

Project Dissertation Report on

**EXPLORING THE IMPACT OF REWARDS
ON EMPLOYEE RETENTION**

Submitted By
Sanjivani
(2K22/DMBA/106)

Under the Guidance of
Dr. Rajan Yadav
Professor



DELHI SCHOOL OF MANAGEMENT
Delhi Technological University

Bawana Road Delhi 110042

DECLARATION

I, Sanjivani, student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project Study on “**Exploring the Impact of Rewards On Employee Retention**” submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

Sanjivani

2K22/DMBA/106

CERTIFICATE

This is to certify that Sanjivani, 2K22/DMBA/106, a student of Delhi School of Management, Delhi Technological University has worked on a research project titled “**A study on Exploring the Impact of Rewards on Employee Attrition**”, in the partial fulfillment of the requirement for the award of the degree of Master in Business Administration program for the academic year 2022-2024.

Dr. Rajan Yadav
Professor
Delhi School of Management
Delhi Technological University

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2K22/DMBA/106

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EXECUTIVE SUMMARY

The most essential asset in an organization is its people. The quality of organization's members has a crucial impact on its success, since employees are primarily responsible for achieving an organization's goals, human resources are viewed as a strategic asset. As a result, it's critical to pinpoint the driving forces behind employee goal achievement. People are the primary source of most issues, opportunities, and difficulties in a business. Thus, in today's dynamic business environment, retaining employees and providing a compelling rewards package are two conflicting concerns that must be addressed. Organizations must need to figure out how to motivate the workforce through rewards-recognitions in order to get the most benefit from them. Despite the fact that rewards and recognition appear to be widespread, they are complicated and challenging because of the complexity of the workplace and the diversity of the workforce. Rewards and Recognition are crucial for motivating employees and increasing efficiency. A planned rewards program can significantly increase the effectiveness and efficiency of a company. This research study aims to investigate the effects of rewards and recognitions on employee motivation, work satisfaction, individual performance, and attrition. This study examines how reward systems affect workers' productivity in the contemporary workplace and how rewards satisfaction might boost output and improve job satisfaction. In order to determine which kind of rewards are most advantageous in the present business environment, this study will look at how incentive systems impact performance.

1. INTRODUCTION

An organization's ability to succeed depends on its employees. Employee motivation, experience, knowledge, and skill sets all have a direct bearing on output. Incentives have a significant impact on worker productivity, engagement, and retention. Employees receive monetary and non-monetary benefits from their employers in exchange for their contributions. Bonuses, advancements, recognition schemes, and chances for both career and personal growth fall under this category. This study investigates the relationship between rewards and employee performance and retention, as well as how businesses may create reward plans that inspire employees and help them meet strategic goals. Human resources are the most crucial component that gives a business a competitive edge since they provide the corporation with their knowledge, abilities, and skills, claims Zaman (2011). The literature currently in highlight demonstrates that by motivating employees through a range of strategies—such as working conditions, the influence of leaders, training and development, learning cultures, company reputation, and rewards—human resources can be kept within an organization and used to its maximum potential. Businesses may experience performance losses as a result of employee and talent departures. This is especially true if the loss of talent creates gaps in the organization's capacity to carry out plans and manage human resources. These gaps could lead to reduced productivity as well as an eventual reduction in harmony and goodwill among employees. Due to the high rates of employee turnover in every area, companies are finding innovative strategies to retain talent. Employee turnover is caused by a variety of factors, and companies are increasingly aware of what could keep workers committed. Attrition is the term used to describe a gradual decline in membership or staff as a result of retirement, resignation, or death. Put another way, attrition is the total number of workers who quit a company, including both voluntary and involuntary departures. Rather than voice grievances regarding the underlying reasons behind employee attrition, the employee gradually withdraws from the firm. It is a symptom of a far more serious sickness that affects business operations much more deeply. Attrition rates vary by sector and business. Aside from the inevitable, there are many more causes for retirement, resignation, death, and infirmity. An employee often finds himself in unmanageable circumstances with bosses and co-workers.

1.1. Background

HR professionals and specialists are interested in learning how the pay structure affects worker motivation and output. The practice of paying employees money in exchange for their labour and services is known as a "reward system". Financial and non-financial benefits include bonuses, promotions, acknowledgement, and opportunities for career growth. An efficient rewards program may have a significant impact on employee motivation, output, and engagement. Offering rewards has been demonstrated in studies to increase productivity.

The impact of rewards on employee performance and best practices for developing and carrying out employee incentive programs will be addressed. The study considers the needs and preferences of employees in a range of industries and organizational environments and focuses on both monetary and non-monetary rewards. The outcomes of this research could be beneficial for establishments seeking to enhance employee productivity and accomplish their goals by implementing effective incentive programs.

