7th Chapter

- Deals with findings of the study, the suggestions to overcome employee turnover and attain maximum employee retention. The conclusion of the research report is also included in this chapter.

Findings:

For the purpose of brevity and clarity the findings related to the objectives and hypothesis are classified separately. Further, as the study has 4 objectives and 3 hypothesis, all the findings, observations and conclusions of all the objectives and hypothesis are also classified separately. However an overall conclusion of all the objectives and hypothesis is given at the end of the chapter.

Findings of objectives

Objective 1

To find out the internal and external factors responsible for employee turnover

1. People leave the organisation because of both internal and external reasons.
2. Through secondary data, 14 factors were identified as the chief reasons for employee turnover.
3. The employees consider opportunities for growth outside the organisation as the chief reason for employee turnover. 148 of 200 respondents i.e. 74 p.c. think that better opportunity for growth and promotion outside the organisation
4. After this 139 respondents i.e. 69.5 p.c. mention compensation (salary) as the major reason for job changing.
5. More than 50 p.c. of the respondents mention that compensation and growth opportunities outside the organisation as the major reasons for employee turnover.
6. 98 respondents feel working conditions and the work shift timings as a reason for high employee turnover.
7. According to 49 p.c. of the employees they would leave their organisation if working conditions are not good.
8. Further, 49 p.c. of the employees feel that not being able to balance personal and professional lives as a reason for employee turnover.
9. A total of 48.5 p.c. of the respondents feel that employees would not continue to work in the organisation, if their relationship with the manager is not fine.
10. The relationship with the managers is important than the relationship with colleagues as only 37 respondents felt that people leave job because of their relationship with the colleagues as against 48.5 p.c. in case of relationship with managers.
11. About 45.5 p.c. of the respondents feel that employees leave because of long distance between home and work place.
12. About 43 p.c. of the respondents feel that employees will continue to work if the company provides them opportunity to use their skills.
13. In all 42 p.c. of the respondents feel that employees generally quit if the work load is higher.
14. If all the factors are ranked in the order of importance, according to the respondents, we can conclude that opportunity for growth & promotion outside the organisation, compensation, working conditions, work timings-shifts, relationship with managers, location of the organisation, opportunity to use skills and work load are the major reasons for employee turnover.
15. Other reasons like work life balance, favouritism by managers, relationship with colleagues, provision of fringe benefits, social relevance of work and lack of dormitory facilities are secondarily important compared to the factors mentioned above.
16. Further to this it is also observed that employees consider work life space as more important reason for employee turnover than other factors. It is followed by favouritism by managers, relationship with colleagues, fringe benefits, social relevance of the work place and provision of the dormitory facilities respectively.
17. Managers feel that internal factors are more responsible for employee turnover.
18. About 86.27 p.c. of the managers felt that employees leave the organisations if they
don’t find there are opportunities for growth and promotion within the organisation.
19. In all 32 respondents i.e. 62.75 p.c. of them felt that employees leave the company if
the compensation they get is not adequate.
20. According to the 52.94 p.c. of managers, employees leave the organisation, if they
find no opportunity to use skills in the organisation.
21. About 50.98 p.c. of the managers feel that poor working conditions are responsible
for employee turnover.
22. About 50 p.c. of the managers felt that employees leave the organisation because of
the relationship they have with supervisors and managers.
23. 23.14 p.c. of the managers feel that employees leave the organisation if they are not
able to balance their work and personal lives.
24. Heavy workload and improper work shift timings are also reasons to leave the
company, according to 39.22 p.c. of the managers interviewed.

**Objective 2:**

*To find out what motivates an employee to continue to work in an organisation*

25. Regarding internal factors on the commitment of the employees to continue it is found
that except for work hour options and involvement in decision making, all other
factors i.e. impact of orientation programme, placing of right person at right job,
access to supervisor, recognition on performance, frequency of training programmes,
promotion opportunities, fairness in performance appraisal impact the commitment of
the employees to continue in the organisation.
26. Regarding impact of external factors on the commitment to continue, both the factors
asked i.e. the impact of work-life balance and social relevance of work impact on the
employees’ commitment to continue in the organisation.
27. From the impact of satisfaction on commitment to continue, it is found that
satisfaction with leave options and satisfaction regarding cafeteria are the only factors
that do not impact the employee turnover. Except them, all other factors i.e. satisfaction with salary, satisfaction with work shift options, satisfaction with regards
to health and hygiene, satisfaction with regards to reaching office, satisfaction with regards to company meetings expectations, satisfaction regards to recognition, satisfaction regards to fringe benefits, satisfaction with regards to level of challenges, satisfaction regards to promotion opportunities do impact on the employees to commitment to continue in the organisation.

