Chapter 8: Conclusions and Suggestions
8) Findings relating to Employees:-

An attempt has been made to draw conclusion and make suggestions. Before drawing conclusions, the observations of the study and findings of the study are mentioned below.

8.1) Following findings are based on the analysis of data.

1. From the samples collected, 80% of the respondents amongst employees were male.

From the observations it has been found that companies do have the right kind of policies to recruit both male and female employees in equal percentage. But due to several reasons it is the female candidates very less who turn up for the interviews. The reasons depicted as not interested in the technical field, prefer picking other course may be in arts, commerce, management, or other courses like fashion designing or interior designing e.t.c, it is also observed that female candidates if also opt for technical side, is not able to stick on for very long as either they get married and get transferred or leave the job, or due to being new moms not able to handle the pressures.

2. Out of 37 companies 32% of the respondents belonged to Large, 42% belonged to medium and 26% belonged to small size IT companies.

3. Out of 6 departments of IT companies 23% of the respondents belonged to operations department, 40% from Technology department, 21% belonged to Client Support, 3% were from Marketing department, 1% from sales department, 12% were from the Project Department.

4. This sector is highly sensitive for Employee Turnover, 84% of the employees served the company for less than 5 years, 14% employees showed their service within 5 to 10 years, and only 2% of the employees served the same organization between 10 to 15 years.
5. The researcher had tried to find out the intensity of Turnover on various parameters that is Motivational Factors, Working Environment, Job Related Issues, Organizational Culture, Social Environment and Employee Commitment. The researcher had considered all the parameters as independent variables and Turnover Intention considered as a dependent variable to find out its relationships and dependency.

6. Under “Organizational Culture” the researcher has found out that organization takes initiatives to celebrate success of Employees. So by this we can state that there is a well being practices are initiated by the HR department.

7. The “Motivational factor” of the organization is pretty good, where employees are happy with the practices prevailing in the organization.

8. It has been observed from the “Working Environment” of the organization that employees are happy with the good canteen facilities available in the organizations and also believe that the work timing do not disturb the family.

9. In the context of Job Related Issues of Employees it has been observed from the data collected that employees are free from doing repetitive work and this is because of the vertical and horizontal type of communication existing in the working system.

10. With respect to organizational culture it was observed that a total cordial culture was in existence in 60% of the companies. It was further observed that employees were having freeness to share any information whether personal or impersonal.

11. It was found that employees who are regular and sincere enough hardly take leave or absent from job which resultantly depicted a good satisfaction level in their work.
8.2) Findings relating to Managers:

An attempt has been made to draw conclusion and make suggestions. Before drawing conclusions, the observations of the study and findings of the study are mentioned below.

Following findings are based on the analysis of data.

1. It is observed by the researcher that 38% of the respondents were among managers between the age group of 27 to 32 years which showed the maximum in number and the minimum numbers of respondents were 8% in the age group of 37 to 42 years. The rest respondents among managers were 36% in the age group of 22 to 27 years and 18% were in the age group of 32 to 37 years.

2. It has been found that 70% of the respondents among managers were males in the IT companies.

3. It has been observed in this research that 66% respondents were maximum which belonged to large sector of IT companies, 18% were from Medium and 16% were from Small sector.

4. In this research it has been observed that maximum numbers of respondents among managers belonged from the Technology department that is 30%, and least numbers belonged from sales department that is 4%. The rest that is 20% from operation department and 18% from the Marketing department.

5. It has been observed that in the context, Length of service in the organization maximum respondents belong within the range of less than 5 years that is 25%, within the range of 5 and less than 10 years were 17% and within the range of 10 and less than 15 years were 6% and 2% were in the range of 15 and less than 20 years. On the basis of above findings it can be stated that very less people manage to
continue in the same organization after completion of 15 years and less than 20 years length of service.

6. On “Motivational Factor” the researcher has observed that the measures adopted by the IT sector organization were actually keeping happy and trying to improve on that part even more.

7. The researcher has found that the working environment of managers in the organization had been supportive in the context of work timing that does not disturb the family life.

8. In the findings of Job Related Issues doing repetitive work was one of the issues and due to existence of good informal relationships in the organization employees are free to clarify their queries several times.

9. From the findings of Organizational culture the researcher has observed that the organization encourages informal communication and people do not hesitate to share their information.

10. The researcher observes in the “social environment” that the managers are fortunate as the employees feel comfortable, to share personnel information and colleagues applies and accepts critics as a constructive means.

