

MAJOR RESEARCH PROJECT

ATTRITION AND RETENTION

Submitted By

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Under the Guidance of

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Attrition and retention

DECLARATION

I Abhishek student of MBA 2022-2024 of Delhi School of Management, Delhi Technological University solemnly declare that this Major research project titled ‘Attrition and retention’ submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work.

The information and data given in report is authentic.

I also confirm that this report is not being submitted to any other institution or university for awards of any other degree or diploma.

Student name and signature:

Place:

Date:

CERTIFICATE

This is to certify that report titled “Attrition and Retention” has been submitted by Abhishek, roll number 2K22/DMBA/07, student of Master of Business Administration (MBA) at Delhi School of Management, Delhi Technological University, New Delhi in partial fulfilment of the requirements for the award of the degree.

Signature of guide:

Place:

Date:

ACKNOWLEDGEMENT

It gives me great pleasure to acknowledge the assistance and constant support I received from my faculty advisor. I express my utmost gratitude to Dr P.K. Suri for his guidance in my Major research project titled 'Attrition and Retention' submitted to Delhi School of Management, Delhi Technological University. It has been an enriching experience for me to interact with them over the course of this report and will undoubtedly contribute towards my professional growth. It has been my constant endeavour to ensure that the project is completed in the best possible manner and ensure that its error free also.

Abhishek

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EXECUTIVE SUMMARY

This research study is based on attrition and retention of employee and their thoughts on retention and attrition with respect to approach used during corona and after that. This case will include suggestions to retain employee and reason of their leaving. Employees are a vital asset in companies, especially in the evolving economy. Keeping employees for longer periods is crucial for productivity and revenue generation.

Balancing attrition rates and implementing retention strategies is essential for organizational stability. Employee attrition can be caused by various factors like low pay, poor working conditions, and lack of recognition. Identifying and addressing these factors is crucial for improving retention rates.

Companies can implement strategies like growth plans, recognition of achievements, and career development to retain employees. Fostering a positive work environment and providing opportunities for advancement can help in reducing attrition. Technology has played a significant role in the growth of the Indian economy, especially in sectors like IT and services.

Advancements in technology have opened up new opportunities and enhanced connectivity in the global market.

Retention strategies ensure that employees are engaged and motivated to stay with the same employer and Effective retention practices contribute to a stable and productive workforce.

Majority employees are not satisfied with the communication process in their organization. 31.3% graded it as neutral, 37.5% as disappointed, and only 31.3% are satisfied. 36.3% of employees feel that their suggestions and opinions are not taken into consideration, showing that a significant portion feels their voice is ignored. Only 18.8% of employees are satisfied with the career development strategies, suggesting a need for improvement in this area.

The majority of employees feel that their efforts are not appreciated and recognized by the organization, highlighting a potential issue in employee recognition. 36.3% of employees are not

satisfied with the job security, indicating a significant portion feels insecure in their roles. A significant portion of employees feel they are not paid adequately, with 37.5% of employees expressing dissatisfaction with their pay scale. 31.3% of employees think that recognizing employees' success will reduce employee turnover.

Work life balance and career development are identified as major reasons for the increase in the attrition rate. Establish a well-defined formal and informal communication system in the organization to assess the needs and wants of employees and create a long-term vision.

The findings underscore the need for organizations to prioritize the well-being and satisfaction of their employees to mitigate attrition and establish a stable and engaged workforce.

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CHAPTER 01

INTRODUCTION

The information technology industry is the most rapidly increasing. The Indian is expanding, but at a quicker rate, and has achieved significant market share in the worldwide market. In India, the is divided into two parts: software and information technology-enabled services. They have both contributed significantly to the Indian economy in terms of income and benefits.

Technology has come up as the one of the greatest strength because with the advancement of technology in the globe, it has become simple and effective to stay connected with others at the same point of time at different locations.

Works or jobs that used to take personnel of any firm days to complete are now completed in only a few hours as a result of technological advancement.

With the expansion of the Indian economy and the advancement of technology, a plethora of chances have emerged in the marketplace. competition has increased significantly in today's era that is not possible for any organization to stand in the market without gaining the synergies and competencies if they want to thrive for an extended period of time.

1.1 Attrition

“Employee attrition refers to the departure of personnel from an organization for any cause (voluntary or involuntary), including resignation, termination, death, or retirement”.

