

CHAPTER 7

FINDINGS, RECOMMENDATIONS, SUGGESTIONS AND CONCLUSION

7.1 INTRODUCTION

The present chapter contains the findings, recommendations, suggestions, and conclusion that emerged from the investigation and from various statistical analyses of the primary data collected through various sources.

Following are the major findings, recommendations, suggestions, and conclusion

7.2 FREQUENCY ANALYSIS

Majority of 44 percent of respondents are neutral in their decision of personal growth and development and 36.2 percent are agreeing 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.

About 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.

Majority of 30.8 percent of the respondents are strongly agreeing 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.

IT employees of 45.8 percent of the respondents are strongly disagreeing and 11.4 percent are disagreeing with their job position in possessing competencies that are exclusive, and they feel that no meaningful achievement in their job profile.

About 24 percent respondents are neutral and 37, and 31.2 percent of the respondents are agreeing, strongly agreeing 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..

There are about 49.2 percent strongly disagreeing that their Involvement and Active participation in the organisation to carry out the essential Tasks, and also by opportunity one gets to move ahead in life and become fairly well-known and well-off.

Majority of respondents of 24 percent of respondents are neutral about their success and security of their job on getting skill and knowledge from their organisation and , About 16.8 percent of the respondents are disagreeing that skill and knowledge alone is not only important; it requires planning and experience in handling situation.

Maximum 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 are strongly agreeing and 11.4 percent are strongly disagreeing with their thought and action, Attractive attitude, friendly

relationship, 24X7 support, flexi schedules, Night shifts, and work from home options.

There are about 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 that it's a chance for their exposure and practice while working from India.

Majority of 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 and only 3.4 percent are strongly agreeing and 17.6 percent are disagree the views that their talent and experience are not utilized.

About 34 percent of respondents are getting their organisation amenities like housing, conveyance, medical benefits. 25.6 disagree that their benefits are not satisfied with their medical benefits received from their industries.

Equal level of 22.4 percent neutral, 22.6 percent agree and 22.6 percent of respondents are contributing to their organisation feel that they are disagree their satisfaction and equal numbers of respondents are neutral and agreeing in their contribution level of productivity of satisfaction.

Maximum 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.

Majority of the respondents of about 51.6 percent respondents are strongly agree in their opinion of the salary offered in IT industries is effective in satisfaction. Only 15.2 percent strongly disagree with the salary received from industries are not effective offering.

About 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 that they are not satisfied on the inside and on the outside the same.

About 30 percent of the respondents are disagreeing in their opinion that they feel possess 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 that they are position in future operational directions.

About 60.8 percent of the respondents are strongly agreeing 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.

About 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 disagreeing 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 that they are hired for the right job.

About 30.8 percent of the respondents are neutral that IT Industries' Selection process ensures that competent people are recruited and gave importance.

About 40 percent of the respondents are strongly agreeing that IT industries are more emphasis on hiring someone quickly than selecting the right person for the job. Because, of time, energy, money and attrition they distribute the work to third party.

About 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.

About 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.

About 42 percent of the respondents are neutral in their opinion that extensive training opportunities are provided for the skill development for the individuals, who perform well in the organisation

About 27.2 and 27.6 percent of the respondents are neutral and agreeing 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 enough to prove perfection.

About 36.8 and 27.8 percent of the respondents are neutral and agreeing with their opinion that training program teaches new hires, opportunities to improve their skills what they need to perform in their jobs.

About 37.8 percent of the respondents are strongly agreeing 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.

About 41.4 percent of the respondents are agreeing and 16.6 percent are strongly agreeing that more training functions emphasize managerial competencies to do job as well as to give priority for learning. But

16 and 6.6 percent of the respondents are not satisfied with the training functions.

About 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.

About 45 percent of the respondents are neutral and 31 percent are agreeing and 7.6 percent are strongly agreeing that performance is measured on the basis of work, outcome, technique and excellence to prove their efficiency.

About 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 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 method of proving their efficiency.