11. From the findings of “employee Commitment” the researcher observes that employees enjoy work while fun, thereby they hardly take leave or remain absent to the Job.
12. As per the interviews taken from the respondents, It has been observed that the employees in the organization is suffering from
   a) Office politics,
   b) Gender inequality,
   c) Bias decisions,
   d) Rumors’,
   e) Gossips,
   f) Co-workers back stabbing,
   g) Cast discrimination,
   h) Revenge,
   i) Conflict,
   j) Bullying

In-spite of the organization’s effort there is a disturbance created in the smooth working due to above stated points.

13. It has been observed during the interview that the other reasons which were leading to dissatisfaction factors in the organization were
   a) career Advancement or Promotions
   b) Dissatisfaction with pay
   c) Lack of Training and Development
   d) Difficult travelling
   e) Flexibility of working hours
   f) Workload Stress
   g) Dissatisfaction with management style
   h) Nature of work
   i) Way work is organized
   j) Switch of work (projects)

14. From the data collected it has been observed that the highest turnover occurs between 1-5 years of employment and then between the range of 5 and less than 10 years. As per the interview it was understood that the employees who worked
between 1 to 5 years range were fresher or the low level employees. The reason behind their leaving the organization is that, they feel exploited and over pressured with work, insufficient pay package as per work performed, switch off work, bullying. And for those between the range of 5 and less than 10 years leave as they aim for better projects, better benefits, better pay, higher Designation, better exposure, and work from offshore.

The employee turnover rate has risen across all categories of employees regardless of professional qualifications. However, the low skilled employees showed lower turnover rates and the same holds for employees with more years of service in the same company.

As per the interviews of the respondents it shows that attrition rate is high in the IT sector companies that estimated to 14% - 15% for employees with very difficult market conditions where demand is often not matched by existing supply of potential IT technicians and engineers. Turnover of managerial staff was also high 51% of the respondents indicated a turnover rate between 6% to 15% of managerial staff in their respective company.

8.3) Conclusions:-

This study was intended to give an insight to the IT companies on the impact of Employee Turnover.

The result of this study indicates that Employee Turnover is an important area that needs to be focused on:

8.3.1) Organizations thinks of Global Business and due to this reason they forget to focus on their employees who are the actual assets of the company, they forget that employees are also internal customer. From the study it can be concluded that Organizations are not able to satisfy their employees and Managers (Sr.Resources). As the IT companies determine enhancement priorities based on the low satisfaction items, rather than considering actual employee needs.
8.3.2) From this study it is concluded that many employees as well as managers have left the company after a short period due to various reasons. That means at the time of recruitment a right kind of Manpower Estimation was not done. A systematic process for tracking and analyzing may help in reducing the number of Turnovers and also to choose the right men, at the right place, for the right work at the right time.

8.3.3) The researcher concludes that the Motivational factors are good and the IT companies should maintain and develop it even more as it is the need of the hour. Employees can be kept happy by working on the organization’s holiday list or by increasing the number of unpaid leaves per year may serve as an effective option. Also involving employees in more challenging tasks or involving them in important decision-making matters would also help to get the desired result, or provide an employee assistance plan or health insurance. This could ensure some security to the employees. Organization can think of Gift vouchers as they are always welcomed with a smile. These could be used to reward the best performer. Flexi-timing is also becoming a popular concept. Tangible non-monetary incentives like appreciation for performing personnel are a good medium. It is a good motivator as people always want to be appreciated and this makes up for the lack of increment.

8.3.4) The researcher concludes that unfavorable working Environment featured as main factor in this study. Organizations need to implement few of the aspects that could reduce Employee Turnover in IT companies. From the chapter 6 the tables 6.5.1. and 6.11.1. working environment of employees and managers both show a major dissatisfactory level. So organizations need to work on the above stated variance. To satisfy the need of the employees and managers, aspects like Provision of ventilation, provision of lighting system, provision of drinking water system, provision of convenient parking, provision of green campus could be implemented as its impact may be on the quality of work.
8.3.5) It is concluded that the table from chapter 6 on Job Related Issues shows as per the data collected and interviewed, most of the employees were dissatisfied with the pay pack that they were receiving from their companies. In such cases companies can offer attractive, competitive, comprehensive benefits package, such as life insurance, disability insurance and flexible hours causes Better benefits = reduced employee turnover. By Recognizing excellent performance, and especially, link pay to performance to reduce employee turnover. Usually key employees are motivated when their above-average efforts are recognized and rewarded.

Another factor that revealed from the table of Job Related Issue was that employees are not satisfied working with their co-workers so organizations could focus on building sportsmanship, a healthy competitive spirit amongst employees or managers, an informal relationship so that they could find their best friends work while fun.