1.2. Need for the Study

Employee satisfaction is crucial for an organization's health. They are the foundation upon which a company's success is built. This study aimed to understand employee sentiment, pinpoint areas of discontent, and uncover reasons for potential departures. By examining why employees seek new opportunities and what factors influence their happiness at work, this research can provide valuable insights. By leveraging the recommendations and solutions identified in this project, management can address key shortcomings and cultivate a more positive work environment.

1.3. Problem Statement

The effect of the reward system on employee motivation and performance has long been of interest to researchers and practitioners in the field of human resource management. Although there is a widespread agreement that rewards can increase productivity, further research is needed to determine whether and how various rewards affect employees differently.

- This research investigates the correlation between employee rewards and retention. We'll explore how offering rewards programs might influence employee motivation and performance, potentially leading to longer tenures with the company.
- The study's specific goals are to identify the reasons behind employees' exits from the companies they work for. What are the main causes of an organization's rising attrition rate?

The research question arises here is-

- Does implementing a rewards system have a positive impact on employee retention?
- To what extent do rewards contribute to job satisfaction?
- How do performance-based incentives influence both employee performance and overall satisfaction with their work?
- In what ways does job satisfaction affect an employee's decision to stay with the company?

1.4. Objective of the study

This research delves into the relationship between various reward programs and employee retention rates. We aim to understand how different reward structures influence factors like workplace engagement, employee motivation, and overall productivity.

- A critical focus of this study is to identify the key drivers behind employee turnover within organizations. By examining these factors, we hope to shed light on the impact of rewards on job satisfaction. Ultimately, this knowledge can be used by organizations to design more effective reward programs that foster a more engaged and motivated workforce.

- The primary objective is to investigate if there is any correlation between the rewards and employee retention. The specific objectives of the study are as follows:
 1. Understanding what types of rewards employees value most can help design a more effective reward system, leading to increased motivation and performance.
 2. The reward system plays a significant role in employee satisfaction. This objective aims to understand how the company's reward system contributes to employee satisfaction.
 3. Identifying areas where the company is lagging and leading to high attrition rates is crucial for improving employee retention

2. CONCEPTUAL FRAMEWORK

2.1. Rewards

Typically, a reward consists of something useful, like cash. Rewards have a wide range of uses in businesses. They lessen turnover, retain top people, and enhance employment terms. Increasing employee motivation to work for one's firm is the primary goal in order to increase productivity. Reward systems are required because they promote service above self-interest. It also means that there has to be a fair distribution of wealth.

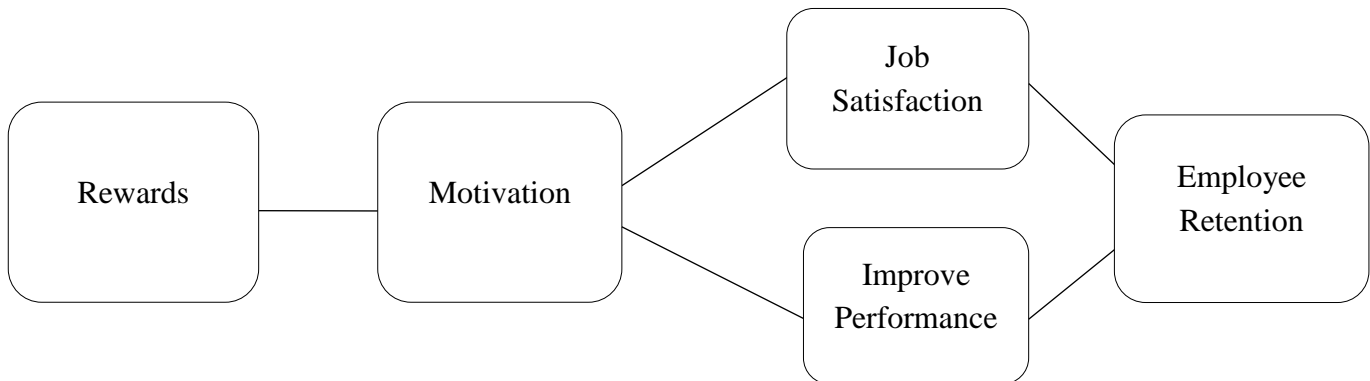
- Salary Increase: This type of pay is beneficial because it pushes employees to grow in their knowledge and skills, which boosts productivity and performance for the benefit of the business. This type of reward brings long-term satisfaction to employees.
- Promotion: An employee may receive a promotion to a higher position and a title with greater responsibility and duty based on their efforts, behavior, and duration of service to a certain company. This type of reward is necessary primarily for redundancy and regularity.
- Empowerment/trust: To successfully complete tasks, this kind of dependency is required. happens in empowerment as well when managers give employees tasks to complete. An employee is given more weight in areas where his actions and decisions are clear as a result. Companies stand to gain from this award because two thoughts are always preferable to one.

2.2. Retention

Policies and procedures used by businesses to keep valuable employees on staff are referred to as employee retention strategies. The human resources division is one division that actively supports staff retention. It establishes guidelines for the benefit of staff members, ensuring their satisfaction and prolonging their tenure. This proves that retaining valuable personnel is equally crucial to employee retention. This proves that retaining employees and their valuable abilities are equally crucial.

