CHAPTER-4

RESEARCH METHODOLOGY

4.1 INTRODUCTION:

Research methodology is the design process for carrying out research or the development of a procedure and is not in itself an instrument for doing those things. Using it as a synonym for method or set of methods, leads to misinterpretation and undermines the proper analysis that should go into designing research. Generally for any research study both primary and secondary research is done which facilitates in the better understanding of the entire study. In fact, research is an art of scientific investigation. According to the advanced learner’s dictionary of current English “research is a careful investigation or inquiry especially through search for new facts in any branch of knowledge”.

Redman and Mory define research as a “systematized effort to gain new knowledge. According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Today’s growing “War for talent” is making it more and more difficult for organization to keep current employees and to find qualified replacements. This study examines the challenges that organizations are facing with employee retention in an increasingly competitive labour market. As companies face staffing problems and an increased danger of losing their high performers, it is becoming increasingly clear that, in today's dynamic business environment, if companies want to remain competitive they must adopt a more strategic approach to retain talented employees. A report released in 2013 by the Bureau of National Affairs in the US showed that turnover rates (which exclude layoffs) have soared to their highest levels of the decade, increasing for companies in both the service and manufacturing sectors. Employers in all parts of the country now face higher levels of turnover and, as a result, higher replacement costs.
Though the direct costs associated with losing an employee are well documented ranging anywhere from one to three times the employee's salary—these calculations often fail to factor in the hidden costs of turnover. These include lost productivity and missed revenues, as well as intangible repercussions, such as reduced morale and diminished company reputation. If the lost employees are high performers, turnover costs could rise dramatically. In this condition the employee's turnovers use to take place. Some companies try to withhold their employees with some better measures. Some other companies try to cope up with new faces in the companies. Retention exercise use to take place when high attrition happens. Attrition is unavoidable in many circumstances. Compared to other companies' attrition is very high in Pharmaceutical companies. The researcher made an attempt to study these variables in the Pharmaceutical companies.

Pharmaceutical is one of the most intense “Knowledge Driven” industries, which is continuously in a state of dynamic transition. The current revenues of the Indian Pharmaceutical Industry are estimated at $ 5.5 billion; and a growth rate of 9 per cent per annum. Attrition is a burning problem for the promising industries of Pharma, because it fails to tap the full utilization of the human resources and wastes much of its time, money and resources due to this. After Information Technology (IT), the Pharmaceuticals industry is grappling with the highest level of attrition. The fast growing knowledge-based sector suffers an annual attrition rate of 30 to 35 per cent, according to a recent survey by Interlink Marketing Consultancy.

Globally, the rate of attrition in Pharma is only 10 to 12 percent says the IBS report, but in practically Indian Pharma industries annually experiencing an employee turnover of 30 to 40 percent at the field level and 8 to 10 percent at the managerial level. As the Indian Pharmaceutical industry grows exponentially, companies are taking the big leap from survival strategy to competitive strategy.

Whenever a well-trained and well-adapted employee leaves any organization, it creates a vacuum. The organization loses key skills, knowledge and business relationships. And it is not an easy task to find a sustainable substitute. “Situation is worse when it happens at a critical position, as there is a scarcity of such technical resources in the market,” The company has to
invest a lot while recruiting an employee. Hence retaining employees plays major role in the health and success of any organization.

Keeping the above said issues in the present study an attempt was made to study the employee’s retention and its impact on organizational development in Pharmaceutical industries in Bangalore urban district.

4.2 IMPORTANCE FO THE STUDY

An employee leaving a company is like a stone thrown in a still pond: ripples of disruption spread through the organization, creating unbalance. In any business, this unbalance can be expensive”. It is a new era of modern technology and competitive business environment. Organizations are continuously changing. This changing environment is not only effecting the organizations but also the employees working in it. In order to maximize organizational efficiency and for optimal utilization of the resources, human resources must be managed properly. Employee retention is a vital issue and challenge to all the organizations. There are numbers of factors which promote the employees to stay or leave the organization. It may be external factors, internal factors and the combined effect of both. Attrition can involve the loss of employees or the loss of customers. Both employee turnover and failure to retain customers over time can challenge companies.

The present study helps to understand the employee’s retention in the Pharmaceutical companies. As Global competition increases employee’s desires, expectations and opportunities also increasing. This is leading to the poor turnover. The present study made many observations and Employers and Human Resource Managers as well as concerned heads should take the responsibility to reduce the employee turnover. The present study helps for this.