8.3.6) In this study it is concluded that from the interviews taken from the respondents who belonged to the Small sector had a bad or poor management. As the employees complained about doing repetitive task and had no proper time and motion system. The employees in this sector seemed to be unhappy. The organizational culture which prevailed was also too weak. The top management has to be convinced about the advantages as well as disadvantages of high Employee Turnover. So in such cases organization can try to handle poor management as that could reduce the rate of employee turnover.

8.3.7) The researcher concludes from the table Organizational culture in chapter 6 the tables of employees show that they are not happy with the recognition and celebrations. By the recognizing and celebrating success of the human assets, could help in marking their passage as important goals are achieved.

8.3.8) As per the study the researcher conclude that Employee turnover tends to be higher in large sector and lower in small sector as the number of employees working in total is less. One of the reasons for this is that since it is in the growing stage it aims at increasing its number of employees rather than to think of indirect downsize. But it is just opposite in the case of large sector, the number of employees working is high
and due to which many a times there comes a reason to either downsize with indirect means or unsatisfied employees whose needs change as per time due to which they go in for job-hop. Thus organizations must do the right kind of planning when they think of reloading their place with some fresh talents.

8.3.8.1) The age group of managers – 27 to 32, this is attributed due to change in Technology or fast rate of obsolete. The field involves global connectivity challenges and opportunities so it is a male dominate (70%)
The response to the questionnaire is more from the large scale. It’s a technology dominated field and the average span of services is 5 years. From all the above finding we can conclude the employees are ambitious young and willing to grow, making it difficult to anticipate the family disturbances informal relationships.
Although the motivational levels are high the conscious efforts for making them understand the value of creative rest, innovative ways for employee engagement, royalty building and self- fulfillment has to be worked out.

As this data also highlights the hi-tech the crises or instability the young technologist are facing.
Some measures could be initiated without impacting their self-esteem without impacting their self-esteem career growth giving them the importance of the non-tangible factors that increase the performance such as CSR drives where they ger a recognitions from less privilege part of society.

8.3.8.2 Impact of the Research:-

As the research has demonstrated the limitations of the motivational drives initiated by the various organizations and employee’s aspirations. We have suggested based on the interviews and interactions the probable solutions and drives that will balance out the unused energy of dissatisfied individuals looking out for Job offerings. Any individual or organization getting positively engaged for self-development through social development would impact not only the fulfillment motive of the individual it will increase the stability resulting into better organizational performance and social development also.

Organizations opting for High performance team case studies clearly demonstrate the various positive impacts associated with it and the society. Refer the Toyota case

Citable URL: http://hdl.handle.net/1721.1/1441 dated 2002-07-10.

This research will facilitate the awareness of Individuals and the organizations and would also result into social development initiatives.

Table No 8.3.9: Year-wise Employees Turnover for 37 Software Companies.

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<th>Sr. No</th>
<th>Name</th>
<th>Size</th>
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<th>leavers</th>
<th>T.O %</th>
<th>year 2009</th>
<th>leavers</th>
<th>T.O %</th>
<th>year 2010</th>
<th>leavers</th>
<th>T.O %</th>
<th>year 2011</th>
<th>leavers</th>
<th>T.O %</th>
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<td>14-15%</td>
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<td>700+</td>
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<td>5-7%</td>
<td>10000</td>
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<td>2%</td>
<td>5001+</td>
<td>2%</td>
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<td>1000</td>
<td>1+</td>
<td>700</td>
<td>5-7%</td>
<td>10001</td>
<td>5-7%</td>
<td>400</td>
<td>4-5%</td>
<td>1700</td>
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<td>2550</td>
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<td>Sr. No</td>
<td>Name</td>
<td>Size</td>
<td>T.O % 2008</td>
<td>leavers</td>
<td>T.O % 2009</td>
<td>leavers</td>
<td>T.O % 2010</td>
<td>leavers</td>
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<tr>
<td>29</td>
<td>Impact Infotech Labs</td>
<td>3</td>
<td>200</td>
<td>10</td>
<td>5-7%</td>
<td>200+</td>
<td>14</td>
<td>5-7%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>30</td>
<td>Wipro Solutions Pvt Ltd</td>
<td>1</td>
<td>1000</td>
<td>400</td>
<td>4-7%</td>
<td>10001</td>
<td>4-7%</td>
<td>10001</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>31</td>
<td>Quannon Tech</td>
<td>2</td>
<td>1000</td>
<td>20</td>
<td>2%</td>
<td>1501+</td>
<td>30</td>
<td>2%</td>
<td></td>
<td></td>
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<tr>
<td>32</td>
<td>BMC Software Pvt Ltd.</td>
<td>1</td>
<td>5000</td>
<td>100</td>
<td>2%</td>
<td>6500+</td>
<td>130</td>
<td>2%</td>
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<tr>
<td>33</td>
<td>AbeeSoft Technologies Ltd.</td>
<td>3</td>
<td>1001</td>
<td>40</td>
<td>4-7%</td>
<td>10001</td>
<td>400</td>
<td>4-7%</td>
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<td></td>
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<tr>
<td>34</td>
<td>Accenture Services Pvt Ltd</td>
<td>1</td>
<td>1000</td>
<td>700</td>
<td>4-7%</td>
<td>10001</td>
<td>400</td>
<td>4-7%</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>35</td>
<td>Binary Technologies, Pune</td>
<td>3</td>
<td>200</td>
<td>10</td>
<td>5-7%</td>
<td>250+</td>
<td>5</td>
<td>5-7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>36</td>
<td>Infosys</td>
<td>1</td>
<td>1000</td>
<td>500</td>
<td>4-5%</td>
<td>10001</td>
<td>400</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Precision Infomatic</td>
<td>2</td>
<td>5000</td>
<td>100</td>
<td>2-5%</td>
<td>5000+</td>
<td>250</td>
<td>2-5%</td>
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</tbody>
</table>

