
Disagree	78	15.6	27.0
Neutral	214	42.8	69.8
Agree	68	13.6	83.4
Strongly agree	83	16.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.8 shows that 42.8 percent of respondents are neutral about their view on utilizing their job profile as a chance for opportunity to act independently, but 16.6 percent strongly agree and 11.4 percent strongly disagree with their thought and action, Attractive attitude, friendly relationship, 24X7 support, flexi schedules, Night shifts, and work from home options.

The IT Industry introduced their software and hard ware techniques at global level and compete with existing. Most of the industries do not take interest in research and development, which is most essential issue for business.

Table 6.9 Employee's opinion about opportunity for Involvement in global exposure and practice

	Frequency	Percent	Cumulative Percent
Strongly disagree	110	22.0	22.0
Disagree	69	13.8	35.8
Neutral	226	45.2	81.0
Agree	16	3.2	84.2
Strongly agree	79	15.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.9 shows that 45.2 percent of respondents are neutral about their view on utilizing their job profile as a chance for opportunity to improve them globally and they feel it's a chance for their exposure and practice while working from India, 22 percent strongly disagree that global practice pressurise overall involvement in the work.

Employees while working in IT industries develop new ideas, but the manager or management has no intuition to consider such talent, ideas. Some managers discourage such persons having creative skills and divert their mind in silly things. The persons in such work environment feel quite disturbed and try to float their ideas without involvement to other persons without disclosing the details.

Table 6.10 Employee's opinion about getting experience, talent, satisfaction and self esteem

	Frequency	Percent	Cumulative Percent
Strongly disagree	88	17.6	17.6
Disagree	18	3.6	21.2
Neutral	312	62.4	83.6
Agree	65	13.0	96.6
Strongly agree	17	3.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.10 shows that 62.4 percent of respondents are neutral about their view that it is a chance and opportunity for proving them on site experience, innovative talent, professional satisfaction, feeling of self-esteem only 3.4 percent strongly agreeing and 17.6 percent are disagree the views.

Retention has become serious evil in India for the reason that usually business companies take attrition very lightly and remain indifferent

for understanding the consequences of such a situation. There is a tough competition among the IT companies to fulfill amenities like housing, conveyance, medical benefits etc., and talented persons are encouraged to adopt new opportunities.

Table 6.11 Employee's opinion about Fulfill amenities like housing, conveyance and medical benefits

	Frequency	Percent	Cumulative Percent
Strongly disagree	71	14.2	14.2
Disagree	128	25.6	39.8
Neutral	170	34.0	73.8
Agree	62	12.4	86.2
Strongly agree	69	13.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.11 shows that 34 percent of respondents are getting their organisation amenities like housing, conveyance, medical benefits. 25.6 disagree that their benefits are not satisfied.

The work atmosphere is favourable and there are enormous opportunities of better remunerations and promotions associated with the work performance. The hike in salary and other benefits have become discriminatory for individual and group of employees keeping pace with the production and productivity as well as the sound financial performance.

Table 6.12 Employee's opinion about contribute to organization's productivity

	Frequency	Percent	Cumulative Percent
Strongly disagree	85	17.0	17.0
Disagree	112	22.4	39.4
Neutral	113	22.6	62.0
Agree	113	22.6	84.6

Strongly agree	77	15.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.12 shows that 22.4 percent neutral, 22.6 percent agree and 22.6 percent of respondents are contribute to their organisation feel that they are disagree their satisfaction and equal numbers of respondents are neutral and agree in their contribution level of productivity of satisfaction.

Personnel attaining the knowledge, skill, remain most valuable personnel of the firm. Life interest and work compatibility leads to prolonged sustenance of job dimensions, as work prospects, accountability, sense of accomplishment, working conditions by extending organizational outcomes satisfied, motivated and retained employees.

Table 6.13 Employee's opinion about possessing skill, knowledge and attributes

	Frequency	Percent	Cumulative Percent
Strongly disagree	77	15.4	15.4
Disagree	61	12.2	27.6
Neutral	239	47.8	75.4
Agree	39	7.8	83.2
Strongly agree	84	16.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.13 shows that 47.8 percent respondents are neutral in their opinion of possessiveness of learning skill, knowledge and abilities to develop their friendship in the present job position. 15.4percent strongly disagree that this friendship never works in the lifetime; also 16.8 percent strongly agree that skill knowledge and friendship will help to retain the job position.

Usually every person as new entrant, joins any company with the help of advertisement and after long selection process, the salary and other benefits are associated with the services rendered by individual and group of persons and its share in total production process.

Table 6.14 Employee's opinion about salary offered for effective working

	Frequency	Percent	Cumulative Percent
Strongly disagree	76	15.2	15.2
Disagree	45	9.0	24.2
Neutral	58	11.6	35.8
Agree	63	12.6	48.4
Strongly agree	258	51.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.14 shows that 51.6 percent respondents are strongly agree in their opinion of salary offered in IT industries is effective in satisfaction. Only 15.2 percent strongly disagree with the salary received.

Even minor mistakes of such person who feels prestige of the job inside the industry are reported to the manager along with the remarks to have ego in their work. In some situations, the Manager is able to understand the problem and change the job of such person and expose his talent.

Table 6.15 Employee's opinion about prestige of job inside and outside of organization

	Frequency	Percent	Cumulative Percent
Strongly disagree	133	26.6	26.6
Disagree	81	16.2	42.8
Neutral	71	14.2	57.0
Agree	119	23.8	80.8
Strongly agree	96	19.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.15 shows that 23.8 percent respondents agree that they feel proud and feel prestige of their job position inside and outside the organization and their working style motivates and be the role models to other staff. And 26.6 percent strongly disagree with the same.

A new person selected for any specific task in the company on the basis of academic and professional qualifications are promised to be given strategic task to expose their abilities to benefit the company by giving operational direction of business, to work for the prosperity of company and also for self-benefit. After joining the company, the person is not assigned the task of future operational direction by the management.

Table 6.16 Employee's opinion about possessing future operational direction of the business in IT industry

	Frequency	Percent	Cumulative Percent
Strongly disagree	48	9.6	9.6
Disagree	150	30.0	39.6
Neutral	96	19.2	58.8
Agree	97	19.4	78.2
Strongly agree	109	21.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.16 shows that 30 percent of the respondents are disagree in their opinion that they feel possessing their future operational skills and attributes that are closely aligned with the existing or possible future operational direction of the business. But 19.2 percent of the respondents are neutral in their views.

There are five core job characteristics viz., skill variety, task identity, task significance, autonomy and feedback, for outcome and knowledge for actual results, which in turn influence work outcomes reflected in the form of job satisfaction, absenteeism, work motivation etc. The basic

theme of the business is employee motivation, employees satisfaction and employee involvement.