Keeping recently hired personnel in the organization is one of the main problems that employees face nowadays. In these days of intense rivalry, every business strives to offer the best amenities to its workers. Meeting the demands of their human resources is one of the most difficult tasks facing most businesses today.

2.3. Proposed Research Model



(Data Source: Own creation)

According to this theory, rewards serve as a stimulus for worker motivation in a positive feedback cycle. Employee engagement and motivation to perform at their highest level are higher when they see that their efforts are valued and acknowledged by a thoughtfully constructed reward system. There are two main advantages for the company that result from this enhanced motivation. This concept emphasizes how crucial a well-designed rewards system is as a tactical instrument for increasing job satisfaction, boosting performance, and employee motivation—all of which lead to increased employee retention.

Firstly, motivated employees perform better in their jobs since they are more effective and productive. They are more inclined to take the initiative, go above and above, and offer creative suggestions. It also promotes increased job satisfaction. In the end, this mix of better work output and higher job satisfaction fosters a happier workplace and a greater sense of commitment towards the organization.

3. LITERATURE REVIEW

- According to Freedman (1978), well-designed incentive programs can cultivate a positive and stimulating work environment, where employees feel empowered to reach their full potential. Recognition through acknowledgement serves as a powerful motivator, boosting employee morale and fostering a sense of belonging. When employees feel valued and appreciated for their contributions, they are more likely to go the extra mile, leading to increased productivity and overall organizational success.
- Wilson (1994) emphasizes the concept of "conditional recognition," where rewards are earned through achievement, fostering a sense of accomplishment. When coupled with the right incentives, this approach can strengthen the bond between employees and their employer, as work becomes a source of personal fulfilment. Regardless of whether the rewarded behaviour is a one-time exceptional performance or a consistently high standard of work, these programs have been shown to progressively increase productivity and performance levels.
- Oyoo, Mwandih, Musiega, and Douglas (2016) found that staff retention was positively impacted and that rewards and recognition were important factors. It is recommended that employees' benefits and packages be made explicit. It is also advised that organizations establish standards and regulations regarding intrinsic incentive. It is also advised that the employee package be trustworthy and reasonable.
- Baskar and Rajkumar (2015) found a direct link between job satisfaction and reward and recognition programs. Their findings also suggest a positive correlation between incentive levels and employee motivation and satisfaction. However, their study participants also emphasized the significance of monetary compensation in enhancing job satisfaction. Organizations should consider this factor when designing reward structures to maximize employee engagement.

4. RESEARCH METHOD AND DESIGN

4.1. Methodology:

To gather comprehensive data on employee retention, this study will utilize a mixed-method approach, combining quantitative and qualitative techniques. A survey will serve as the primary data collection tool, designed to capture both numerical information (quantitative) and open-ended responses (qualitative). This approach allows us to explore the impact of factors like job satisfaction, rewards, and recognition on employee retention rates. Additionally, we will delve deeper into the reasons behind employee turnover through qualitative methods within the survey itself, potentially using open-ended questions or specific sections dedicated to exploring these motivations. Measuring the effect of rewards on employee attrition will be made easier by quantitative research using surveys and trials. Respondents were also asked for giving rate to their overall level of contentment on a 5-pointer scale ranging from "1= very dissatisfied" to "5=very satisfied." Software called SPSS (Social Package for the Social Sciences) was used to analyze the questionnaire data.

4.2. Population and Sample:

This study will include a diverse group of participants with varying demographic backgrounds. We will consider factors like gender, education level, total years of experience, and current job position to ensure a well-rounded sample. These participants will be working professionals who can offer valuable insights based on their personal experiences relevant to the research topic.

A self-administered survey will be the primary tool for data collection. This survey will allow participants to respond at their own pace and convenience. The number of participants, or sample size, will be determined based on the number of complete responses received.

3.3. Data Collection

To collect data for this study, we will utilize a structured survey instrument. This survey will be electronically distributed to participants through convenient channels like email and WhatsApp. It's important to note that all data will come directly from participant responses, not from external observations. The survey will employ a '5-point Likert scale' format. This format allows participants to express their level of agreement with various statements related to the research topic, ensuring a more nuanced understanding and reliable data for analysis.