28. Flexible work hours also influence positively on the commitment of the employee to continue to work.

29. Easy access to the management makes the employees feel that they are important in the organisation, and they also feel belonged due to the importance given.

30. Both very high and very low involvement in decision making is not healthy for employee retention.

31. Not recognising the employees’ performance may prove costly to the management as the attrition rate increases if employees work is not recognised.

32. Flexible work hours also influence positively on the commitment of the employee to continue to work.

33. From the chi-square analysis it can be concluded that there are so many factors internal and external that definitely impacts on the employee turnover in the organisation. The only exceptions being the cafeteria facility, involvement in decision making, and work hour options.

**Objective 3:**

>To ascertain the perception of employers, as to what motivates an employee to continue to work in the organisation

34. 88.2 p.c. of the managers interviewed have the opinion that employees continue to work or quit because of salary.

35. Out of those managers, 88.1 p.c. of the managers feel that the influence of salary on the decision to continue is either ‘high’ or ‘very high’. Only a paltry 3.9 p.c. of the managers felt that salary has no influence the reset were not certain about the influence.
36. 70.6 p.c. of the managers either agreed or strongly agreed with the statement “Do you agree that employees work in difficult conditions also, if the salary is high?” 7.8 p.c. of the respondents are not certain.

37. About 64.7 p.c. of the managers feel that the fringe benefits impact on the decision of the employee to continue or quit is either high or very high.

38. 25.5 p.c. of the managers feel that the ambience at the office influences very highly on the employee turnover, and 56.9 p.c. of managers are of the opinion that the impact if not very high, but high.

39. Only 10 p.c. of the managers opined that employees leave because of other factors and not because of the managers, whereas 12 p.c. of the managers were either not willing to comment or uncertain about the question.

40. 60 p.c. of the female managers strongly agree and 40 p.c. agree to the point that employees leave the managers and not the organisation.

41. The reasons given as prominent for employee turnover by managers are: favouritism by the organisation, heavy workload, improper work timing/shifts, in adequate compensation, lack of dormitory facility, less social relevance of the work, location, no opportunity for growth and promotion, no opportunity to use skills, no or little fringe benefits, no training programme, no work-life balance, poor relations with colleagues, poor relations with supervisor/managers, poor working conditions. (See annexure for verbatim responses).

42. About 86.27 p.c. of the managers felt that ‘No opportunity for growth and promotion’ is the one reason for employee turnover, followed by inadequate compensation, where 62.75 of the managers felt it as one reason for the employee turnover.

43. Around 52.94 p.c. of the managers felt that ‘No opportunity to use skills’ on the job is one reason for employing leaving companies, and a 21.57 p.c. of the managers feel that employees leave because of lack of training and development opportunity in the organisations.

44. About 50 p.c. of managers feel that ‘Poor working conditions’ is one reason for employee turnover in the organisations.

45. A 43.14 p.c. of the managers feel that employees leave the company if they don’t have balance between their personal and professional lives.
46. About 29.41 p.c. of the managers feel that employees leave the organisations because of the location of the company.

47. According to 43.14 p.c. of the managers work shift timing is very crucial in impacting the employee decision to continue or quit.

48. In all, it was observed that according to managers there are about 48 different factors that motivate the employees to continue to work, and there are about 30 factors that motivate them to discontinue in the job. (See annexure for verbatim responses).

Objective 4

To find out the relationship between job satisfaction and employee retention

49. Majority of the respondents have expressed that they are committed to continue to work. It is observed from the data that 69 p.c. of the respondents are committed to continue to work in their current organisations, in the current conditions.

50. 112 respondents have rated their satisfaction as above 6 on a 10 point scale, with regards to the leave options in the company,

51. It is found that about 139 out of 200 employees are either committed or highly committed to continue to work and it also seen that about 126 of the respondents have marked their satisfaction as 7 or above 7 on the 10 point scale regarding their satisfaction with work shifts.

52. The chi-square value of the same was ascertained at 47.4127 which is greater than the table value of 46.1943, which implies that there is a significant difference in the values. Hence it can be concluded that employees’ satisfaction with regards to their work shift options has an impact on their commitment to continue.

