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.