About 40.6 percent are neutral in the opinion of finding opportunity to prove the performance appraisal with boss and discuss their goal and objective by one to one interaction.

About 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.

About 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.

About 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.

About 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 based on their career development and employee assistance.

About 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 based on their career development and employee assistance.

About 35 percent are agreeing and 27.6 percent are strongly agreeing in their opinion that policies are transparent and widely shared.

About 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.

Majority of 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.

About 29.4 percent agree and 30.6 percent strongly agree 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 percent strongly disagree that organisations never focus best

performers and hard workers and they fail to appreciate. The competition must remain healthy and exciting, which is essential to encourage production and productivity. Such efforts are most purposeful for enhancing the performance of the company.

About 31.2 percent are neutral and 36.6 percent are agreeing in their opinion that organization is working for the betterment, they are friendly nature; Leaders are helpful in solving problem, creating nice environment to work peacefully.

About 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.

About 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.

About 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.

About 40.6 percent are neutral and 16.8 percent are agreeing in their opinion that organization helps employees in their work life balancing with their family life.

About 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 their views that still they require more security for their life.

About 34 percent and 26.8 percent are agreeing and strongly agreeing in their opinion that the spirit of cooperation and teamwork exist with secure job. It helps employees to work effective, punctual and supportive to the organisations. But 18.4 percent of the respondents are neutral that they are not fulfill the requirements of industry.

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.

About 30.2 percent and 19.2 percent are agreeing and strongly agreeing in their opinion that positive ambience to employees to expect a consistent performance to recognize employee.

About 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.

About 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 efficiency is not been utilized effective and job challenge is not been faced.

About 43 percent are neutral in their opinion that retention strategies revolve about creating a competitive compensation and benefits package. Also 37.6 percent respondents agreeing that they were getting their best packages.

Major 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

About 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.

About 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 that their grievance are not been properly rectified.

About 43.2 percent are strongly disagreeing in their opinion that stays back late, back stabling; lewd remarks cannot be avoided in the organisation. But 25.8 percent are agree that sexual harassment and leg pulling back stabling activities are common in all IT industry. Employee engagement is seen through comprehensive framework but treated as one of the issue for attrition.

About 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.

About 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 in their opinion that their tasks are assigned with deadline.

About 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

About 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.

About 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 shows employee moral satisfaction and they feel leisure from their tight schedule of work. 20.6 percent strongly disagree that this type of satisfaction that they are not enjoying in their organisation.

About 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.

About 30 percent are agreeing and 19.6 percent of the respondents are strongly agreeing that all Information Technology Industry organisations have discipline in the workplace like timing, decorum of the office and no stress in job profile.

About 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.

About 36.2 percent are agreeing and 28.8 percent of the respondents are strongly agreeing that all IT sector have unrealistic expectations.

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

About 72 percent respondents are neutral in their view of demanding the organizational plan to avoid boredom and monotonous in the job allocation.

About 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, and blamers.

About 35.8 percent respondents are neutral and 37.6 percent are agreeing in their view that the employee prioritizes cordial relationship with colleagues and expects stress free environment from nasty policies, backstabbing harassment etc.

7.3 SUGGESTIONS

Human Resource Managers experience that the present employees to be handled with supreme care. HR Mangers identify clear benefits of staff retention for service users including, most importantly, constancy of care. They also identified a range of benefits for their organisation including better team working, more skilled and experienced staff and being better able to match care workers' strength and interests to clients' needs and requirements.

Cost saving can also be achieved through high levels of retention, as the costs of recruiting and paying for early stage training are avoided. The companies may reward employees for their extra effort in the work. Timely reward and appreciation are the ways to motivate the employees for better performance.

Employees of IT Industries can have frequent discussions about their goals, objectives and performance with their managers for their career development. Companies can provide more help to the employees for their

career development, information and resources available for them.

From the Chi-square analysis, it was clear that there exist a more HR practices and career development practices being adopted in the IT sector. When the organization improves the HR practices, it will increase Human Resource Management and Organization support, which makes the employees to stay in the organization.