Table 6.17 Employee's opinion about their Job is identified with commitment

	Frequency	Percent	Cumulative Percent
Strongly disagree	34	6.8	6.8
Disagree	30	6.0	12.8
Neutral	112	22.4	35.2
Agree	20	4.0	39.2
Strongly agree	304	60.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.17 shows that 60.8 percent of the respondents are strongly agree that they feel happy to work with current job position and show their identification by commitment. But 22.4 percent of the respondents are neutral in their commitment by showing their display an identification commitment. To the organisation they are proud and feel prestige of their job position to possess skills and attributes that are closely aligned with the existing or possible future operational direction of the business. 6.8 percent are strongly disagreeing with the concept.

6.3 HRM PRACTICE IN EFFECTIVE SELECTION AND RECRUITMENT PROCESS, JOB DESIGN

After selection and placement of employees, the process of their talent and capability starts. This is true that all the selection processes for searching most talented employees enable the recruiting agency to search best among the available persons and performance of the selected persons is known through various modes, where the capability of person is known by shouldering responsibilities assigned by the management and level of output attained.

Table 6.18 Employee's opinion about hiring the right person for the Job

	Frequency	Percent	Cumulative Percent
Strongly disagree	51	10.2	10.2
Disagree	114	22.8	33.0
Neutral	122	24.4	57.4
Agree	149	29.8	87.2
Strongly agree	64	12.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.18 shows that 29.8 percent of the respondents agree that IT industries give importance on hiring the right person for the job and also 22.8 percent are disagree in their opinion that they feel happy to distribute the work to third party like monster, times, naukri etc, but 24.4 percent are neutral in their opinion.

Life interest and work compatibility leads to prolonged sustenance of job dimensions, as work prospects, accountability, working conditions by extending organizational outcomes satisfied, motivated and retain employees.

Table 6.19 Employee's opinion about competent people required

	Frequency	Percent	Cumulative Percent
Strongly disagree	45	9.0	9.0
Disagree	111	22.2	31.2
Neutral	154	30.8	62.0
Agree	119	23.8	85.8
Strongly agree	71	14.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.19 shows that 30.8 percent of the respondents are neutral that IT Industries Selection process ensures that competent people are

recruited and gave importance. 23.8 percent agree that they are hiring the right person for the competent organisation and only 9 percent are strongly disagree the recruitment process of competitive people.

Hiring the third party selection process brings attrition and retention are two dimensions of job characteristics of employees and these conditions can be controlled through suitable measures, but become basic feature of the business management, where the persons working in any company can continue to work, may leave the task or remain in the organization with effective not willing to continue on the same position even after insistence by management.

Table 6.20 Employee's opinion about Hiring from third party

	Frequency	Percent	Cumulative Percent
Strongly disagree	84	16.8	16.8
Disagree	60	12.0	28.8
Neutral	65	13.0	41.8
Agree	91	18.2	60.0
Strongly agree	200	40.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.20 shows that 40 percent of the respondents are strongly agree that IT industries are more emphasis on hiring someone quickly than selecting the right person for the job. Because, of time, energy, money, attrition they distribute the work to third party. Around 16.8 are percent strongly disagree that their selection is on their own HR procedure.

Employing the new person for more time and recruit new one often is treated as lacking maturity and suggested changes are treated as impractical may lead to great loss. In many cases, total team become against such person and leaving the place for such person becomes inevitable.

Table 6.21 Employee's opinion about more time to recruit new one

	Frequency	Percent	Cumulative Percent
Strongly disagree	111	22.2	22.2
Disagree	29	5.8	28.0
Neutral	201	40.2	68.2
Agree	144	28.8	97.0
Strongly agree	15	3.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.21 shows that 40.2 percent of the respondents are neutral in their selection process of effective interview and lengthy process to hire employee. But 28.8 percent agree with their opinion and also 3 percent are strongly agreeing with their workout of interview process is expensive for getting right person for the right job.

Soon after leaving of any employee, the company has to spend money on fresh advertisements for recruitment and also makes payment to placement agency, which handles total lengthy process. The internal recruiter takes time to understand requisites of vacant posts build up and employ sourcing strategy for the position by effective interview.

Table 6.22 Employee's opinion about Effective interview and lengthy process

	Frequency	Percent	Cumulative Percent
Strongly disagree	59	11.8	11.8
Disagree	86	17.2	29.0
Neutral	143	28.6	57.6
Agree	194	38.8	96.4
Strongly agree	18	3.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.22 shows that 38.8 percent of the respondents agree that more time needed to recruit new appropriate employee in their selection process by effective interview and lengthy process to hire employee. But 28.6 percent are neutral with their opinion and also 11.8 percent are strongly disagree that their interview process is lengthy for getting right person for right job.

6.4 HRM PRACTICE IN PROVISION OF EFFECTIVE TRAINING & DEVELOPMENT PRACTICE

The cost of recruitment, cost of extensive training opportunities has direct bearing over the company. The training cost is different for different positions, where new entrant has to train for capacity building and skill development in the particular task. The training can be imparted in the classroom, departmental training, and cost of training material. The cost is notably higher for certain positions, where research work is also involved or the person has to work for preparation of medicines as per patent specifications. Training in sphere of sales, marketing and result oriented output is altogether different, where the person has to develop talent according to task and market conditions.

Table 6.23 Employee's opinion about Extensive training opportunities

	Frequency	Percent	Cumulative Percent
Strongly disagree	24	4.8	4.8
Disagree	112	22.4	27.2
Neutral	210	42.0	69.2
Agree	135	27.0	96.2
Strongly agree	19	3.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.23 shows that 42 percent of the respondents are neutral in their opinion that extensive training opportunities are provided to develop skill, talent, motivation and enthusiasm for the individuals, who perform well in the organisation. Also 27 percent agree with the training opportunities are only for educating and development 4.8 percent are strongly disagreeing with the training methods.

Better job Training is generally not restricted to classroom, but practical issues remain quite complicated where the perfect decision making of the person on key position is associated with the fate of the company prosperity.

Table 6.24 Employee's opinion about Perfect and Better job training

	Frequency	Percent	Cumulative Percent
Strongly disagree	102	20.4	20.4
Disagree	39	7.8	28.2
Neutral	136	27.2	55.4
Agree	138	27.6	83.0
Strongly agree	85	17.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.24 shows that 27.2 and 27.6 percent of the respondents are Neutral and agree with their opinion that Job training which enables individuals for doing their job perfect and better to prove their skill and knowledge. But 20.4 percent are strongly disagreeing with the statement that training alone is not proving perfection. Ergonomics makes them to learn and also extensive training opportunities provided to prove their skill and knowledge.

Interaction with junior persons in the department has various critical issues, as such persons remain well aware of the technical issues and guiding

and teaching such persons is only possible, when the person is fully equipped with the relevant issues.