The above table shows the attrition rate of 37 IT Companies and their Turnover statistics for the past 4 years. The companies have been categorized in three sectors that are large size, medium size and small. The above table has been calculated as per the Turnover percentage.

**Chart No. 8.1**
Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.1 shows that the attrition rate for the year 2008 is very high in the large sector of IT companies that is 73%, Medium with 26% and Small with only 1%.
Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.2 shows that the attrition rate for the year 2009 was 66% in the large sector, 33% were in medium and 1% was in the small sector.
Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.3 shows the attrition rate for the year 2010 that 69% was in large sector, 29% was in the medium, and 2% was in the small sectors.
Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.4 shows that the turnover or the attrition rate is 72% in the large sector, 26% in the medium and 2% in the small.

Thus from the charts above shows that the attrition rate is high in the large sector as usual and then the medium sector and last the small sectors. The reason behind this is that generally large sectors or the medium sectors require a huge manpower staff to run the organization and due to many factors like pay package, designation, working offshore, internal politics, greed of joining other big companies’ e.t.c, insists employees to leave the organization. In the similar manner organizations also hunt for new talents with fresh knowledge.

In the case of small sector IT companies’ organization tries to retain its recruited employees as they do not want to get involved in landing up with high cost, and they
also look forward in concentrating on the growth stage of the company which ultimately result in low attrition rate.

8.3.10.) Suggestions for Employees and Managers:-

The researcher suggest that Employee turnover should not be left to be handled by the human resource department alone rather it should be looked at as part of the overall business strategy since human capital is one of the major factors of production. This way, factors that are causing employee turnover will be handled and top management level can take action to minimize employee turnover. Thus the study suggests the need to investigate on the role played by the top management in the alleviating employee turnover investigation as necessary. The study also recommends the need for the managements to be vigilant with their exit interviews or Leavers survey so as to get insights of why the employees are leaving while redoubling their efforts in streamlining the motivation package.

Turnover is not always bad. Turnover can actually have a very positive effect on the enterprise. Bringing in new staff with fresh ideas can spark innovation. On the other hand, IT leaders want to avoid high turnover in critical job areas because of the time and money it takes to fill the staffing gaps.

It is important to understand the right level of turnover for the organization as well as why talent is leaving and IT leaders should determine the appropriate level of turnover for their organization, and where it would have the most positive and negative impact.

1. The employee between the age group of 37 and less than 42 years are very less in the IT sectors. This particular group of people specifically expects satisfaction of self – Actualization needs (Maslow’s need Hierarchy Theory). Thus organization may be provided such Motivational measure which may satisfy self Actualization needs, Like

I. Demonstrate respect for employees at all times.
II. Listen to them deeply
III. use their ideas
IV. Never ridicule or shame them through rude communication,
V. Share that they are valued.

2. As per the study made by the researcher it was found that the female percentage is less when compared to male counterpart. So the researcher suggests that organizations may work on increasing the number of female employees in the following manner -

a) Organization may create awareness about their working environment, organizational culture, and social environment.

b) As India is a male dominant country many a times it has been seen that inspite of women being capable of handling many major activities, still authority fail to depend and authorize any major duty or responsibility. So the organization may try to change the working attitude.

c) Female employees can be motivated by rewards or work from home facilities, which can help in continuity in their service for a longer period.