Attrition is an unavoidable feature of every company. A day will come when an employee wishes to quit your organization for personal or professional reasons. When attrition exceeds a certain level, though, it becomes a source of concern.

Employees are leaving their job faster or in less time than they are hired, and this is often seems beyond the employer's control.

For example, turnover among minority employee groups may be harming diversity at your firm. Alternatively, turnover among senior executives might result in a major leadership gap in the company.

Attrition Rate

“The attrition rate is the rate at which employees depart or leave an organization divided by the average number of employees in the company over a particular time period.”

Types Of Attrition

- **Retiral Attrition:**

When an employee completes his or her employment at a corporation and retires. As the tenure of the employment comes to the end, this is primarily due to natural attrition, and businesses have succession plans in place.

If two or three employees leave your organization this year, this is statistically too tiny an employee group to be counted as attrition. However, if a large portion of your personnel departs at the same time, this might lead to attrition. Retirement attrition should not be overlooked; your senior professionals may opt to retire early or become independent consultants for reasons other than age.

- **Voluntary Attrition:**

When an employee quits the firm on his own to pursue a better work opportunity, professional advancement, or higher salary.

Employees who chose to leave their employment are the most typical sort of attrition. Many factors can contribute to voluntary attrition, and the majority of them are under your control.

- **Involuntary Attrition:**

If an employee gets fired from a position owing to a problem, such as poor performance. A degrowing firm may also cause employees to leave, resulting in a greater percentage of individuals departing.

The corporation, rather than the person, initiates the leave in this case.

For example, “the employee may have demonstrated episodes of professional misbehaviors - a major cause of involuntary attrition. Attrition might also be attributed to structural factors. Mergers and acquisitions can result in a wave of involuntary attrition.”

- **Internal Attrition:**

Employees are resigning or transferring from one division in order to work in another division or department of the same organization. Internal attrition can be beneficial and provides or increases the productivity in some circumstances since it directs talent into more productive areas. It also ensures that employees are more suited to their jobs. However, if a specific department has seen a high rate of attrition in a given year, an investigation is needed for finding out the cause or reason for the same.

- **Demographic-specific attrition**

Employees from a single or specific demographics may be woman, ethnic minorities, individuals with disabilities, veterans, or senior professionals are leaving the organization in large numbers. This need to be taken care of. employee surveys can be conducted to determine the core reason of demographic-based attrition before it has an impact on your workplace culture and hampers the inclusions on a large.

Factors Affecting the Attrition Rate (As per the theory)

There is a list of identified reasons why employees consider leaving their current employer. The following are some of the key reasons for employee attrition:

- 1 Low Pay & No Recognition
- 2 Termination of Inefficient Employees
- 3 Employee Attrition Reasons
- 4 Poor Working Conditions
- 5 Demotivated Employees
- 6 Retirement

7 Lack of Career Growth



Fig 1: Different factors leading to Employee Attrition

Source: Wikipedia.com

Compensation Based: Better compensation and career opportunities outside the organization.

Laurels and Recognition: Less Pay/no recognition of the employees

Work life Balance: A high attrition rate might be caused by a poor work-life balance when you are not provided time even for your own self.

Behavioral Issues: Managers and peers' impolite behaviour leads to inadequate team management and demotivation.

Career Development: Stagnant professional progression and poor work-life quality might lead to a greater attrition rate.

Motivational Issues: Lack of motivation due to insufficient and terrible working circumstances.

Retirement: Employees' retirement or premature death while on the workplace.

Steps to Control Attrition

Companies can take a range of corrective actions to guarantee that employees stay with the company and that the number of people who leave is reduced. The following are some employee retention tactics for reducing attrition:

1. Motivate your employees with the help a growth plan.
2. Recognize and appreciate staff accomplishments.
3. Employees should be exposed to various responsibilities and encouraged to participate in internal training and development programmers that will help them advance their careers.
4. Taking frequent input from employees might assist in positively engaging disgruntled personnel.
5. To prevent misfit recruitment, constantly strategize organizational structure to remove irrelevant employment positions.

1.2 Retention

“Retention of staff refers to the way by the same staffs are made prefer to be with same employer/recruiter better then openly looking for alternative opportunities.” Turnover is the different than retention, where the individuals leave company for the number of reasons, just like attrition.

Process where a firm tries to ensures that their employees are not asked to leave their positions/post is known as retention. Each firm contains different amount of retention rate, refers to the percentage of employees who stayed or retained in the firm at a given point of time.