Table 6.25 Employee's opinion about teaching opportunities and skills

	Frequency	Percent	Cumulative Percent
Strongly disagree	42	8.4	8.4
Disagree	28	5.6	14.0
Neutral	184	36.8	50.8
Agree	139	27.8	78.6
Strongly agree	107	21.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.25 shows that 36.8 and 27.8 percent of the respondents are neutral and agree with their opinion that training program teaches new hires, opportunities to improve their skills what they need to perform in their jobs. Same ways 21.4 percent are strongly agree that training is a must for the employee.

Training Job related program is the most critical factor for the success of the person, which is not only limited to success of the person in performing the assigned task in learning and teaching, but also to the extent to the impact over the company in terms of quality and quantum of the product to learn with skill, which is direct responsibility of the person concerned.

Table 6.26 Employee's opinion about Job related program

	Frequency	Percent	Cumulative Percent
Strongly disagree	14	2.8	2.8
Disagree	56	11.2	14.0
Neutral	106	21.2	35.2
Agree	135	27.0	62.2
Strongly agree	189	37.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.26 shows that 37.8 percent of the respondents are strongly agree that they are getting quality and number of job related training and development programs. Similarly 27 and 21.2 percent are agreeing and neutral in their opinion that they are getting job related program. Only 2.8 percent are strongly disagree with the training program which they received from their organisation is not satisfactory.

Managerial competencies to do job related program like, lost productivity cost is also relevant in attrition, as there remains reasonable gap between the departure of the earlier person and positioning of a new person, where significant time is lost in recruitment and training in the job related program. Usually, the work is assigned to some person for the duration of vacancy, but such arrangement is quite disturbing and lost productivity, as one person cannot justify two positions and work performance is severely affected for the duration, which even takes further time with the new person to understand or manage the task to relate the job.

Table 6.27 Employee's opinion about Managerial competencies to do job

	Frequency	Percent	Cumulative Percent
Strongly disagree	33	6.6	6.6
Disagree	80	16.0	22.6
Neutral	97	19.4	42.0
Agree	207	41.4	83.4
Strongly agree	83	16.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.27 shows that 41.4 percent of the respondents are agree and 16.6 percent are strongly agree that more training functions emphasize managerial competencies to do job as well as give priority for learning. But 16 and 6.6 percent of the respondents are not satisfied with the training functions. 19.4 percent are neutral in their decision.

Attrition remains painful to the IT companies, as new person holding the position usually not equal to the earlier person in terms of holding the strategic position. Some IT Industries are fortunate enough to get the best talent as replacement, helpful in prospecting the business to new heights and turning the financial turnover to highest level.

Table 6.28 Employee's opinion about providing job evaluation Leadership and Managerial skill

	Frequency	Percent	Cumulative Percent
Strongly disagree	29	5.8	5.8
Disagree	56	11.2	17.0
Neutral	198	39.6	56.6
Agree	69	13.8	70.4
Strongly agree	148	29.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.28 shows that 39.6 percent of the respondents are neutral and 13.8 percent agree and 29.6 percent are strongly agreeing that some additional training program for investment, leadership, job evaluation and managerial skills are given by their respective organisations. But 5.8 percent are strongly disagreeing that they didn't have this type of training program to evaluate their managerial, logical and quantitative skills .

6.5 HRM PRACTICE IN INNOVATIVE FAIR AND EQUITABLE PERFORMANCE EVALUATION PRACTICE

If the management feels the measuring the persons' work, outcome and technical decisions in performance in requisite manner, it becomes essential to part with such person and there remains two options with the

company either to promote the person from existing staff to hold the position or go for another recruitment to fit for the innovative practice application decision makers and fit for performance evaluation practice candidates.

Table 6.29 Employee's opinion about measuring on work, outcome and technique

	Frequency	Percent	Cumulative Percent
Strongly disagree	58	11.6	11.6
Disagree	24	4.8	16.4
Neutral	225	45.0	61.4
Agree	155	31.0	92.4
Strongly agree	38	7.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.29 shows that 45 percent of the respondents are neutral and 31 percent agree and 7.6 percent are strongly agreeing that performance is measured on the basis of work, outcome, technique and excellence to prove their efficiency. But 11.6 percent are strongly disagreeing with their performance evaluation of technical methods implemented in their organisations.

Globalization and liberalization have created success conditions in India for increased IT prospects as well as availability of talent in various disciplines. Such talent is meeting the country requirement as well as moving out for better prospects.

Table 6.30 Employee's opinion about Understand the success of organisation

	Frequency	Percent	Cumulative Percent
Strongly disagree	51	10.2	10.2
Disagree	37	7.4	17.6
Neutral	104	20.8	38.4
Agree	209	41.8	80.2
Strongly agree	99	19.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.30 shows that 41.8 percent of the respondents are agreeing and 19.8 percent are strongly agreeing that understanding the organisational performance methods is the success of organisation. But 20.8 percent are neutral in their opinion. About 10.2 are percent strongly disagreeing that performance evaluation is not measured properly.

Poaching and high attrition rates have seriously affected the Indian IT industry and Human Resource managers remain in constant search of ways and means to retain their talent to best possible extent.

Table 6.31 Employee's opinion about opportunity to prove

	Frequency	Percent	Cumulative Percent
Strongly disagree	76	15.2	15.2
Disagree	28	5.6	20.8
Neutral	115	23.0	43.8
Agree	162	32.4	76.2
Strongly agree	119	23.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.31 shows that 23 percent, 32.4 percent, 23.8 percent of the respondents are neutral, agreeing and strongly agreeing that they got great opportunity to express their views to prove their performance by evaluation practice. But 15.2 percent are strongly disagreeing that this is not only the method of proving their efficiency.

The number of persons coming out from educational and professional institutions is able to coup up the demand, but the problem is of experienced persons. In case one person of senior position is shifted from one company to another, the company facing attrition problem has to search another person. Thus the existing persons are there to utilize this opportunity to express goal and objective to manage positions. In IT sector resignation of one person affects about 5 to 10 companies on rotation basis, which is the gist of the problem and there is no end of the problem till the increasing trend of IT companies would remain in high volume.

Table 6.32 Employee's opinion about opportunity to express goal and objective

	Frequency	Percent	Cumulative Percent
Strongly disagree	84	16.8	16.8
Disagree	42	8.4	25.2
Neutral	203	40.6	65.8
Agree	84	16.8	82.6
Strongly agree	87	17.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.32 shows that 40.6 percent are neutral in the opinion of finding opportunity to prove performance appraisal with boss and discuss their goal and objective by one to one interaction. In the same way 16.8 percent and 17.4 percent of the respondents are agreeing and strongly agreeing with their view that the opportunity is needed to prove their success

towards goal of the organisation. 16.8 percent of the respondents are strongly disagreeing.