From the multiple regression analysis, it is suggested that if the companies concentrate more on improving the HR practices, and more dimensions of retention factors explore the organizational behaviour of employees. This change in the behavioral outcome will give a good name to the organization and the employees will be proud of working in the organization.

The HR practices along shows a very good impact on affective commitment of the employees. If the companies concentrate more on improving this, the employee's commitment towards the organization will be more, which in turn will be easy for the companies to retain the employees and have a minimum attrition level.

From the multiple regression analysis of HR practices on performance, various HR practices like training and development challenging environmental structures and opportunities reward and pay performance, grievances handling systems practices are not significant. If the companies concentrate more on improving these practices, then it will increase the performance and profitability of the organization.

From the Factor analysis also, the HR practices are not significant on performance. If the company concentrates more on HR practices, it will

improve the performance of the organization and also the productivity and profitability of the organization.

The benefits of having high levels of staff retention are not in question and range from continuity of care at the individual service user level right through the productivity impacts for the economy as a whole. The Indian employee today is very intelligent. Riding on the back of an employment boom, the employees have taken full advantage of the shift of power in the employer – employee equation. From plush offices equipped with world class facilities to HR practices that cater to every whim and fancy, today's employee is demanding it all and he will make sure of getting it.

Having entered the workforce during a time of 'plenty', the young employee has aspirations and attitudes that differ considerably from those of his predecessor. High levels of remuneration, fast faced growth are some of the things taken for granted by employees these days. Rewards are extremely important and any company that under estimates their importance may choose to do so at the risk of facing a mass exodus. One of the top reasons why employees choose to stay and contribute is the work itself. The employees want to feel involved with the work that they do. They want to be able to apply their minds and feel a sense of accomplishment at the end of the day.

The companies want employees to go beyond the call of duty and deliver exceptional performance; they have to give them the scope and flexibility to do so. In today's world of narrow specialization and increasing division of labor, the task of creating interest in jobs becomes more daunting. It's not about changing the basic content of the job or overloading the employee with so called challenging targets; it's about changing the way the organization and the employee expect the job to be executed.

The employee wants the opportunity to build on his competence and capability, not just for the job in his current company, but for his long term career. The company can provide employees with visibility on their career prospects within the company and the support to get there. Organizations need to provide people with structured learning interventions, regular information, dialogue and feedback about career prospects so that employee may grow with the organization.

HR practices, be it training, performance, promotion and career development the effort the organization put into creating an employee focused work environment makes them feel of the organizational support. This support makes them to be committed and this attitude relates to the behaviour and performance of the employees in the organization.

This study has important implication for IT Industries with regards to HR practices and performance. The HR practices do not determine the performance. The companies can improve the HR practices and find ways to improve the performance of the organization. The study shows that the HR practices has an association with perceived organization support and this has an impact on the affective commitment and organization citizenship behaviour of the employees of IT industries.

7.4 SUGGESTION FOR FUTURE RESEARCH

The study on Retention Specific studies like HR practice as a retention tool, Career Planning, Organisational behaviour and retention factor as retention tool. The research study is limited to a few aspects.

Firstly, the study has considered only limited variables while assessing attrition, retention, and other perceived attitudes of the employees.

Secondly, measuring attitudes of respondents is quite subjective. Although great care was taken for precision, yet there may be certain gaps which need to be rectified. Thirdly, the model needs to be tested on a larger dataset. Although dozens of letters were sent out to companies asking whether they would be willing incorporate the recommendations and take part in the research, only a few small scale organizations have so far agreed to do so.

Perhaps many felt that the domain of attitudes like involvement, motivation and satisfaction of their workforce was a sensitive area and believed that it would reflect poorly on the organization. However, if more variables are taken into consideration, and if the questions used to measure the respondents' attitudes towards work are re-evaluated and adjusted, a better result can be attained. The future study involving HR practices like Attitudinal and behavioral outcome, benefits IT sector with other service sector outcome with International level.