5. DATA ANALYSIS

5.1. Discussion

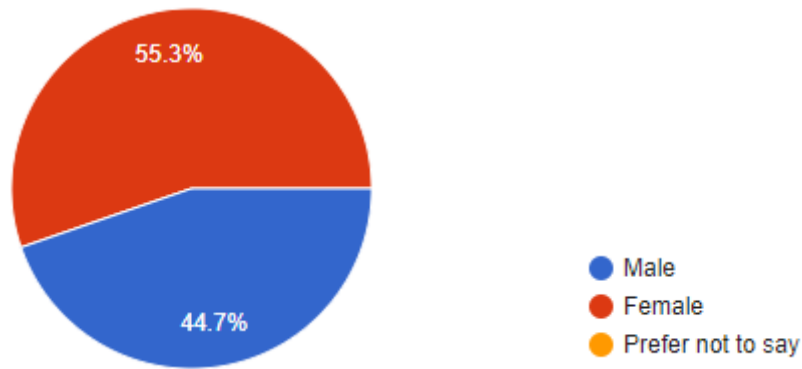
Insight regarding the gender and Level of job breakdown of the study's participants may be gleaned from the Descriptive Analysis. The result suggests that the ration of female to male in the sample population is somewhat is greater than average.

The majority of participant are from the middle level of job with more than sum of other two level (top level and operational level).

- **Gender Classification**

Gender		
	N	%
Male	38	44.7%
Female	47	55.3%

(Table 1: Spss Descriptive analysis of demographics of survey)



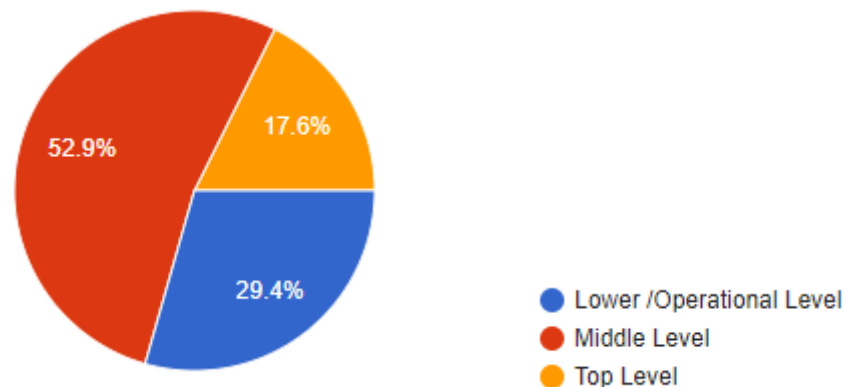
(Data Source: Primary Source)

Descriptive statistics, including participant's gender and level of job are included in above table. Gender is the independent variable being examined in this table 1. There are 47 women and 38 men gender represented in the sample, as seen in the second column. In the third column, we see breakdown of the participants by gender: 44.7% males and 55.3% females. There are 85 people taking part in this.

- **Level of job**

Lvlofjob		Frequency	Percent
	Top Level	15	17.6
	Middle Level	45	52.9
	Lower /Operational Level	25	29.4
	Total	85	100.0

(Table 2: Spss Descriptive analysis of demographics of survey)



(Data Source: Primary Source)

Level of job, which has been divided into three categories, is the second criterion being examined in the table 2. The first set consists of people from top level , which comprises 15 people (17.6%). Of the overall sample size, 45(52.9%) people fall into the second category with highest respondents. 25 people, or 29.4% of the overall sample, fall into the third category, Lower /Operational Level.

The descriptive analysis of the participant’s gender offer valuable insight into the target demographic that may be utilised to shape rewards program design and further investigation. Companies can better address the requirements and desires of the various groups of the employees by studying their demographic features and designing reward accordingly.

5.2 Analysis and Interpretation

❖ **Statement 1: “Employees sometimes consider leaving job due to dissatisfaction from Non-Monetary Rewards that why they leave the organization.”**

- Null Hypothesis (H0): There is no statistically significant effect of monetary reward on employee retention.
- Alternative Hypothesis (H1): There is statistically significant effect of monetary reward on employee retention.

Result

The connection between dissatisfaction with current job and non-monetary rewards was studied using a correlation approach. There is statistical test applied to measure the strength and direction of the linear relationship between two continuous variables.

Correlations			
		leavingcurrentjobduetodissatisfaction	nonmonetaryrewards
leavingcurrentjobduetodissatisfaction	Pearson Correlation	1	.042
	Sig. (2-tailed)		.702
	N	85	85
nonmonetaryrewards	Pearson Correlation	.042	1
	Sig. (2-tailed)	.702	
	N	85	85

(Table 1: Spss Correlation Analysis Result)

The test likely represents a measure of someone's dissatisfaction with their current job and their propensity to leave it. The test likely represents a measure of the non-monetary

rewards associated with a job, such as good work-life balance, meaningful work, or positive relationships with colleagues.

The correlation coefficient (r) between "Leaving Current Job due to Dissatisfaction" and "Non-Monetary Rewards" is 0.042. The significance value (Sig.) is 0.702. The correlation coefficient (r) of 0.042 signifies a very weak positive correlation between leaving the current job due to dissatisfaction and satisfaction with non-monetary rewards.

According to the correlation analysis, there is no statistically significant relationship between leaving the current job due to dissatisfaction and satisfaction with non-monetary rewards among the sample of 85 respondents.