53. About 120 respondents rate their satisfaction as 6 or above on the 10 point satisfaction scale. It is also observed that 139 of the respondents are either committed or highly committed to continue to work in the company.

54. About 38 respondents rated their satisfaction as ‘7’, 29 rated as ‘8’, 19 rated as ‘9’ and only 6 rated as ‘10’. This also leads to the inference that people who are very satisfied with the salaries in the BPO sector are fewer than those who are moderately satisfied. Nevertheless the chi-square value of the same is 60.26808 which is greater
than the table value of 46.1943 implying significant difference in the responses. Hence it can be concluded that the employees’ satisfaction with regards to their salary impacts on the employee’s commitment to continue.

55. More than ¾ of the respondents felt that the health and hygiene condition at their work place is satisfactory.

56. When correlated with commitment to continue it is found that there is a significant difference, which implies that, the quality of the health and hygiene and the satisfaction of the employees about the same impacts on the commitment of the employees to continue to work in the organisation.

57. It is found that a 69.5 p.c. of the respondents are satisfied with the convenience in their reaching to office and returning to home.

58. Similarly the satisfaction of the employees with regards to ease in reaching office when correlated with the employees’ commitment to continue in the organisation, it gave a Chi-square value of 79.3683 which is greater than the table value of 55.7585 implying there is significant difference in the responses. Hence employees’ satisfaction with regards to ease in reaching office has an impact on the employees’ commitment to continue.

59. The satisfaction of the employees regarding cafeteria was correlated with their commitment to continue. The chi-square was calculated at 72.0960 which is greater than the table value i.e. 26.2962 implying that there is a significant difference, hence concluding that the satisfaction of the employees regarding their leave options does impact their commitment to continue in the organisation.

60. The chi-square value regarding employees expectations being met and their commitment to continue is ascertained at 68.033 which is greater than the table value of 46.1943, implying that there is a significant difference in the values. Hence it can be concluded that employees’ satisfaction with regards to their expectations being met has an impact on their commitment to continue.

61. About 95 out of 200 employees said that they are satisfied with the recognition they get, and 11 said that they are very satisfied. The chi-square value of satisfaction with recognition and commitment to continue is 42.47 which is higher than the table value of 26.30, implying a significant difference in the responses. Hence it can be concluded
that the employees’ satisfaction with regards to the recognition they get in office has an impact on their commitment to continue in the organisation.

62. It is observed that 71 respondents who are satisfied with the fringe benefits in the company are committed or highly committed to continue. Further, it can also be analysed that out of 137 employees who are committed to continue only 23 are dissatisfied with the fringe benefits they get.

63. The chi-square value of the same was ascertained 36.41 which is greater than the table value i.e. 26.3, which implies that there is a significant difference in the values. Hence it can be concluded that employees’ satisfaction with regards to the fringe benefit they get has an impact on their commitment to continue.

64. 139 respondents are either satisfied or very satisfied with the challenges they get in their organisations. The chi-square value in relation to commitment to continue is 38.18 which is higher than the table value of 26.3 which implies that there is significant difference in the responses. Hence it can be concluded that the employees’ satisfaction with regards to the level of challenge they face in the organisation, has an impact on their commitment to continue in the organisation.

65. Only 89 respondents are satisfied with the promotion opportunities they get on the job, and a significant 56 respondents were not certain about their satisfaction regarding it, and 55 are dissatisfied with the opportunities. It gives us an idea that lack of promotion opportunities do not actually influence the employees in making change decisions.

66. However, the chi-square value for satisfaction regarding promotion opportunities and commitment to continue is 40.06 which is greater than the table value of 26.29, this implies that there is significant difference in the responses. Hence it can be concluded that the employees’ satisfaction with regards to the promotion opportunities in the organisation, has an impact on their commitment to continue in the organisation.

67. About 124 employees are satisfied with the work-life balance they are able to maintain while working in the organisation. The chi-square of the same is 65.26 which is greater than the table value 26.03, i.e., this implies that the work-life balance the employees get impacts on their commitment to continue on the job.
Hypothesis 1:

*Employee retention is a controllable factor and can be controlled by the introduction of employee retention techniques.*

68. 69.7 p.c. of the employees are committed to stay at least 1 year in their current organisation as they are quite satisfied working there.

69. Employees are more committed to continue where there is fairness in the selection and placement.

70. It is also observed that where the employees are happy about the adequacy of the orientation programme they are committed to continue.