The present study identified new variables which are contributing for the attribution and its impact on Pharmaceutical industries. Impact of attrition is massive on organization. It effects on effective HR priorities, Clients and business get affected and the company’s internal strengths and weaknesses get highlighted. New hires need to be constantly added, further costs in training
them, getting them aligned to the company culture, etc.,—all a challenge. The present study findings help for the effective HR policies, retention strategies, enhancing healthy workplace environment, competitive environment, etc. On the basis of present study organizations can formulate effective attrition policy, HR policies, promote healthy workplace environment and competitive environment.

Jobs in the Pharmaceutical industries are not like jobs in the garments or some other industries. Jobs in Pharmaceutical industries are specialized, highly trained and skilled jobs. The problems and prospects of the employees of the Pharmaceutical companies or industries are rarely studied. Therefore, it is needed to study the employees of Pharmaceutical companies in Bangalore city. The present study shed new light on the status of these industries.

Policy Level: based on the present findings government can formulate an effective policy to reduce the attrition and certain labour measures to be brought in. The present study findings support this. The employees also get new knowledge from the present study that what are the reasons for quitting the company and how it affects company as well as an individual visa versa. It brings changes in the behaviour of the employees as well as employer.

4.3 STATEMENT OF THE PROBLEM:

The present study entitled “A Study on Employee Retention and Its Impact on Organisational Development in Pharmaceutical Industries—With Special Reference to Bangalore Urban District, Karnataka” has been conducted in the Pharmaceutical sector at Bangalore. The study primarily focused on employee’s retention and its impact on organizational development, retention, how retention leads to the organizational development, whether other factors also influence the industry or organizational development. In fact, people move from ‘bad’ condition to ‘good’ condition; ‘good’ to ‘better’ and ‘better’ to ‘best’. Retention is the most important parameter in the organizational development when compare to other aspects.

Human capital is the key to success in any industry—but is especially relevant to an industry such as Pharmaceuticals where knowledge is the name of the game. It has become increasingly important for Pharmaceuticals companies to develop strategies to attract develop and retain top
talent. But in reality, Indian Pharma industry is grappling with shortage of skilled manpower. The sector needs to position itself well in order to attract talent. Catalyzed by introduction of the patent regime, the Pharma industry has evolved swiftly during the last two years. Encouraged by improved policy environment, Pharma MNC’s are increasing their presence in India and others, like ours, are launching new drugs from the international portfolio. All this has resulted in expansion and development of new job profiles, especially in the space of knowledge intensive areas such as R&D and clinical trials, where talent is limited. There are several exciting opportunities for experienced professionals as well as young aspirants in this sector.

This has also meant increased challenges in retaining Talent. The resultant churn has led companies to develop employee-retention strategies. The employees are encouraged to involve their supervisors and create individual development plans, thus enhance their skill, as mentioned earlier after IT and BPO; it is now the Pharma sector that is facing the issue of high attrition rates. For most HR managers, employee retention is the biggest challenge.

Compared to other companies’ employee turnover is very high among Pharmaceutical companies. The researcher intended to study the reasons for attrition, effective ways to retain employees and its impact on organizational development in Pharmaceutical companies. Further the researcher wanted to study how retention leads to the organizational development where the other factors also influence the industry or organizational development. In-fact people move from ‘bad’ condition to ‘good’ condition; ‘good’ to ‘better’ and ‘better’ to ‘best’. Retention is the most important parameter in the organizational development when compare to other aspects.

4.4 AIM OF THE STUDY

The aim of the present study was to study the employee’s attrition, retention and its impact on organizational development in Pharmaceutical industries of Bangalore urban district.

4.5 OBJECTIVES OF THE STUDY

Objective is an effort or sense of effort or interpretation of the effort of a work. In research laying the objective is fundamental one and it is nothing but a steering or navigator in a vehicle.
By a good objective research “is a part of the attempts to understand the nature of modern society and culture.”

The objectives of the present study were

1. To study the socio-demographic profile of the respondents
2. To study the employee’s attrition in Pharmaceutical companies
3. To study the impact of employee’s attrition on organizational development
4. To identify the benchmark retention rate, cost and performance in an organization
5. To explore retention strategies for effective organizational development.
6. To examine challenges and problems faced by the human resource professionals to retain employees
7. To determine appropriate practices to improve retention rate.
8. To analyze the role of social work professional in retaining talent workers.