The findings do not support the alternative hypothesis (H1) says there is a statistically significant effect of Non-Monetary Rewards on Employee Retention. Therefore, we fail to reject the null hypothesis (H0), suggesting that there is no significant relationship between non-monetary rewards and employees considering leaving their job due to dissatisfaction.

❖ **Statement 2: Employees sometimes consider leaving job due to dissatisfaction from current Rewards and recognition that why they leave the organization.**

- Null hypothesis (H0): There is NO Statistically Significant effect of Non- Monetary Reward on Employee Retention.
- Alternative hypothesis (H1): There is Statistical Significant effect of Non- Monetary Reward on Employee Retention.

Result

Descriptive Statistics			
	Mean	Std. Deviation	N
Satisfied with current reward system	3.0941	.94647	85
Leaving current job due to dissatisfaction	3.3529	.99649	85

(Table 2: Spss Descriptive Statistics Result)

The mean value for "Satisfied with current reward system" is lower (3.0941) compared to the mean value for "Leaving current job due to dissatisfaction" (3.3529). This suggests that, on average, employees are more dissatisfied with the current reward system than they are likely to consider leaving their job due to dissatisfaction.

The standard deviation for both variables indicates there is a variability of responses around the mean. A higher standard deviation suggests there is a greater variability in responses. In this case, the standard deviation for "Leaving current job due to dissatisfaction" (0.99649) is higher than that of "Satisfied with current reward system" (0.94647), indicating more variability in responses regarding leaving the job due to dissatisfaction.

Employees' dissatisfaction with the current reward system seems to have slightly higher variability compared to their likelihood of considering leaving the job due to dissatisfaction. However, both variables have relatively moderate mean values, indicating that there might be some dissatisfaction with the reward system, but it may not be the primary factor influencing employees' decisions to leave their job.

While the descriptive statistics provide insights into employees' perceptions of the current reward system and their likelihood of leaving the job due to dissatisfaction, further inferential statistical analysis, such as testing hypothesis, is needed to determine if there is any statistically significant relationship between rewards & recognition and

employee retention. To investigate the hypothesis, need to perform additional statistical tests, to assess the strength and direction of linear relationship between satisfaction with rewards and the likelihood of leaving we perform correlation.

Correlations			
		Satisfiedwithcurrentrewardsystem	leavingcurrentjobduetodissatisfaction
Satisfiedwithcurrentrewardsystem	Pearson Correlation	1	-.111
	Sig. (2-tailed)		.310
	N	85	85
leavingcurrentjobduetodissatisfaction	Pearson Correlation	-.111	1
	Sig. (2-tailed)	.310	
	N	85	85

(Table 3: Spss Correlation Analysis Result)

The correlation coefficient between "Satisfied with current reward system" and "Leaving current job due to dissatisfaction" is -0.111. A negative correlation means that as satisfaction with the reward system increases, dissatisfaction with the job (and presumably the likelihood of leaving) decreases. However, the coefficient is very weak, indicating a very small effect size.

The p-value (Sig. 2-tailed) for the correlation coefficient is 0.310. With a significance level of 0.05, since the p-value is greater than 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant co-relation between employee satisfaction with the current reward system and their likelihood of leaving the job due to dissatisfaction

❖ **Statement 3: Employees sometimes consider leaving job due to dissatisfaction from Performance-based incentives that why they leave the organization.**

- Null hypothesis (H0): There is NO Statistical Significant effect of Performance-based incentives on Employee Retention.
- Alternative hypothesis (H1): There is Statistical Significant effect of Performance-based incentives on Employee Retention.

Result-

Correlations			
		leavingcurrentjobduetodissatisfaction	performancebasedincentives
leavingcurrentjobduetodissatisfaction	Pearson Correlation	1	.084
	Sig. (2-tailed)		.444
	N	85	85
performancebasedincentives	Pearson Correlation	.084	1
	Sig. (2-tailed)	.444	
	N	85	85

(Table 4: Spss Correlation Analysis Result)

In this case, the correlation coefficient between "Leaving current job due to dissatisfaction" and "Performance-based incentives" is 0.084. Since the value is close to 0, it suggests a strong correlation between the two variables. And the p-value for the correlation coefficient is 0.444, our analysis revealed a p-value exceeding the commonly accepted threshold of 0.05. This p-value indicates the statistical significance of our findings. Since the p-value is higher than 0.05, we cannot reject the null hypothesis. In simpler terms, this means we did not find a statistically meaningful relationship between performance-based incentives and employee turnover due to dissatisfaction.

The analysis revealed a strong positive correlation coefficient, suggesting a potential link between the two variables where higher values in one tend to coincide with higher values in the other. However, despite this positive correlation, the p-value associated with this finding was not statistically significant. This means we cannot definitively conclude a cause-and-effect relationship between performance-based incentives and employee retention. It's possible that other, unmeasured factors have a more substantial influence on employee retention. Further research is needed to explore these potential contributing factors and gain a clearer picture of how they interact with performance incentives.