71. It is also observed from the analysis that employees are more committed to continue where they feel that the organisation provides them flexibility in working hours.

72. It is also observed that the employees’ commitment to continue is high where they feel that reaching or accessing the supervisor or manager is easier.

73. Employees are committed to continue on the job where they are satisfied with the recognition they get.

74. Employees are highly committed to continue where the company is providing them training quite often.

75. It is observed that employees are committed to continue to work in the organisation where they have promotion opportunities.

76. Some employees are also satisfied if they get challenges on their job.

77. It is seen that there is a positive correlation between the employees’ satisfaction regarding the QWL they get and their commitment to continue.

78. It is observed that the employees who feel privileged working in the organisation are committed to continue to work in the organisation.
Hypothesis 2:

Employee turnover is caused more because of internal factors of the organisation than the external factors.

79. The reasons of leaving the organisation may be both internal and external.
80. Internal reasons are more prominent for employee turnover in relation to external reasons. (See annexure for verbatim responses).
81. 74.5 p.c. of the respondents felt that opportunity for growth and promotion outside the organisation is a major reason for employees leaving the organisation.
82. 69.5 p.c. of the respondents felt that compensation / salary is one major reason why employees leave their companies.
83. 50 p.c. of the respondents believe that the quality of relationship employees have with the supervisor also influences their decision to continue or quit the organisation.
84. 50 p.c. of the respondents feel that the amount of workload employees have also influences their decision to quit the job.
85. 46.5 p.c. of the respondents felt that the favouritism shown by the managers in their dealing with employees also affects the employees’ decision to continue.
86. 43.5 p.c. of the respondents felt that opportunity to use the skills they have impacts their decision to continue or quit the job.
87. 43 p.c. of the respondents felt that the fringe benefits they get also impacts their decision to continue or quit the organisation.
88. 22.5 p.c. of the respondents felt that the work-shift options they have also impacts the employee turnover in the organisation.
89. 20 p.c. of the respondents felt that location of the job also matters in the decision to continue or quit the organisation.
90. 19 p.c. of the respondents felt that work-life balance the employees get while working in the organisation also impacts their decision to continue or quit the job.
91. Only 14 p.c. of the respondents felt that the quality of relationship employees experience with their colleagues influences their decision to continue or quit.
92. Only 9.5 p.c. of the employees felt that social relevance of work is a factor behind employee turnover.

93. Only 3.5 p.c. of the employees feel that lack of dormitory facilities is a factor behind employee turnover.

94. Only 1 of the top 9 reasons for employee turnover is an external reason i.e. Opportunity for growth and promotion outside the organisation. However it is to be noted that it is the top most reasons for employee turnover, followed by compensation and relations with supervisor / manager.

**Hypothesis 3:**

*The type of social atmosphere or the interpersonal relationships within the organisation has an effect on the employee retention.*

95. 48.5 p.c. of the respondents feel that employees would not continue to work in the organisation, if their relationship with the manager is not fine.

96. 119 respondents or 59.2 p.c. of employees either agreed or strongly agreed to the point that ‘Employees do not leave job, rather they leave the manager'.

97. Only 37 respondents felt that people leave job because of their relationship with the colleagues.

98. It is observed that employees are not committed where the access to the managers is difficult.

99. It is found that the chi-square value is 49.8902 which is greater than the table value of 31.4104. It implies that the level of access to supervisor also impacts the decision of the employee to either continue to work in the organisation, or quit it and join other organisation.

100. 50 p.c. of managers felt that employees leave the organisation because of the relationship they have with supervisors and managers.

101. 88 p.c. of the managers are of the opinion that employees decide to quit the organisation because of the managers; rather they don’t quit the organisation but the managers.
102. Only 10 p.c. of the managers opined that employees leave because of other factors and not because of the managers, whereas 12 p.c. of the managers were either not willing to comment or uncertain about the question.

103. 60 p.c. of the female managers strongly agree and 40 p.c. just agree to the point that employees leave the managers and not the organisation.
Conclusions

Objective 1

To find out the internal and external factors responsible for employee turnover

Conclusions: From the employees perspective it can be concluded that employee turnover is not a natural phenomenon. There are reasons which lead to increase in attrition. It is observed that both the external and internal factors are responsible for employee turnover. Among the external factors opportunity for growth and promotion outside, location and work life space are the important. And among the internal factors compensation, work timing / shifts, working conditions, relations with supervisor / manager, opportunity to use skills, work load are important respectively.