4.6 HYPOTHESES OF THE STUDY

Hypothesis, the word is made up of Hypo and Thesis. It means a small thesis. It may be a viewpoint but it is more or less rational viewpoint. It is to be tested and validated. It is “to be reasoned and tested. Thus a theory which is formulated for the study of the facts is to examine the validity of the theory. Thus a hypothesis involves observation, reflection, deduction and verification. It has been defined as any supposition which we make in order to endeavour to assume conclusions in accordance with facts which are known to be real, under the idea that if the conclusions to which hypothesis leaps are known truths, the hypothesis either must be or at least likely to be, true.”

The following are the Hypotheses of the present study.

1. Industries are implementing innovative retention strategies
2. Attractive salary is the most important strategy for retaining talent
3. Retention has impact on organizational development
4. Pharmaceutical industries work with employees who experienced the attrition.
5. People leave their job due to their bad work environment

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4.7 MOTIVATION OF THE STUDY

Attrition is a common problem in the industries and at the same time Retention becomes an exercise. This has been the motivating factor of the present study. The researcher had worked as HR manager in the Pharmaceutical Company for about five years and observed high rate of attrition in this industry. Once the employee leaves it creates vacuum in the company and its effect the production and creates lot of stress on management. Once the new employee comes in it requires intensive training and time. Finding suitable solutions for this problem reduces the impact on these issues. Every organization has facing this problem to retain the talents and developing the own strategies in this competitive world. Hence, the researcher had chosen this area for research.

4.8 THEORETICAL BACKGROUND

Theoretical background is necessary in each and every logical study. The present study “A STUDY ON EMPLOYEE ATTRITION, RETENTION AND ITS IMPACT ON ORGANISATIONAL DEVELOPMENT -WITH SPECIAL REFERENCE TO BANGALORE URBAN DISTRICT, KARNATAKA,” Pharmaceutical industries located in Bangalore urban district was taken for the study; at present has the two things as its theoretical background. The first thing is, studying the ‘System Approach’ to study HRM and the second thing is to study of ‘Hierarchy of Needs and Motivation Model’ of Abraham Maslow.

“System is a particular linking of interrelated and interdependent components having a facilitating effect, on the carrying out of one or more processes. Components in HRM are of various subsystems like recruitment, development, compensation, social security measures, strategic issues, industrial relations etc. These components are interrelated as industrial relations are the outcome of HRM policies and practices. They are interdependent as the developmental activities depend on the type of candidates selected. These subsystems are linked with each other based on the corporate level strategies and departmental level strategies. It has a facilitating effect on the process of contributing the human resources for the achievement of overall organizational goals.” System is interpreted as ‘Organization’ by many Sociologists and Psychologists. The organization is subdivided in to two in all the industry or factory systems. They are ‘Line’ organization and ‘Staff’ organization. Line organization is the Managerial organization which manages all the resources and human resources. On the other hand staff
organization function under a prescribed set of rules and regulations established by the line organization. All the industrial organizations function under a system approach.

Abraham Maslow developed the “Hierarchy of Needs and Motivation model” in 1940-50s USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. He is an “American Psychologist who developed a theory of motivation which was based on a hierarchy of needs.” Indeed, Maslow’s ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization) are today more relevant than ever. Abraham Maslow’s book Motivation and Personality, published in 1954 (second edition 1970) introduced the Hierarchy of Needs, and Maslow extended his ideas in other work, notably his later book Toward A Psychology Of Being, a significant and relevant commentary, which has been revised in recent times by Richard Lowry, who is in his own right a leading academic in the field of motivational psychology.

The Maslow's Hierarchy of Needs five-stage model below (structure and terminology - not the precise pyramid diagram itself) is clearly and directly attributable to Maslow; later versions of the theory with added motivational stages are not so clearly attributable to Maslow. These extended models have instead been inferred by others from Maslow's work. Specifically Maslow refers to the needs Cognitive, Aesthetic and Transcendence (subsequently shown as distinct needs levels in some interpretations of his theory) as additional aspects of motivation, but not as distinct levels in the Hierarchy of Needs. Where Maslow's Hierarchy of Needs is shown with more than five levels these models have been extended through interpretation of Maslow's work by other people. These augmented models and diagrams are shown as the adapted seven and eight-stage Hierarchy of Needs pyramid diagrams and models below.