Expectations of talented persons of IT industry have increased significantly, in view of the fact that attraction of higher remuneration and other benefits is superseded by all wise thoughts to remain associated with one company to gain experience and help in flourishing the other company. This is certainly true that existence of talented persons is largely associated with prosperity of IT companies only for monetary and non monetary remuneration associated with high production, quality product and prosperity of company are the measures to provide stability associated with promotion and high remunerations to the persons able to prosper the company with hard work, efficient work practices and use of innovative technology.

Table 6.33 Employee's opinion about Monetary and non monetary recognition

	Frequency	Percent	Cumulative Percent
Strongly disagree	14	2.8	2.8
Disagree	24	4.8	7.6
Neutral	127	25.4	33.0
Agree	204	40.8	73.8
Strongly agree	131	26.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.33 shows that 40.8 percent are agreeing and 26.2 percent are strongly agreeing in their opinion that they are satisfied with the process of performance appraisal with the amount of Monetary and non- Monetary recognition. But 25.4 percent are neutral in their opinion that still their expectation is more.

6.6 HRM PRACTICE IN CAREER DEVELOPMENT, AND PROMOTIONAL PRACTICE, EMPLOYEE ASSISTANCE PROGRAMS

Causes and consequences of retention of employees in India are most varied, where major issue remains higher remunerations, need to reward with personal loyalty, which is certainly a genuine factor, as every person wants reasonable remuneration for the services providing to IT Industry because of their learning in career development, promotional practice and employee assistance program. This issue is quite complicated for the reason that there is no yardstick for the amount in view of services rendered by a person.

Table 6.34 Employee's opinion about Rewarded with personal loyalty

	Frequency	Percent	Cumulative Percent
Strongly disagree	53	10.6	10.6
Disagree	51	10.2	20.8
Neutral	92	18.4	39.2
Agree	170	34.0	73.2
Strongly agree	134	26.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.34 shows that 34 percent are agreeing and 26.8 percent are strongly agreeing in their opinion that they are satisfied with the process of praiseworthy persons are rewarded with personal loyalty as a promotional practice. But 18.4 percent are opinion that they need employee assistance program.

The salary and other benefits are associated with the services rendered by individual and group of persons and its share in total production

process. After assessment of various details about the IT industry and work culture, employ makes up his mind about the satisfaction being attained with the work best pay and advantage package remuneration for their basic requirements.

Table 6.35 Employee's opinion about Tied with Pay and benefit package

	Frequency	Percent	Cumulative Percent
Strongly disagree	36	7.2	7.2
Disagree	20	4.0	11.2
Neutral	56	11.2	22.4
Agree	176	35.2	57.6
strongly agree	212	42.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.35 shows that 42.4 percent are strongly agreeing and 35.2 percent are agreeing in their opinion that they are satisfied with the process of pay, benefit package. But only 7.2 percent are opinion that they dissatisfied with the same.

The employee has comparatively narrow thinking related to services rendered and remuneration they are been tied with benefit package, while the company engaged in production has to consider series of issues for keeping the IT industry live on in competitive conditions and quality of service.

Table 6.36 Employee's opinion about how well individual perform

	Frequency	Percent	Cumulative Percent
Strongly disagree	105	21.0	21.0
Disagree	92	18.4	39.4
Neutral	62	12.4	51.8
Agree	146	29.2	81.0
Strongly agree	95	19.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.36 shows that 29.2 percent are agreeing and 19 percent are strongly agreeing in their opinion that there is a link between how well individual perform their job are based on their career development and employee assistance. But 21 percent are strongly disagreeing that there is no such link between those factors.

The rate of attrition is higher in India not only with the number of companies coming up every year and employees rush at the side where remuneration is higher, but there are other factors exist in Indian IT sector, which play significant role in attrition of very high rate it is very difficult to prove individual performance.

Table 6.37 Employee's opinion about providing skill development and assistance

	Frequency	Percent	Cumulative Percent
Strongly disagree	51	10.2	10.2
Disagree	43	8.6	18.8
Neutral	53	10.6	29.4
Agree	151	30.2	59.6
Strongly agree	202	40.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.37 shows that 30.2 percent are agreeing and 40.4 percent are strongly agreeing in their opinion that provided. Skill development with the challenging job assignment has a link between how well individual perform their job are based on their career development and employee assistance. But 10.6 respondents are neutral in their opinion.

Every employee in a company is junior to someone and has to work in guidance of the senior person. Even the manager of any unit is accountable to the management and such relationship is one of the critical factors for retention. Usually any employee of a company gets varied response from the

senior, where some persons guide patiently to their subordinates quite warmly and even share and delicate issues are communicated in very easy and reachable manner. The employee also feels honoured in such environment and remains always eager to get suitable guidance. The response of an employee in such an environment is quite encouraging and works with enthusiasm and force to provide best results.

Table 6.38 Employee's opinion about Policies is transparent and widely shared

	Frequency	Percent	Cumulative Percent
Strongly disagree	32	6.4	6.4
Disagree	68	13.6	20.0
Neutral	87	17.4	37.4
Agree	175	35.0	72.4
Strongly agree	138	27.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.38 shows that 35 percent are agreeing and 27.6 percent are strongly agreeing in their opinion that policies are transparent and widely shared. But 17.4 percent respondents are neutral in their opinion.

The employees in other situation get very cold response than information from seniors and every time they are warned for carelessness even for regular matters assuming that policies are transparent and widely. The employee is supposed to work in the guidance of senior and expect able guidance and seeking information for every issue of functioning. Employee is generally less equipped with the IT issues and has various issues lack of path of decision making at various spell.

It has been visualized that seniors watch the activities of juniors closely and discourage for minor slackness. The employee in such situation

feels quite depressed and feels the work atmosphere not suitable to him. The attitudinal behaviour of the seniors compels the employ to change the company.

Table 6.39 Employee's opinion about seeking information, resources and path

	Frequency	Percent	Cumulative Percent
Strongly disagree	37	7.4	7.4
Disagree	48	9.6	17.0
Neutral	215	43.0	60.0
Agree	181	36.2	96.2
Strongly agree	19	3.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.39 shows that 43 percent are neutral and 36.2 percent are agreeing in their opinion that seeking out career information and resources help to improve their efficiency and skill to prove their development opportunities to prove their efficiency.

6.7 HRM PRACTICE IN CHALLENGING EMPLOYMENT STRUCTURES AND OPPORTUNITIES

The junior is highly qualified and well aware of the technical aspects of the task, but remains hesitant to introduce such innovations. The senior persons are gripped with the inferiority complex and in case of guidance, the response of the senior remains quite sour and even quite discouraging and satisfaction of work, goals and values. Instead of suitable guidance, the person is reminded of his education and professional qualifications and discouraged through various modes. This issue is associated with human behaviour, where senior always poses his experience and stay duration before the newcomer and reminded to understand the work quite attentively.