From the perspective of managers, it can be concluded that the factors that lead to increase in employee turnover are majorly internal to the organisation. Although the external factors also influence, but as the management of the company does not have any control over the external factors it can focus on modifying the internal factors to enhance the retention of the employees in the organisation.

Objective 2:

To find out what motivates an employee to continue to work in an organisation

Conclusion: It can be concluded that opportunity for growth and promotion outside, compensation, working conditions, work timings/shifts, relationship with managers, location of the organisation, opportunity to use skills and work load are the major reasons for employee turnover.

Further, management can control the attrition rate in the organisation by keeping the selection process fair and transparent. If the manager makes himself more accessible to the employees they may continue to work in the organisation. Employees’ involvement in decision making enhances their self-esteem and encourages them to continue to work in the organisation. Employees also value non-financial rewards they get, for example
recognition by the management for their performance. A fair and transparent performance appraisal could be a major factor that influences the employees’ decision to either continue or quit the organisation. Thus employee turnover is a controllable factor and the management can make efforts to retain the employees.

**Objective 3:**

*To ascertain the perception of employers, as to what motivates an employee to continue to work in the organisation*

**Conclusions:** According to managers and employers, employees leave the organisation more because of internal reasons within the organisation and less because of external reasons or their own personal reasons. It can also be inferred that as majority of the reasons of employee turnover are from within the organisation, they are controllable. If the organisation or management makes effort by changing or modifying HR policies of the company then they may be able to control employee turnover to a large extent.

Further, managers perceive that employees are comfortable when the workload is reasonable and increase in it may influence their decision to discontinue the work. Equally important is the work shift timing in the organisation. As it is evident from this research that work life balance is also important impacting the employee decision to continue or quit.

Further conclusions include: managers consider salary as the major reason behind employee turnover. Managers also opine that ambience at the work place influences heavily on the employee turnover in the organisation. Majority of the managers opine that employees leave due to the style of operation of the manager. They need to maintain good rapport and good relationship with the employees to decrease the employee turnover.
Objective 4

To find out the relationship between job satisfaction and employee retention

Conclusions: From the responses recorded and the analysis done in the research it can be concluded that the satisfaction level of the employees influences to a large extent on their decision to continue to work in the organisation or quit. If the employees are satisfied regarding the salary they get, the work shift options they have, the health and hygiene they experience in the company, the convenience in reaching office, leave options, the recognition they get for their work, the fringe benefits they get, the level of challenges they experience on work, the promotion opportunities in the company, and above all the meeting of the expectations by the company, they continue in the organisation. As all of the factors mentioned above are in the hands of the management the management can make efforts to provide all these facilities to the employees to motivate them to continue in the organisation, however the exceptions are cafeteria facility and dormitory facility.

Hypothesis 1:

Employee retention is a controllable factor and can be controlled by the introduction of employee retention techniques.

Conclusion: Management can control the rate of employee turnover by introducing various employee retention techniques related to above areas, such as bringing fairness in selection procedure, by making the orientation programme adequate, by making the working hours flexible, by making it easier for the employees to reach the supervisors or the management, by giving recognition to employees on their performance, providing them training often, by giving them promotion opportunities, by making their job challenging, by making the leave options more flexible, in short it can be stated that the management shall provide a QWL to the employees and make the employee feel privileged working in the organisation.
Hypothesis 2:

*Employee turnover is caused more because of internal factors of the organisation than the external factors.*

**Conclusion:** Employees leave their companies more because of internal reasons, than because of external reasons. Further, we can also conclude, in support of the first hypothesis that if the major factors contributing to the employee turnover are internal to the organisation, then management of the organisation can introduce employee retention techniques in the organisation to reduce the rate of attrition.

Hypothesis 3:

*The type of social atmosphere or the interpersonal relationships within the organisation has an effect on the employee retention.*

**Conclusion:** The type of social atmosphere or the interpersonal relationships the employees experience within the organisation has an impact on employee retention. The management can take appropriate measures to maintain positive social relationships in the company to increase the employee retention.
Suggestions:

1. As employees leave the organisation because internal or external reasons management may make the employees feel good while working in the organisation.

2. Managements need to be alert about the salary structure in the industry and keep revising as per inflation and other relevant factors.

3. Managements need to provide better growth opportunities within the organisation so as to prevent the employees from making a switching decision.

4. Managers need to keep the convenience of the employees in mind while allotting them to various shifts.

5. Management need to maintain the working conditions positive in order to make the employees feel positive at work.

6. Managements need to keep in mind the balance employees are able to maintain between their work life and personal life.