There have been very many interpretations of Maslow's Hierarchy of Needs in the form of pyramid diagrams. The diagrams on this page are my own interpretations and are not offered as Maslow's original work. Interestingly in Maslow's book Motivation and Personality, which first introduced the Hierarchy of Needs, there is not a pyramid to be seen.
Each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow’s Hierarchy of Needs helps to explain how these needs motivate us all. Maslow’s Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development. Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs. “Higher needs cannot become important to the individual until lower needs have been satisfied.” Maslow’s original Hierarchy of Needs model was developed between 1943-1954, and first widely published in Motivation and Personality in 1954. At this time the Hierarchy of Needs model comprised five needs. This original version remains for most people the definitive Hierarchy of Needs.

Maslow said that needs must be satisfied in the given order. Aims and drive always shift to next higher order needs. Levels 1 to 4 are deficiency motivators; level 5, and by implication 6 to 8, are growth motivators and relatively rarely found. The thwarting of needs is usually a cause of stress, and is particularly so at level 4.
Maslow’s self-actualizing characteristics

- Keen sense of reality - aware of real situations - objective judgment, rather than subjective
- See problems in terms of challenges and situations requiring solutions, rather than see problems as personal complaints or excuses
- Need for privacy and comfortable being alone
- Reliant on own experiences and judgment - independent - not reliant on culture and environment to form opinions and views
- Not susceptible to social pressures - non-conformist
- Democratic, fair and non-discriminating - embracing and enjoying all cultures, races and individual styles
- Socially compassionate - possessing humanity
- Accepting others as they are and not trying to change people
- Comfortable with oneself - despite any unconventional tendencies
- A few close intimate friends rather than many surface relationships
- Sense of humour directed at oneself or the human condition, rather than at the expense of others
- Spontaneous and natural - true to oneself, rather than being how others want
- Excited and interested in everything, even ordinary things
- Creative, inventive and original
- Seek peak experiences that leave a lasting impression

Self-actualization, employees and organizations: Maslow’s work and ideas extend far beyond the Hierarchy of Needs. Maslow’s concept of self-actualization relates directly to the present day challenges and opportunities for employers and organizations - to provide real meaning, purpose and true personal development for their employees.

Maslow saw these issues fifty years ago: the fact that employees have a basic human need and a right to strive for self-actualization, just as much as the corporate directors and owners do. Increasingly, the successful organizations and employers will be those who genuinely care about,
understand, encourage and enable their people's personal growth towards self-actualization - way beyond traditional work-related training and development, and of course way beyond old-style X-Theory management autocracy, which still forms the basis of much organized employment today.

The best modern employers and organizations are beginning to learn at last: that sustainable success is built on a serious and compassionate commitment to helping people identify, pursue and reach their own personal unique potential. When people grow as people, they automatically become more effective and valuable as employees.

In fact virtually all personal growth, whether in a hobby, a special talent or interest, or a new experience, produces new skills, attributes, behaviours and wisdom that is directly transferable to any sort of job role. The best modern employers recognize this and as such offer development support to their staff in any direction whatsoever that the person seeks to grow and become more fulfilled.

Each and every employee of any industry becomes the stimuli of his own motivations. Every employee will be motivated by his own stimulations. He wants to fulfil his higher desires after having few years of service in an industry. This leads to mobility of the staff or HR professionals in an organization. Sometimes employees become victims of their own motivation. They may be motivated to attrition. It may leads to personal disorganization of the employee. Further it leads to adopt the retention strategies by the industries.

4.9 SAMPLING DESIGN

UNIVERSE OF THE STUDY

All the Pharmaceutical Industries located in Bangalore Urban District of Karnataka has been considered as Universe of the study. In Bangalore Urban District there are four taluks i.e., Anekal, Bangalore North, Bangalore South and Bangalore East and there are total 309 Pharmaceutical Industries are located in Bangalore Urban District (Industrial Units registered in Bangalore urban district industrial centre). All these Pharmaceutical Industries are considered as Universe of the study.
STUDY SUBJECT

The subjects for the study formed all employees who joined the company in the last one year and HR managers of the profile companies.