Table 6.40 Employee's opinion about Satisfaction at work, goals and values

	Frequency	Percent	Cumulative Percent
Strongly disagree	24	4.8	4.8
Disagree	43	8.6	13.4
Neutral	363	72.6	86.0
Agree	50	10.0	96.0
Strongly agree	20	4.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.40 shows that 72.6 percent are neutral in their opinion that organization really cares wellbeing, little concern, general satisfaction at work, goals and values of employees. Only 4.8 percent of the employees are strongly disagreeing with the factor.

Best Leaders are to retain best performers, which is possible by creating competition and making job opportunities sound fantastic. In such an environment, the least talented employee remains conscious to adopt innovative things with sincere efforts to prove their work efficiency, goals and values. The management needs to watch their acts, as there can be jealous atmosphere within the group members for various reasons and it is utmost essential to curb such situations in work atmosphere.

Table 6.41 Employee's opinion about willing to help best performers

	Frequency	Percent	Cumulative Percent
Strongly disagree	145	29.0	29.0
Disagree	9	1.8	30.8
Neutral	46	9.2	40.0
Agree	147	29.4	69.4
Strongly agree	153	30.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.41 shows that 29.4 percent are agreeing and 30.6 percent are strongly agreeing in their opinion that organization is willing to help best

performers, pride in accomplishment at work, fail to notice mistakes committed by the employees. But 29 are percent strongly disagree the organisations never focus best performers and hard workers and they fail to appreciate.

In IT sector Top talent employees usually thinks many steps ahead for betterment and working peacefully and solution of some inherent problem can be possible with the diverse alternatives of the solutions. The management desires to consider the best suited alternative and keep other views in put to one side to consider in case the best mode is not realistic to preferred scope.

Table 6.42 Employee's opinion about working for betterment and working peacefully

	Frequency	Percent	Cumulative Percent
Strongly disagree	45	9.0	9.0
Disagree	66	13.2	22.2
Neutral	156	31.2	53.4
Agree	183	36.6	90.0
Strongly agree	50	10.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.42 shows that 31.2 percent are neutral and 36.6 percent agreeing in their opinion that organization is working for the betterment, they are friendly nature; Leaders are helpful in solving problem, create nice environment to work peacefully. But 9 percent of the respondents are strongly disagreeing with the same that organisations fail to the needful the employees.

The person heading the team needs perks for superb performance and Industry should not hesitate in providing some financial and other benefits for creating valuable environment of teamwork for betterment and to work peacefully. Such culture need to continue and for keeping the group

fully thrilled with appreciation, think for creating competitive situations among the group members internally and externally, without hurting the sentiments of the team leader. The group members working under the person can search new and innovative modes of bringing the performance level high within the team. Creating tricky opportunities is one of the modes to extract best practices as outcome for betterment and peaceful work environment.

Table 6.43 Employee's opinion creates opportunities for internal and external

	Frequency	Percent	Cumulative Percent
Strongly disagree	153	30.6	30.6
Disagree	8	1.6	32.2
Neutral	63	12.6	44.8
Agree	191	38.2	83.0
Strongly agree	85	17.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.43 shows that 38.2 percent are agreeing and 17 percent are strongly agreeing in their opinion that creating opportunities for internal and external organisation is of same worth. But 30.6 percent are strongly disagreeing with factor.

Life interest and work compatibility leads to prolonged sustenance of job dimensions, as work prospects, accountability, sense of accomplishment to create opportunities for internal and external working conditions by extending organizational outcomes satisfied, motivated and retained workers.

Table 6.44 Employee's opinion about Work with self esteem and job satisfaction

	Frequency	Percent	Cumulative Percent
Strongly disagree	133	26.6	26.6
Disagree	81	16.2	42.8
Neutral	71	14.2	57.0
Agree	119	23.8	80.8
Strongly agree	96	19.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.44 shows that 23.8 percent are agreeing and 19.2 percent are strongly agreeing in their opinion that employees feel proud to work with job satisfaction, self esteem. But 16.2 and 26.6 percent are disagreeing and strongly disagreeing that they feel unhappy by leadership and self esteem problems.

6.8 HRM PRACTICE IN EQUITY OF COMPENSATION, SOCIAL BENEFITS AND SECURITY OF TENURE

In egalitarianism and of compensation is purposeful to get various objectives of the company, as the talented person as head of team feels overconfident for possessing excellent caliber to train the team members effectively and the associated persons feel encouraged for attaining best practices with the able guidance for social benefit and security tenure. Wherever best performer need to be placed as head of the team. In this manner, there would be no void in the company only pleasant-sounding place and employees work pleasant.

Table 6.45 Employee's opinion about harmonious place to work pleasant

	Frequency	Percent	Cumulative Percent
Strongly disagree	76	15.2	15.2
Disagree	28	5.6	20.8
Neutral	115	23.0	43.8

Agree	162	32.4	76.2
Strongly agree	119	23.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.45 shows that 32.4 percent are agreeing and 23.8 percent are strongly agreeing in their opinion that organization is a harmonious place to work and also physical and mental conditions are very pleasant. But 15.2 percent of employees are strongly disagreeing with that their working environment is not so satisfactory.

Family issues of employees are most tedious issues, where management needs to have reasonable approach. If child of employee is sick, concentration on work becomes difficult to any person. Such issues need to be tackled in sensitive manner, which enriches the respect for the manager for understanding the problem of employee. It is certain that work is priority for the organization and allowing employee to avail leave can disrupt the work, but these practices need to be taken on humanitarian ground and remaining liberal to grant leave in such situations Distorting the sentiments of most junior employee are not justified and every employee feel hurt with such approach.

Table 6.46 Employee's opinion about working life balance with family life

	Frequency	Percent	Cumulative Percent
Strongly disagree	84	16.8	16.8
Disagree	42	8.4	25.2
Neutral	203	40.6	65.8
Agree	84	16.8	82.6
Strongly agree	87	17.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.46 shows that 40.6 percent are neutral and 16.8 percent are agreeing in their opinion that organization helps employees in their work life balances with their family life. But 16.8 percent of the employees are strongly disagreeing with those factors.

Safety and security of life strength is the situation for work life balance with family life, which is generally preferred by persons at high status, but in most competitive market conditions. Money accumulated in the form of securities is helpful for meeting future requirements in uncertain business conditions and proper speculation can be source of addition earning.

Table 6.47 Employee's opinion about safety and security of life

	Frequency	Percent	Cumulative Percent
Strongly disagree	14	2.8	2.8
Disagree	24	4.8	7.6
Neutral	127	25.4	33.0
Agree	204	40.8	73.8
Strongly agree	131	26.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.47 shows that 40.8 percent are agreeing and 26.2 percent are strongly agreeing in their opinion that organization offers a lot of safety and security to life But 25.4 percent are neutral.