7. As many employees opine that they leave managers and not organisations, managers need to take special efforts to see that the employees are comfortable, close and feel at ease with them and other managers.

8. Managements also need to make efforts to see that good humour exists among employees also. It can be done by organising cultural events, outdoor visits, sports tournaments etc.

9. Managements may make efforts to provide employees opportunities to use their skills.

10. The workload of the employees needs to be reasonable and according to the capacity and capability of the employees. However, in order to allot more work the management can provide training to the employees before allotting.

11. Managers also need to be careful that their actions shall not seem like favouritism towards few employees. Other employees who perceive favouritism from the manager’s side may be dissatisfied and quit the job.

12. Apart from the above mentioned things managements need to make provision for fringe benefits to the employees.
13. Managements need to make efforts to conduct the orientation programme properly in a scientific manner and take care in placing people, following the notion of right person at right job.

14. Managements need to maintain fairness and transparency in performance appraisal as it also impacts on the commitment of the employees to continue in the organisation.

15. Managements need to take care of leave options available to the employees and see whether they are to the satisfaction of them.

16. Management may also consider giving flexible work hours to the employees as this may help the employees maintain a good balance between their work and life.

17. Managements need to make it easier for the employees to access or approach them. The employees feel belonged and feel elated if they can have easy access to the management.

18. Managements may maintain a moderate to high level of involvement of employees in decision making, especially related to their work and issues related to them in order to retain them.


20. Managers need to keep motivating the employees and be in touch with them to identify grievance at early stage so that they can be redressed and retention increased.

21. Employee satisfaction regarding anything is very crucial in his/her decision to continue. Managements need to make arrangements to see that employees are satisfied.

22. Good hygienic conditions at work place are also very crucial for knowledge workers especially; hence the management may make keep a check on the hygienic conditions of the organisation.

23. Managements need to make proper arrangements for the employees to come to office and reach back home with ease, by providing transport facility.

24. Managements may make efforts to identify employees who are motivation seekers, so as to provide them necessary challenges at work, as they are satisfied with challenges at work place. However, some employees who do not want challenges need to be given routine work as far as possible, as they are happy in their comfort zone.
Limitations of the study

**Size of population, diversity** – the biggest limitation of such a study in BPO and IT sector is the size of the industry. The sector is too big and too diverse not only in terms of operations but also in terms of manpower it employs. However, a random sampling method is used, which is appropriate in such a situation.

**Sample size** – The sample selected is of 200 employees and 50 managers which is very less in proportion to the ever-growing size of the industry.

**Fastest growing industry** – The fact that the industry is fastest growing and constantly changing leads to the changing of conditions and responses of the employees working in it.

**Time and resource limitation** – Employee attrition is one of the major challenge of the BPO and IT industry. For the problem to be researched more time and resources are needed.

**Place limited** – India is a vast country with all most all states having their own IT/BPO capital, which employs 1000s and 100000s of employees. In such a scenario choosing only three places for the survey is also a restrictive limitation.

**Limited factors** – Although enough care is taken to include all possible factors that lead to employee turnover, however certain factors inherent to the job conditions, industry and those which grow subsequently (like the social networking websites/applications factor) are not taken.

**Respondent’s bias** – Like any other researches limitation, this study is not unaffected by possible respondents bias.

**Reliability** – As the number of questions asked in the questionnaire were 49 in employee’s questionnaire and 28 in manager’s questionnaire initially, the respondents would have been tired of giving responses, thus the reliability of the information collected form the respondents in limited.
**Time limitations** – As the industry is demanding, employee and manager respondents were having limited time to entertain my request to respond to the questionnaire. There is a possibility of them entering a few wrong responses as a result of hurry they must have been in.

**No access / No permissions from management** – MNCs / BPOs / ITeS companies generally do not entertain the employees responding to interviews and questionnaire, especially if it is related to company or job. As a result of this limited prohibitions and similar conditions, many employees turned down the request to participate in the survey.

**Size of the questionnaire** – the size of the questionnaire was big according to few respondents, it is assumed that due to its size the quality of responses is influenced.

**Online format** – The online format of the questionnaire came very handy in making the questionnaire, distribution and re-collection. However, it is not free from possible entry errors like any other online or computerised data entry would have.

**Statistical issues** – Like any other research which uses statistics has some limitations, similarly this report also is affected by the statistical limitations.