SAMPLING METHOD

Cluster sampling Design:
In Bangalore Urban District there are four taluks i.e., Anekal, Bangalore North, Bangalore South and Bangalore East. Each Taluk has been considered as one cluster. It was decided to draw 5% of total industries from the list. Based on the proportion of the industries, from each cluster using simple random sampling technique 5% of industries were drawn for the study. From the selected industries all the employees who have joined one year prior to the study were included in the research.

Table: 1

<table>
<thead>
<tr>
<th>Industries size</th>
<th>Total No of Companies</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anekal</td>
<td>84</td>
<td>04</td>
</tr>
<tr>
<td>Bangalore North</td>
<td>123</td>
<td>06</td>
</tr>
<tr>
<td>Bangalore South</td>
<td>81</td>
<td>04</td>
</tr>
<tr>
<td>Bangalore East</td>
<td>21</td>
<td>01</td>
</tr>
<tr>
<td>Total</td>
<td>309</td>
<td>15</td>
</tr>
</tbody>
</table>
### Table: 2: Finally Selected Industries for the study

<table>
<thead>
<tr>
<th>S.No</th>
<th>Cluster</th>
<th>Selected industry</th>
<th>Total Sample Industries from each taluk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anekal</td>
<td>Strides Arco Lab</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hikal Ltd</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Geltec</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bal Pharma</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Bangalore North</td>
<td>AstraZeneca</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>R.L. Fine Chemicals</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anugraha Chemicals</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Avani Pharma</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kembell</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lotus Pharma</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bangalore South</td>
<td>Biocon</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apotex Pharma</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kumar Organics</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stellence Pharma.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Bangalore East</td>
<td>Avesthagen</td>
<td></td>
</tr>
</tbody>
</table>

**Selection of respondents (Employees):**

**Complete enumeration:** All the employees who joined prior to the one year of data collection were included in the study. Questionnaire was handed over to all the employees who met study inclusion criteria and requested to return. At the end of the study the researcher could able to get around 300 questionnaires back from 388 respondents (total 77%). The details is described in the below table.
Table 3: Sample Industries & No. Of Employees Joined Since Last One Year,

<table>
<thead>
<tr>
<th>S.No</th>
<th>Cluster</th>
<th>Selected Industry</th>
<th>Total No of Employees</th>
<th>No of Employees Joined Since last One Year</th>
<th>No of respondents returned filled questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anekal</td>
<td>Strides Archo Lab, Hikal Ltd, Geltec, Bal Pharma</td>
<td>1092</td>
<td>111</td>
<td>86</td>
</tr>
<tr>
<td>3</td>
<td>Bangalore South</td>
<td>Biocon, Apotex Pharma, Kumar Organics, Stellence Pharma</td>
<td>1012</td>
<td>90</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>Bangalore East</td>
<td>Avesthagen</td>
<td>241</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>3858</td>
<td>388</td>
<td>300</td>
</tr>
</tbody>
</table>

Selection of HR managers:

<table>
<thead>
<tr>
<th>SI NO</th>
<th>Taluk</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anekal</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>Bangalore North</td>
<td>23</td>
</tr>
<tr>
<td>3</td>
<td>Bangalore South</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Bangalore East</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Complete enumeration: All the HR managers in the selected companies were included in the study. There were about 50 HR managers were working in the profile companies. Among them 13 Managers were working in industries located in Anekal Taluk, 23 Managers were from Bangalore North, 11 Managers were from Bangalore South and 3 Managers were from Bangalore East.
Inclusion Criteria

I. Employee who joined Pharma company last one year back
II. Able to read and write in English
III. Working in Management staff category in any department, designation.
IV. Changed job at least once in his/her career life.

Exclusion Criteria

I. Who not willing to participate in this study
II. Unionized employees
III. Fresher’s /Trainees, who have not worked in any organizations(First Job)
IV. Employees who had undergone treatment for any major physical or psychological illness.

4.10 RESEARCH DESIGN
The researcher is conducted study on attrition, its effects, retention and its impact on organization development. Very few studies focused on Pharmaceutical Industries. Hence, the present study used Descriptive Research (fact – finding investigation) design. The present study used this design in order to describe the specific characters of Pharmaceutical industries, socio-demographic characters of the employees, HR managers, reasons for attrition, effective ways to retain the employees and its impact on organizational development.

4.11 METHOD OF DATA COLLECTION:
The primary data from 300 employees was collected with the help of questionnaire. The primary data from 50 Managers was collected using interview method with the help of semi-structured interview schedule which was prepared for the study purpose.