The person heading the team needs perks for superb performance and company should not hesitate in providing some financial and other benefits for creating valuable environment of spirit of cooperation and team work. Such culture need to continue and for keeping the group fully thrilled with appreciation, think for creating competitive situations among the group members.

Table 6.48 Employee's opinion about Spirit of cooperation and teamwork

	Frequency	Percent	Cumulative Percent
Strongly disagree	53	10.6	10.6
Disagree	51	10.2	20.8
Neutral	92	18.4	39.2
Agree	170	34.0	73.2
Strongly agree	134	26.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.48 shows that 34 percent and 26.8 percent agreeing and strongly agreeing in their opinion that spirit of cooperation and teamwork exists with secure job. It helps employees to work effective, punctual and supportive to the organisations. But 18.4 percent of the respondents are neutral.

The culture of balance is the situation where increased recognition of flexibility of time and work culture, employees report with high mental stress at workplace environment to split work to get cooperation of team work. Employees discomfort with risk and uncertainty in low turnover, recognize the worker satisfaction by maintaining balance between home and workplace conditions. This trend may be due to growing number women having talent and efficiency better than men employees. The typical domination of men is decreasing and male members working in the organization with low efficiency could not balance with the changed situation. Progressive managers understand the problem and encourage the male employees to work efficiently and work without hesitation.

Table 6.49 Employee's opinion about mental stress and discomfort from risk and uncertainty

	Frequency	Percent	Cumulative Percent
Strongly disagree	36	7.2	7.2
Disagree	20	4.0	11.2
Neutral	56	11.2	22.4
Agree	176	35.2	57.6
Strongly agree	212	42.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.49 shows that about 35.2 percent and 42.8 percent are agreeing and strongly agreeing in their opinion that mental stress and discomfort are stemming from separation of risks and uncertainty about new employment in the organisation. Only 7.2 percent of the respondents are strongly disagreeing with the factor that they are not facing any discomfort of risk and uncertainty in work environment.

6.9 HRM PRACTICE IN REWARD AND RECOGNITION OF EMPLOYEE VALUE PERFORMANCE EDUCATION

Culture of development is cultivated through variety of tools, training, mentoring and clear career path, which is possible with the active positive ambience of supervisor and managers to demonstrate the work potential and convey them to attain the level for success in their own interest. Growing the concept of high potential and support in achieving high target is the mode of developing feelings to attain higher goals and such feelings help in retention of the employees, who are convinced that attaining higher goals is in their won interest and such challenge prompt them to work hard.

Table 6.50 Employee's opinion about positive ambience

	Frequency	Percent	Cumulative Percent
Strongly disagree	95	19.0	19.0
Disagree	92	18.4	37.4
Neutral	66	13.2	50.6
Agree	151	30.2	80.8
Strongly agree	96	19.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.50 shows that 30.2 percent and 19.2 percent agreeing and strongly agreeing in their opinion that positive ambience to employees to expect a consistent performance to recognize employee. It shows that IT industries are ready to give value performance education to all categories of employees. 18.4 percent and 19 percent are disagreeing and strongly disagreeing.

In IT sector organizations, where retention level is high, employees find some level of objective from their job, to express ideas and discuss issues, which help in getting positive decision. In cases, where an employee is unable to attain the desired goals to attain negative thoughts, the supervisor and managers inspire to develop the culture to attain the target, which is essential to attain. Such feeling in employee inspires to put extra efforts and assess its own weaknesses in working hard to attain positive ambience.

Table 6.51 Employee's opinion about Express ideas and discuss issues

	Frequency	Percent	Cumulative Percent
Strongly disagree	35	7.0	7.0
Disagree	43	8.6	15.6
Neutral	53	10.6	26.2
Agree	157	31.4	57.6
Strongly agree	212	42.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.51 shows that 31.4 percent and 42.4 percent are agreeing and strongly agreeing in their opinion that employee can express their ideas and discuss issues on an open forum. But 10.6 percent were neutral in their comments.

Present aggressive IT business environment, sustaining business in competitive environment occupies most challenging task. The IT business sector has to strengthened scope, various challenges and involves starting from the policy of the government.

Table 6.52 Employee's opinion about strengthened scope, challenge and involvement

	Frequency	Percent	Cumulative Percent
Strongly disagree	17	3.4	3.4
Disagree	68	13.6	17.0
Neutral	87	17.4	34.4
Agree	186	37.2	71.6
Strongly agree	142	28.4	100.0
Total	500	100.0	

Source: Primary data

The table 6.52 shows that 37.42 percent and 28.4 percent are agreeing and strongly agreeing in their opinion that every employee is getting the strengthened organization, job scope, job challenge, occupational commitment, job involvement and job satisfaction. But 17.4 percent are neutral in their decisions that they are strengthened their scope and challenges in their involvement.

Increase competitiveness of rewards. Provide opportunities to apply skills on the job; trust employees and never express feeling of mistrust against any employee or group of employees.

Table 6.53 Employee's opinion about Competitive compensation and benefits

	Frequency	Percent	Cumulative Percent
Strongly disagree	29	5.8	5.8
Disagree	48	9.6	15.4
Neutral	215	43.0	58.4
Agree	188	37.6	96.0
Strongly agree	20	4.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.53 shows that 43 percent are neutral in their opinion that retention strategies revolve around creating a competitive compensation and benefits package. About 37.6 percent respondents agree that their competitive compensation and benefits were more improvement.

Provide career growth, learning and development; create exiting work and challenges and provide purposeful work with the intention to expose the talent of employee. Assign coaches or mentors to help employees with specific jobs but developing their careers is cultivated through variety of tools, training, mentoring and clear career path,

Table 6.54 Employee's opinion about identifying new career horizons

	Frequency	Percent	Cumulative Percent
Strongly disagree	10	2.0	2.0
Disagree	43	8.6	10.6
Neutral	375	75.0	85.6
Agree	52	10.4	96.0
Strongly agree	20	4.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.54 shows that 75 percent of the employees are identifying new career horizons within the industry. 2 Percent employees are strongly disagreeing that they were rewarded without identification.

6.10 HRM PRACTICE IN GRIEVANCE HANDLING SYSTEM

If the way out of certain employee causes a slowdown, temporarily, it may be, in terms of work continuity and productivity; it is referred to as 'bad attrition'. It is important to evaluate it continuously, take appropriate corrective actions and adjust it so as to be consistent with the overall plan in the IT sector. To counter attrition, IT sector should formulate retention policies, which are employee centered and promote bonding between employee and employer. High attrition implies that certain essential skills are at risk or not available due to exit of employees. This grievance handling system will retain certain employees from way-out.