3. As per the information collected through interview from the respondents it is reflected that the employee Turnover rate is high in the Sales department, Project Department, Client Support, Technology and operations (descending order). To reduce this the researcher suggests that Organizations may consider few of these measures they are as follows

a) A sense of commitment can be instilled within employees

b) Sufficient opportunities may be provided to employees to acquire knowledge and skills
c) Monotonous and repetitive work could be made challenging and interesting by adding variety to the employees.

4. As per this study the researcher suggests that by increasing the informal communication Employee Turnover could be controlled in the following manner.

   a) An annual company dinner at fancy hotel

   b) Pick up a monthly charity to help

   c) Encourage to have good or best friend at work

   Thus this study can help organization to understand the wishes of the employees and managers which include financial satisfaction, related to fair promotion system, fringe benefits, other factors like proper infrastructure with provision of clean toilets and rest rooms, employee’s relationship, sense of belongingness, and Employees commitment.

5. As per the study the researcher also suggests that High performance could be introduced. Because of the hiacrchial structure the frowth opportunity are less so employees not getting such opportunities inspite of their competence tend to switch in search of better opportunities.

   So far the motivational and employee engagement efforts put in by the organization are not able to address issues and at the same time various opportunities are available globally tempting the people to leave in search of opportunities and self-fulfillment. The researcher strongly feels to initiate various drives to utilized such unused potential and competence. A classic example is Sudha Murty and her Infosys Foundations. She had to restrict her career pursuits due to family Liabilities, but still she pursued her opportunities without disengaging from Infosys in the form of Infosys Foundations (NGO). Similarly there are others also like Mr Sarang Gosavi who worked for the Jammu & Kashmir unit to develop computer literates , Mr Prabhat Kamat –
MD – Mahindra Telecom works for Ramkrishna Math by giving value educations.

Figure 8.3.11: The researcher has proposed a Retention Model
Source: (Designed by the Researcher, 2013).

**Table No.8.4: Effects of Satisfaction and Dissatisfaction factors.**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Monetary Parameters</th>
<th>Non-Monetary Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction</td>
<td>Performance bonuses, employee stock option plans and retention bonuses, compensation plans to encourage employee buy-in.</td>
<td>career development, job rotation and transparent performance Management systems, Merit based promotions</td>
</tr>
</tbody>
</table>

From the above table No 8.4. The researcher had tried to explain the various factors that could satisfy or dissatisfy the employees through monetary and non monetary parameters.
Table No. 8.4.1: Impact of Low and High Effects

<table>
<thead>
<tr>
<th>Impact</th>
<th>Low / Positive</th>
<th>High / Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>(+) Bringing in new ideas &amp; skills from new hires, Better job, staffing Flexibility, Facilitate change and innovation.</td>
<td>vacant posts provide opportunities for re-structuring sections or departments vacancies in key posts will increase internal promotion prospects promotion of innovation, flexibility reduction of pay bill costs – initial employment cost of replacement staff may be lower displacement of poor performers, adjustment of staffing mix to provide greater flexibility.</td>
<td>significant replacement costs, significant operational disruption, loss of key skills, knowledge and experience, employee dissatisfaction and loss of morale, further turnover may be stimulated by an increase in the workload, or pressure on, those who remain.</td>
</tr>
<tr>
<td>(-) decrease in Productivity, Service delivery, Spread of organizational knowledge.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the above table the researcher had tried to show the positive and negative impact of employees’ turnover. The various dissatisfaction factors that could lead to employee turnover is describe as the low or high side of the turnover.

**8.4) Scope for Further Research:**

As per the researcher a study of today’s IT employees may generate important lessons for managing the general workforce of tomorrow.

The dissatisfaction factors of Employees has been the subject of several studies, but there is no study that describe the factors such as Motivational Factors, Job Related Issues, Working Environment, Social Environment at work Place, Organizational Culture, and Employee Commitment with relation to Turnover Intention.
Therefore the efforts for the future research are to be directed towards obtaining a loop free “Structural equation Model” for Employees Turnover Intention and other dissatisfaction factors in the field of Service Sector.

By developing a “structural equation Model” the researcher can relate to all the parameters in all the possible directions, without leaving any gaps in the model. By doing so could help in understanding and reducing Employees Turnover in almost all sectors.

And also in the Research Analysis there could be some external factors which is not evident or is analyzed in the current study and this could be sectorial specific or individual competence based factor where the domain knowledge in India or developed countries compensations varies a lot. This could also be further future scope for research.