Intel

To guarantee maximum retention, a variety of tactics might be used. “Take the consideration that company top performers are unlikely to share the same motivations as your middle performers. Poor achievers, on the other hand, require entirely different retention methods separately”.

Retention strategies for top performers

McKinsey says high performers, work likely 400 percent much more producer than their ordinary colleagues. We can say that this figure varies each with the firm one works in and it's very important to provide attention to retention initiatives for the people.

Retention strategies for top performers

(01) provide challenging work

02 Train them in cross-disciplinary skills

03 Define and implement a succession plan

1. Challenge Them

Set new goals: This allows them to advance in their careers by allowing them to develop skills, creativity and achieve new goals. As a reward for good impact on their own total job prospects, top performers will be more loyal to your organization.

2. Cross Disciplinary training

Skill Upliftment: After an employee has gained one skill, incorporate them to cross-skilling opportunities. This will prevent the person from leaving the company in search of their "dream company," allowing them to sideways shift to a related discipline within the establishment.

3. Succession plan/ Lead Plan

Succession planning contributes to the development of a skilled workforce by trying to prepare today's modern performers that are the best for future roles. Involving these workers in the referred succession plan can help with retention even though they know what is going in the company.

Retention strategies for average performers

In many companies, the majority of the workforce consists of average performers who are responsible for a large portion of the work output. For instance, in a car dealership, an average salesperson

on contributes around 50% of the total sales, while the top performers bring in an additional 40%. Therefore, it is essential to implement strategies to retain these employees.

Retention strategies for average performers

01 Offer personalized benefits and perks

02 Ensure they are working under the right manager

03 Adopt a social recognition system to recognize them

- **Personalized Perks and Benefits**

Personalized resources will help you retain employees by giving them hope for the future and a higher quality of life. Undertake polls to decide which benefits are the most popular, and then increase your investment in these areas.

- **Check upon working manager**

As a result of poor management, workers will become demotivated or even dissatisfied with their jobs. This is particularly relevant for average employees, who often do not have the level of confidence that sets highperforming employees apart. Use anonymous pulse surveys to collect employee opinions about their supervisors.

- **Social recognition system**

Reduced efforts must not be overlooked. Trying to implement a socioeconomic incentives training course can make people feel appreciated at work and thus reduce their possibility of resigning.

Retention strategies for poor performers

Employees who are not performing up to the mark may have untapped potential that wasn't being realised fully. It's possible that they're in the correct department and their talents lie elsewhere. Put another way, they may simply need more training. A high hiring new cost and a high staff turnover among poor achievers can be harmful to your culture. To prevent this, you should take the following steps.

Retention strategies for poor performers

01 Identify the cause of poor performance

02 Address skill gaps immediately

03 Write accurate job descriptions to hire the right people

1. Identification of poor performance

On several occasions, poor performance has been connected to workplace disassociation. You should recognize and correct Monitor these patterns before it is too late. Use methods to assess productivity regularly and conduct a survey on employee engagement if it drops below a certain level.

2. Skill gaps filling

Giving chance to people who cannot perform to relaunch one's skills can help them stay back with the organization for a longer period of time. This same management of the company is concerned about their achievement is more likely to increase their dedication towards company. Anyways, make certain that these people can be trained.

3. Accurate Job Description

Other staff members who arrived at the respective company with patently false perceptions of what the job requires. A software developer, for example, may wish to create goods and will instead end up writing code to implement the layout and feature concepts of others. Make those elements clear in your job title throughout the induction to avoid a drop in performance and attrition.

1.3 Objectives of Study

- To understand and determine the reason of attrition.
- Curate ways to retain the employees.
- Determining the problems faced by employees and ways to manage it.
- Identifying the factors involved for a person to leave a firm
- Deriving some solutions or conclusions for better workplace and less loss.

CHAPTER- 02

LITERATURE REVIEW

According to **N, Krishnamoorthy., Ambreen, Aisha. (2022)**. We did a study to see why people stay or leave their jobs in the IT industry in Bangalore. The article talks about keeping good employees in the IT industry, especially in Bangalore. The sentence says that employees are not happy and they often change jobs. The study showed that how much you get paid, how your boss treats you, how much work you have, and how the companys rules affect how long you stay.