Table 6.55 Employee's opinion about Freedom in workplace and exit interview

	Frequency	Percent	Cumulative Percent
Strongly disagree	108	21.6	21.6
Disagree	7	1.4	23.0
Neutral	55	11.0	34.0
Agree	164	32.8	66.8
Strongly agree	166	33.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.55 shows that 32.8 percent are agreeing and 33.2 percent are strongly agreeing in their opinion that freedom of expression is of almost importance at the workplace, and exit interview. But 21.6 percent are strongly disagreeing.

Every employee intending to work in IT sector harbors in his mind the ambition of sterner stuff and remains well aware that this sector is most competitive, where survival of the company is only possible with hard work reflected into more production and productivity resulting into high profits. Usually every IT unit flourishes with the hard work of employees and benefits to them are possible with increased profit. Such mindset helps every employee to remain devoted to work and prove individual as well as group worthiness with best performance in their working environment from way-out.

Table 6.56 Employee's opinion about performance made in decision making

	Frequency	Percent	Cumulative Percent
Strongly disagree	44	8.8	8.8
Disagree	56	11.2	20.0
Neutral	163	32.6	52.6
Agree	187	37.4	90.0
Strongly agree	50	10.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.56 shows that 32.6 percent are neutral in their opinion that performers made to participate in the decision making process by various grievance handling methods. But 8.8 percent are strongly disagreeing.

The response of each employee to engagement schedule is not uniform, as some treat it as a measure to adopt harassment tactics, but others feel it quite genuine. Employee engagement is seen through comprehensive framework but treated as one of the issue for attrition. Employees may be evaluated from managerial, logical and quantitative decision making process.

Table 6.57 Employee's opinion about Sexual harassment

	Frequency	Percent	Cumulative Percent
Strongly disagree	216	43.2	43.2
Disagree	12	2.4	45.6
Neutral	62	12.4	58.0
Agree	129	25.8	83.8
Strongly agree	81	16.2	100.0
Total	500	100.0	

Source: Primary data

The table 6.57 shows that 43.2 percent are strongly disagreeing in their opinions that stay back late, back stabling and lewd remarks cannot be avoided in the organisation. But 25.8 percent are agreeing that sexual harassment and leg pulling, back stabling activities are common in all IT industry.

This job characteristics model allows managers to manipulate host job characteristics and investigate likely effects upon the motivation, performance and sustenance of workforce. Attrition and retention are two dimensions of job characteristics of employees and these conditions can be controlled through suitable measures, but become basic feature of the business management, where the persons working in any company can continue to work, may leave the task or remain in the organization with effective persuasion. Attrition is the situation, where working employee has taken decision to leave the organization and not willing to continue on the same position even after insistence by management.

Table 6.58 Employee's opinion about manipulation, misunderstanding and conflict avoided

	Frequency	Percent	Cumulative Percent
Strongly disagree	132	26.4	26.4
Disagree	81	16.2	42.6
Neutral	73	14.6	57.2
Agree	119	23.8	81.0
Strongly agree	95	19.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.58 shows that 19 percent are strongly agreeing that manipulation of truth, misunderstanding and conflicts will be common in IT industry. 26.4 percent are strongly disagreeing that they are non - cooperative to the management and conflict with boss.

Various push factors like irritate discussions, deadline and timeframe have great significance in most resignations, as some close relatives or well-wishers put pressure to leave current job and such person also responds in view of its own wishes.

Employees resign for many different reasons and most prominent cause of attrition is the attraction of new job or prospect outside workplace, which pulls them. Other causes of attrition are the dissatisfaction from present job to seek alternative employment made by the management by decisions are manipulated and grievance of misunderstand and conflict.

Table 6.59 Employee's opinion about Free from Irritate discussions, Deadline, Timeframe

	Frequency	Percent	Cumulative Percent
Strongly disagree	43	8.6	8.6
Disagree	27	5.4	14.0
Neutral	133	26.6	40.6
Agree	172	34.4	75.0
Strongly agree	125	25.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.59 shows that 34.4 percent are agreeing and 25 percent of the respondents are strongly agreeing that team managers irritate discussions, deadline assignment within the desired timeframe, and 26.6 percent of the employees are neutral that the management fixing the irritable discussions, deadline and unattainable timeframe.

6.11 HRM PRACTICE IN EMPLOYEE SATISFACTION AND MOTIVATION

Money accumulated in the form of securities is helpful for meeting future requirements in uncertain conditions and proper investment can be source of addition earning. At some stage, the talented and experienced person can establish own company or in association with some person of similar interest. Thus money serves as the security to the person and tries to avail any event of high remuneration and other monetary satisfaction.

Table 6.60 Employee's opinion about monetary satisfaction

	Frequency	Percent	Cumulative Percent
Strongly disagree	67	13.4	13.4
Disagree	22	4.4	17.8
Neutral	223	44.6	62.4
Agree	89	17.8	80.2
Strongly agree	99	19.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.60 shows that 44.6 percent are neutral and 17.8 percent of the respondents are agreeing that monetary satisfaction is one of the major reasons why an employee sticks to an organisation. Because of the high paid salary and benefits involve them to stay in the organisation. 13.4 percent are strongly disagreeing that their monetary satisfaction are not satisfactory.

Apart from the unavoidable reasons like resignation, retirement, death or disability, the causes are found to be many and different in aiming for the monetary satisfaction. If monetary satisfaction is not been claimed, the causes of attrition vary according to the nature of IT Industries, the level of employees and nature of responsibility shouldered by them is limited.

Table 6.61 Employee's opinion about Hierarchy and functional areas well defined

	Frequency	Percent	Cumulative Percent
Strongly disagree	5	1.0	1.0
Disagree	4	.8	1.8
Neutral	127	25.4	27.2
Agree	210	42.0	69.2
Strongly agree	154	30.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.61 shows that 42 percent are agreeing and 30.8 percent of the respondents are strongly agreeing that maximum number of organisations have simple hierarchy and the functional areas of each team. Those teams will be well defined and motivated for the success of the organisation. But 25.4 percent are neutral in their view that their functional areas and hierarchy is well defined.

The organization remains transparent in their hierarchy and functional areas specified to be flexible over the working hours, dress; work rules and telecommuting; develop culture to work together as team. Create work environment convenient to employees and make sure that every employee of the organization leaves the work with smiling face, having no tension, work fatigue and feelings of monotonous job. It is sure that employee devote their valuable time at the workplace and try to work at best of the ability by celebrating festivals, party and anniversary, few words of appreciation and trustworthiness are helpful in retention of the employees to greater extent.

Table 6.62 Employee's opinion about Encourage festivals, party, anniversary

	Frequency	Percent	Cumulative Percent
Strongly disagree	53	10.6	10.6
Disagree	50	10.0	20.6
Neutral	93	18.6	39.2
Agree	170	34.0	73.2
Strongly agree	134	26.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.62 shows that 34 percent are agreeing and 26.8 percent of the respondents are strongly agreeing that more number of organisations have simply encourage employees to celebrate major festivals, party, wedding anniversary etc., This show employees' moral satisfaction and they feel leisure from their tight schedule of work. 10.6 percent are strongly disagreeing that this type of satisfaction that they are not enjoying in their organisation.