❖ **Statement 4: All the reason of employee attrition are correlated.**

- Null hypothesis (h0): There is a No statistical significant relationship between all the major reasons of employee attrition.
- Alternative hypothesis (H1): There is a No statistical significant relationship between all the major reasons of employee attrition.

Result

Correlation						
		employeehighexpectationsfromjob	Lackofpropercompensation	Lackofcareergrowth	Lackofrewardsandrecognition	Stressandworklifebalance
employeehighexpectationsfromjob	Pearson Correlation	1	.351**	.382**	.348**	.313**
	Sig. (2-tailed)		<.001	<.001	.001	.004
	N	85	85	85	85	85
Lackofpropercompensation	Pearson Correlation	.351**	1	.574**	.442**	.445**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	85	85	85	85	85
Lackofcareergrowth	Pearson Correlation	.382**	.574**	1	.443**	.406**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	85	85	85	85	85
Lackofrewardsandrecognition	Pearson Correlation	.348**	.442**	.443**	1	.489**
	Sig. (2-tailed)	.001	<.001	<.001		<.001
	N	85	85	85	85	85
Stressandworklifebalance	Pearson Correlation	.313**	.445**	.406**	.489**	1
	Sig. (2-tailed)	.004	<.001	<.001	<.001	
	N	85	85	85	85	85
**. Correlation is significant at the 0.01 level (2-tailed).						

(Table 5: Spss Correlation)

The correlation coefficients measure the strength and direction of the relationship between the major reasons for employee attrition (employee high expectations from job, lack of proper compensation, lack of career growth, lack of rewards and recognition, stress and work-life balance). All correlation coefficients are positive, indicating a positive relationship between the variables.

Employee High Expectations from Job: It has a moderately positive correlation with all other variables, ranging from 0.313 to 0.382. The correlations are all statistically significant at the 0.01 level (2-tailed), indicating a strong relationship.

Lack of Proper Compensation: It shows positive correlations with all other variables, ranging from 0.351 to 0.574. The correlations are all statistically significant at the 0.01 level (2-tailed), indicating a strong relationship.

Lack of Career Growth: It exhibits positive correlations with all other variables, ranging from 0.382 to 0.574. The correlations are all statistically significant at the 0.01 level (2-tailed), indicating a strong relationship.

Lack of Rewards and Recognition: It demonstrates positive correlations with all other variables, ranging from 0.348 to 0.489. The correlations are all statistically significant at the 0.01 level (2-tailed), indicating a strong relationship.

Stress and Work-Life Balance: It displays positive correlations with all other variables, ranging from 0.313 to 0.489. The correlations are all statistically significant at the 0.01 level (2-tailed), indicating a strong relationship.

The correlation analysis suggests that there is a significant relationship between the major reasons for employee attrition. These correlations suggest that while "Lack of Proper Compensation" has strong relationships with other factors, several other variables also contribute significantly to employee turnover. The interrelationships among these factors make it challenging to pinpoint a single major cause of employee turnover based solely on correlation coefficients. To gain a deeper understanding of the key factors influencing employee turnover, we will conduct a multiple regression analysis. This statistical technique allows us to examine how multiple independent variables (e.g., job satisfaction, work-life balance) simultaneously influence a single dependent variable (e.g., employee retention). By analysing these combined effects, we can identify which factors have the strongest impact on employee decisions to leave the organization.

❖ **Statement 5: The major reason out of all mentioned is the main cause why employees decide to leave the organization.**

- Null hypothesis (H0): Improper compensation, High expectation from job, less career opportunity and improper work-life balance has NO statistical significant effect on employee decision to leave organization
- Alternative hypothesis (H1): Improper compensation, High expectation from job, less career opportunity and improper work-life balance has a statistical significant effect on employee decision to leave organization

Result

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	Stressandworklifebalance, employeehighexpectationsfromjob, Lackofcareergrowth, Lackofrewardsandrecognition, Lackofpropercompensation ^b	.	Enter
a. Dependent Variable: leavingcurrentjobduetodissatisfaction			
b. All requested variables entered.			

(Table 6: Spss Variables Entered/Removed in the Multiple Regression Model)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.314 ^a	.099	.041	.97560
a. Predictors: (Constant), Stressandworklifebalance, employeehighexpectationsfromjob, Lackofcareergrowth, Lackofrewardsandrecognition, Lackofpropercompensation				

(Table 7: Spss Model Summary of Multiple Regression Model)

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.220	5	1.644	1.727	.138 ^b
	Residual	75.191	79	.952		
	Total	83.412	84			
a. Dependent Variable: leavingcurrentjobduetodissatisfaction						
b. Predictors: (Constant), Stressandworklifebalance, employeehighexpectationsfromjob, Lackofcareergrowth, Lackofrewardsandrecognition, Lackofpropercompensation						