4.12 TOOLS FOR DATA COLLECTION
Keeping in mind the sensitivity of the issue, respondent friendly tools and techniques were used to collect the data. After an extensive review of literature the following tools were developed and face validation has been done from five experts to see the sensitivity and suitability of the tools.

1. Questionnaire for employees (Self prepared)
A questionnaire was prepared by the researcher to gather the required data from the respondents based on extensive and systemic literature review and discussions with experts in the field.

This tool had the following sub dimensions

a) Basic Information
   This dimension had 7 items and focused on gathering basic information about respondents.

b) Previous Job
   This dimension had 34 items and included all the information about previous job, reasons to leave, satisfaction, challenges etc.

c) Present Job
   This dimension had 20 items and assessed the present job satisfaction, challenges, retention etc.

2. Semi-structured Interview schedule for HR Managers
   A Semi-structured Interview schedule was prepared by the researcher to gather the required data from HR Managers based on extensive and systemic literature review and discussions with experts in the field.
   This tool had the following sub dimensions

a) Industry Profile
   This dimension had 23 items and assessed about the profile of the Industry, policies, staff strength etc.

b) Personal profile and companies policies
   This dimension had 12 items and assessed the recruitment policy, retention, attrition etc in the company. This had open ended questions and focused more on eliciting responses.
4.13 PILOT STUDY

After finalization of the tools of data collection, instruments were pilot tested. In pilot study 5 HR personnel’s and 20 employees from 2 different companies were interviewed. The Pilot study gave the researcher several insights regarding the assessment tools. All the assessment tools were subjected to a pilot study and the needed changes were incorporated. The Pilot study enlightened the researcher regarding the changes to be made in the instruments. Based on pilot study the following modification had been done in the tool and face validation had been done.

4.14. STATISTICAL ANALYSIS:

Since the study is applicable to industrial company and Human Resource Management initiated by the managerial section, it is better to use the Chi-Square Test in order to find out the variant in between the various variables. The standards of the variations and the types of implications make the outcomes in a variety of degrees. It is distinguished the different opinions of the employees in a fruitful way. In the present study the “Chi-Square Test is applied to find the association between the factors and different variable. Statistical Package SPSS Vrs. 17.0 is used. P- less than 0.05 was considered at Significant.”

4.15 CHAPTERIZATION

There are all six chapters in the study. They are

I. Name of the first chapter is “Introduction.” This chapter contains the sub topics such as; Human Capital and Human Resource, Human work force in Industry and Organizations, Problems of attrition in organizations and industries, Employee’s retention in industries, Organization- nature, scope, width; Industry as an organization; Organizational or Industrial or Company development; Industries in Bangalore.

II. Name of the Second Chapter is Review of Literature and Profile of Industries carried out an extensive survey of literature on Employees retention, employee’s attrition, organizational development and role of Human resource and social work practices in an industry and covered profile industries basic information for understanding of Pharma companies in Bangalore urban district.

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III. Name of Third Chapter is “Settlements of Industries in Bangalore.” This chapter contains, Origin and Development of Industries in the World; Origin and Development of Industries in India; Origin and Development of Industries in Karnataka; Origin and Development of Industries in Bangalore; Development of Pharmaceutical Industries in Bangalore.

IV. The fourth chapter is entitled as “Research Methodology.” This chapter includes statement of the problem, objectives of the study, hypothesis of the Study, Universe, Method of Sampling, Geographical Area of Research, Method of Data Collection, and Method of Analysis.

V. Name of the fifth chapter is “Data Analysis and Interpretation” This section includes Problem of Attrition, Retention Strategy, Training, Salary Packages, Norms and Regulations, Carrier growth opportunities, Relation with Management. HR Managers-Nature of leading Industries, Managers relations with employees are elaborated.

VI. The sixth and last chapter is “Findings, Suggestions, Summary, and Conclusion.” Summary of the thesis will be explained along-with conclusion. Research findings as well as suggestions will be explained and given in the end of the thesis.

4.16 LIMITATIONS OF THE STUDY

- Due to time and cost constraints all the companies did not include in the study
- Since the study used questionnaire, there are possibilities of exaggerated information given by respondents to impress or to cut short the time.
- Further the study has considered only limited variables while assessing attrition, retention, and other perceived attitudes of the employees.
- Few respondents did not return the questionnaire, which may provide new information.