Guidance by managers and management is helpful in disguised situation, where there can be various options of working environment encouraging festivals, party, and anniversary but only most appropriate mode to receive cash prizes, trophies and perks.

Table 6.63 Employee's opinion about incentive cash prizes, trophies and perks

	Frequency	Percent	Cumulative Percent
Strongly disagree	28	5.6	5.6
Disagree	14	2.8	8.4
Neutral	64	12.8	21.2
Agree	176	35.2	56.4
Strongly agree	218	43.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.63 shows that 43.6 percent are strongly agreeing and 35.2 percent of the respondents are agreeing that all Information Technology Industry organisations have incentives, cash prizes, trophies, and perks given to deserving employees to motivate and encourage them to prove their logical, managerial and quantitative skill of decision making. Only 2.8 percent are disagreeing this Patten of issuing incentive cash prizes, trophies, perks.

Performance-based rewards involve employees in decision-making at different levels and discipline in workplace increases incentive cash prizes, trophies, perks to active their efficient and involvement.

Table 6.64 Employee's opinion about discipline in workplace

	Frequency	Percent	Cumulative Percent
Strongly disagree	92	18.4	18.4
Disagree	81	16.2	34.6
Neutral	79	15.8	50.4
Agree	150	30.0	80.4
Strongly agree	98	19.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.64 shows that 30 percent are agreeing and 19.6 percent of the respondents are strongly agreeing that all Information Technology Industry organisations have discipline in workplace like timing, decorum of the office and no stress in job profile. But 18.4 percent are strongly disagreeing that there is no discipline of working environment.

Create trust in senior leadership, provide job security to possible extent and minimize work related stress by reducing the working ethics of discipline in workplace. Remains flexible over the working hours, dress; work rules and telecommuting Facilitate open communication, make work fun and create balance between work and family. Work place discipline is missing in IT sector.

Table 6.65 Employee's opinion about Timing decorum of the office

	Frequency	Percent	Cumulative Percent
Strongly disagree	24	4.8	4.8
Disagree	28	5.6	10.4
Neutral	90	18.0	28.4
Agree	155	31.0	59.4
Strongly agree	203	40.6	100.0
Total	500	100.0	

Source: Primary data

The table 6.65 shows that 31 percent are agreeing and 40.6 percent of the respondents are strongly agreeing that all Information Technology Industry organisations have timing. Unrealistic expectations lead the employees often looking for a change. But 18 percent of the employees are neutral in their decisions of timing decorum to the office.

6.12 EMPLOYEE RETENTION METHODS AND EMPLOYEE COMMITMENT

The IT Companies do not have enough competent staff to get the work done. Retaining right people is strategic imperative. Diverse employees want to control their own destiny and make significant contributions to the organization through their work

Table 6.66 Employee's opinion about unrealistic expectations

	Frequency	Percent	Cumulative Percent
Strongly disagree	28	5.6	5.6
Disagree	68	13.6	19.2
Neutral	79	15.8	35.0
Agree	181	36.2	71.2
Strongly agree	144	28.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.66 shows that 36.2 percent are agreeing and 28.8 percent of the respondents are strongly agreeing that all IT sector have unrealistic expectations. But 13.6 and 5.6 percent of respondents are disagreeing and strongly disagreeing for the

Some IT Industry units are most cunning in negotiation of pay; manage extra work, without any insistence of unrealistic expectations. Company paying salary and other benefits to such employees and expect business could be known at much later stage, when the cumulative losses of

the company are observed from individual person has to prove their unrealistic prospect.

Table 6.67 Employee's opinion about Negotiation of pay, reward, opportunities and right profile

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	28	5.6	5.6	28
Disagree	49	9.8	15.4	49
Neutral	217	43.4	58.8	217
Agree	184	36.8	95.6	184
Strongly agree	22	4.4	100.0	22
Total	500	100.0		500

Source: Primary data

The table 6.67 shows that 43.4 percent are neutral and 36.8 percent are agreeing that all IT Sector have negotiation of pay, reward, opportunities and right profile.

Employee of the organization leaves the work with smiling face, having no tension, work fatigue and feelings of monotonous job, lack of motivation, poor mentoring, power and politics, dissatisfaction with colleagues, lower career growth, lack of skill variety, irregular working hours, and non-recognition of work performance. Single factor or combination of more than one factor can contribute the employee for attrition.

Table 6.68 Employee's opinion about avoiding boredom and monotonous

	Frequency	Percent	Cumulative Percent
Strongly disagree	24	4.8	4.8
Disagree	46	9.2	14.0
Neutral	360	72.0	86.0
Agree	50	10.0	96.0

Strongly agree	20	4.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.68 shows that 72 percent respondents are neutral in their view of demanding the organizational plan to avoid boredom and monotonous in the job allocation. Only 10 percent are agreeing that organisations have organisational plan.

The talented person after joining the company, the employee searches opportunities of promotion in the same Industry and such opportunities are possible with the attrition or expansion of the business. The employee has to assess the situation in the company about his own future career advancement with high talent and experience.

Table 6.69 Employee's opinion about challenging for retaining valuable and talented

	Frequency	Percent	Cumulative Percent
Strongly disagree	100	20.0	20.0
Disagree	12	2.4	22.4
Neutral	62	12.4	34.8
Agree	167	33.4	68.2
Strongly agree	159	31.8	100.0
Total	500	100.0	

Source: Primary data

The table 6.69 shows that 33.4 percent respondents are agreeing and 31.8 percent are strongly agreeing in their view of demanding organization to challenge for retaining valuable and talented employees rather than cowards, fun makers, blamers .But 20 percent of the respondents are strongly disagreeing.

Provide proper resources, encourage creativity and innovation and establish learning culture. Appreciate excellent things of employees on regular basis and reward leaders, who listen and act on employee input. Assign coaches or mentors to help employees with specific jobs but developing their careers. Create statement of values of the organization, share common vision and offer open management style

Table 6.70 Employee's opinion about Stress free environment from policies and backstabbing

	Frequency	Percent	Cumulative Percent
Strongly disagree	45	9.0	9.0
Disagree	33	6.6	15.6
Neutral	179	35.8	51.4
Agree	188	37.6	89.0
Strongly agree	55	11.0	100.0
Total	500	100.0	

Source: Primary data

The table 6.70 shows that 35.8 percent respondents are neutral and 37.6 percent are agreeing in their view that employee prioritizes cordial relationship with colleagues and expects stress free environment from nasty policies, backstabbing harassment etc. 9 percent of the employees are strongly disagreeing this statement that they are stress free environments from policies and backstabbing.