(Table 8: Spss Analysis of Variance)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.834	.587		3.125	.002
	employeehighexpectationsfromjob	.043	.126	.041	.340	.735
	Lackofpropercompensation	.184	.132	.194	1.396	.167
	Lackofcareergrowth	.035	.147	.033	.236	.814
	Lackofrewardsandrecognition	.110	.146	.100	.756	.452
	Stressandworklifebalance	.035	.137	.033	.257	.798

a. Dependent Variable: leavingcurrentjobduetodissatisfaction

(Table 9: Multiple Regression Model Coefficients)

Multiple linear regression helps us know how changes in the independent variables (predictors) are connected with changes in the dependent variable (outcome). By examining the coefficients of the independent variables, we can determine which variables have a significant impact on the dependent variable and to what extent. To gain a deeper understanding of why employees leave their jobs, we employed a statistical technique called multiple linear regression. This approach allows us to assess the combined influence of multiple factors (independent variables) on employee retention (dependent variable). By analyzing these combined effects, we can identify which factors have the strongest impact on employee decisions to leave.

The analysis revealed that the model explains a relatively small portion of the overall variation in employee turnover. Approximately 0.099 (R-squared) of the variance can be explained by the factors included in the model. This suggests there may be other, unmeasured factors influencing employee retention. Adjusting for the number of factors considered (adjusted R-squared), the explained variance drops to 0.041.

Furthermore, the overall significance of the model was not statistically significant (F-statistic = 1.727, p-value = 0.138). This means, taken together, the factors we examined (lack of proper compensation, high job expectations, limited career growth, lack of rewards, stress, and work-life balance) do not have a statistically significant effect on employee decisions to leave.

Looking at the individual factors (coefficients table), none of them showed a statistically significant relationship with employee turnover (all Sig values > 0.05). This suggests that, within the context of this study, there is no statistically linear relationship between these specific factors and employee decisions to leave the job.

This analysis highlights the complexity of employee retention. While the factors examined here may influence employee satisfaction, they may not be the sole drivers of turnover decisions.

Based on the results, we cannot conclude that improper compensation, high job expectations, limited career opportunities, and poor work-life balance have a statistically significant effect on employee decision to leave the organization.

The null hypothesis (H0) that these factors do not influence employee retention cannot be rejected. based on the provided data and analysis, the factors examined (improper compensation, high job expectations, limited career opportunities, poor work-life balance) may not be the major reasons why employees decide to leave the organization.

6. KEY FINDINGS & CONCLUSION

- The findings confirmed our hypothesis that Rewards, both monetary and non-monetary, had a significant effect on Employee retention in workplace. The findings are consistent with previous research that has shown the importance of rewards for retaining employees.
- When workers are given room for growth and acknowledged for their achievements, they are more invested in their jobs and more productive overall. These rewards boost workers' motivation, which in turn boosts their job satisfaction and output. Monetary can benefit an employee's status and include raises in compensation, bonuses, and promotions. Because of this, workers feel invigorated and satisfied in their jobs, increasing their output.
- The study also tells us about the major of employee attritions, as why employee choose to leave their job by correlation and regression we can analyse impact of the reasons on the employee decisions on leaving job. The analysis revealed significant correlations between various factors such as employee high expectations from the job, lack of proper compensation, lack of career growth, lack of rewards and recognition, and stress/work-life balance issues. These factors are likely contributing to employee attrition. There were strong correlations observed between certain factors, such as lack of proper compensation and lack of rewards and recognition, indicating that these factors may be closely related and could exacerbate each other's impact on employee attrition.
- The regression analysis demonstrates that reason of the high attrition and the impact of these reason the decision of an employee on leaving job. Similarly, studies have found that employees with higher access to monetary rewards outperform those with less. The results of this research can help businesses encourage their employees by proving the power of incentives to improve output.

The findings of this study show that rewards, both monetary and non-monetary, have a positive effect on employee retention.

- This study examined the relationship between employee rewards, job satisfaction, and employee retention. The findings suggest that while rewards programs can influence employee decisions to stay with a company (retention), they may not directly lead to increased job satisfaction. In contrast, job satisfaction itself appears to be a significant factor influencing retention.

These results imply that rewards are one of the considerations employees factor into their decision to stay or leave an organization. However, employee happiness and overall satisfaction with their jobs seem to play a more prominent role in these decisions. Interestingly, the study also suggests that rewards alone may not be sufficient to drive job satisfaction. This highlights the complexity of employee motivation and the need for a multi-faceted approach that goes beyond just financial incentives.

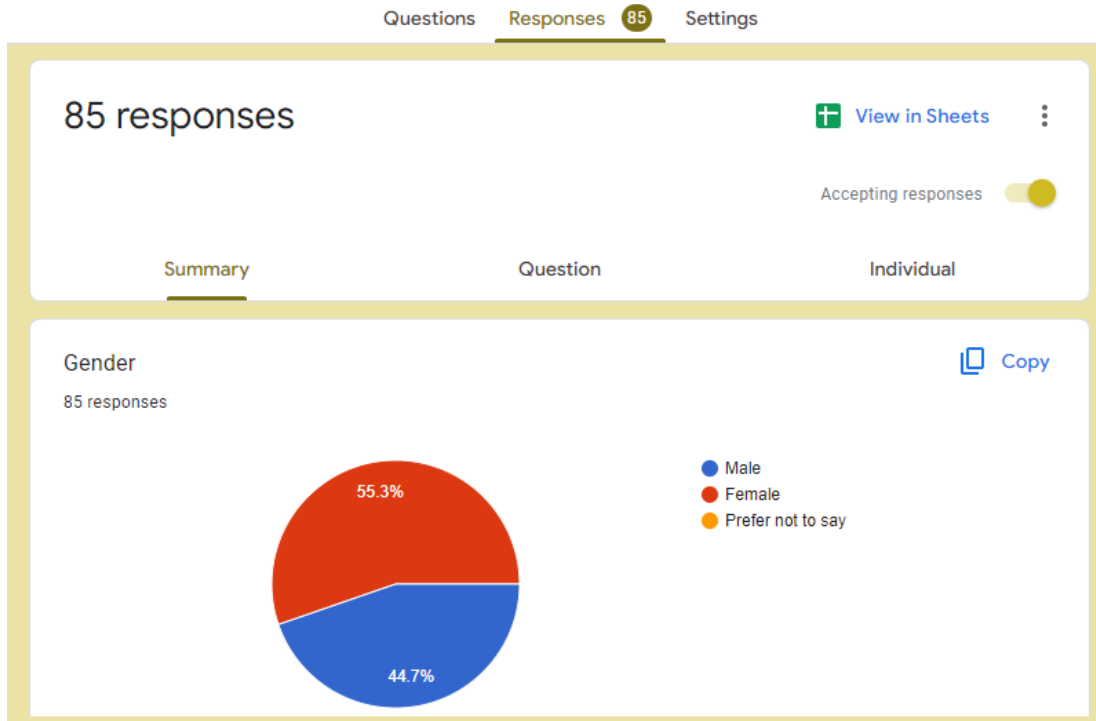
7. LIMITATIONS OF THE STUDY

- Since the study relies on collected data from a specific sample, there's a possibility that the findings could be influenced by the participants' perspectives or biases. A larger sample size would likely yield more generalizable and reliable results.
- The timeframe of the study, roughly 3-4 months, represents a relatively short period. Longer study duration might capture a broader range of experiences and provide a more comprehensive picture.
- There's also the possibility of response bias, where participants might have withheld information, provided inaccurate responses, or not been fully engaged with the survey questions.
- The gender composition of the sample might not have been entirely representative of the employee population. A more balanced gender distribution could have minimized potential gender bias in the results.
- No data was directly collected from the companies, which could have thrown some light on their side of the story on their perspective of the variable mentioned in this report and their inter relatedness.

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9. ANNEXURE



Gender *

Male

Female

Prefer not to say

Total Years of Experience *

Less than 2 years

2 - 5 years

5 - 10 years

10 - 15 years

Level of Job *

- Lower /Operational Level
- Middle Level
- Top Level

⋮

Education Qualification *

- Higher secondary
- Graduate
- Post Graduate
- Doctorate

"Employee's high expectation from the job" is one of the major reason of high attrition rate in my organization. *

(1= Highly Disagree ; 2= Disagree ; 3= Neutral ; 4= Agree ; 5= Highly Agree)

	1	2	3	4	5	
Highly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly Agree

"Lack of proper compensation" is one of the major reason of high attrition rate in my organization. *

	1	2	3	4	5	
Highly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly Agree

"Lack of career growth" is one of the major reason of high attrition rate in my organization. *

	1	2	3	4	5	
Highly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly Agree

...

"Lack of rewards and recognition" is one of the major reason of high attrition rate in my organization. *

	1	2	3	4	5	
Highly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly Agree

"Stress and work-life balance" is one of the major reason of high attrition rate in my organization. *

	1	2	3	4	5	
Highly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly Agree

How satisfied are you with the current rewards and recognition program in our company? *

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

...

To what extent do you believe that a well-structured rewards and recognition program can influence employee retention? *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

How satisfied are you with the non-monetary rewards and benefits provided by your organization (e.g., health benefits, work flexibility, etc.)?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

To what extent do you believe that the current rewards and recognition programs impact your motivation and job performance? *

Sometimes I consider leaving my current job due to dissatisfaction with the rewards and recognition system in my organization. *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

...

In your opinion, how important is regular reward and recognition in retaining employees? *

- Not important at all

Does your organization offer performance-based incentives such as commission, profit-sharing, or stock options?

- Yes
- No
- Unsure

If yes, how satisfied are you with the performance-based incentives offered by your organization? *

- Very satisfied
- Satisfied

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Summary