According to **Priti, Prajapati., Swapnil, Prajapati., Dr., Bijalben, Shah. (2023)**. Impact of globalisation on employee attrition and retention in indian it industry. EPRA international journal of multidisciplinary research, The paper examines the impact of globalization on employee attrition and retention in the Indian IT industry. Globalization of I.T. firms is related to an increase in attrition rate. Employee engagement helps mitigate the negative effects of globalization. The paper discusses the impact of globalization on employee attrition and retention in the Indian IT industry. It focuses on the outcomes of globalization on attrition rates and retention policies of the top five IT companies in India. However, it does not provide specific information about attrition and retention rates in the IT sector.

According to **Dr.P.Sujendra, Swami. (2022)**. EMPLOYEE RETENTION STRATEGIES IN IT/ITeS SECTOR: EMPLOYER VIEW. This article talks about why its crucial for software companies to keep their employees happy. Its because software technology has made it easy for companies to have a strong online presence, get a lot of visitors, and grow their business on the internet.

According to **Dr. Shivani Mishra Deepa Mishra (2013)** Scholars have made models that link different things to why people keep or quit their jobs, and they have tested these models to see if they can tell us why people stay or leave their workplaces. the main idea of this sentence is that having good people who can do the work and stay with the company is very important for being better than others in different fields and places. In addition, the review looks at how committed employees are to their jobs, how likely they are to leave, and how these things are affected by

things like the environment, the way the company treats its workers, and the people who work there. The review also talks about how employees expectations have changed a lot, and how companies need to change with them to keep their employees happy, loyal, and working for them.

According to **SUSHMITA JHA1 & AJAI KUMAR SINGHAL(2014)** Scholars have made models that link different things to why people keep or quit their jobs, and they have tested these models to see if they can tell us why people stay or leave their workplaces. the main idea of this sentence is that having good people who can do the work and stay with the company is very important for being better than others in different fields and places. In addition, the review looks at how committed employees are to their jobs, how likely they are to leave, and how these things are affected by things like the environment, the way the company treats its workers, and the people who work there. The review also talks about how employees expectations have changed a lot, and how companies need to change with them to keep their employees happy, loyal, and working for them.

CHAPTER -03

RESEARCH METHODOLOGY

- The research method used to analyze different factors of Inclusion of attrition and way to retain in industry is Descriptive Research Design. Descriptive research design is a research type that attempts to gather data to characterize a phenomena, data, situation, or population in a systematic manner. It mostly aids in addressing the research challenge's what, when, where, and how questions, instead of the why.
- The study is conducted among working individuals or who have certain experience in different categories. For this research it was important to know the views of candidates who seek and change for the job for various reasons. The research study involves reference of primary and secondary data.
- The survey was conducted by floating a questionnaire asking people how satisfied they are in their workplace. Questions related to job security, communication in the organization, relationship with colleagues and seniors, recognition and many more.
- A structured self-administered Questionnaire is used to collect primary data during survey. By using convenience sampling, the survey consisted of closed-ended questions and an open ended question for the suggestions.
- For evaluating opinions of employees, the questionnaire has been crafted that consist of 17 questions in form of multiple-choice question and linear scaling question. We have collected 80 responses from different employees belonging to age group 18-50 above,
- People from various age group and from different levels of management expressed their views. The questionnaire is graded from 1 to 5, 1 being "highly satisfied/Strongly agreed", 3 being "neutral" and 5 being "highly disappointed/Strongly disagreed".

- Applied **ANOVA** to study the hypothesis and check upon the factors responsible for attrition

Methods In order to set the aim and obtain the necessary outcomes, the fundamental methods that were employed,

- **Qualitative analysis:** In qualitative analysis, data is collected through techniques such as interviews, observations, focus groups, surveys, or document analysis. Narrative analysis. These processes involve examine the data, identifying commonalities and differences, and organize the information that is gained and transformed into meaningful themes or categories.
- **Deductive Analysis:** Deductive analysis is a kind of reasoning where conclusions are reached by using a predetermined set of premises. It involves applying a set of rules or principles to obtain a conclusion, reasoning from the general to the specific. Deductive analysis is used in various fields such as logic, mathematics, and science to establish conclusions with certainty.

CHAPTER -04

RESEARCH ANALYSIS, DISCUSSIONS AND RECOMMENDATIONS

4.1) DATA INTERPRETATION OF RESPONSES

4.1.1 Perception about communication process.

Question: Are you satisfied with the communication process in your organization?

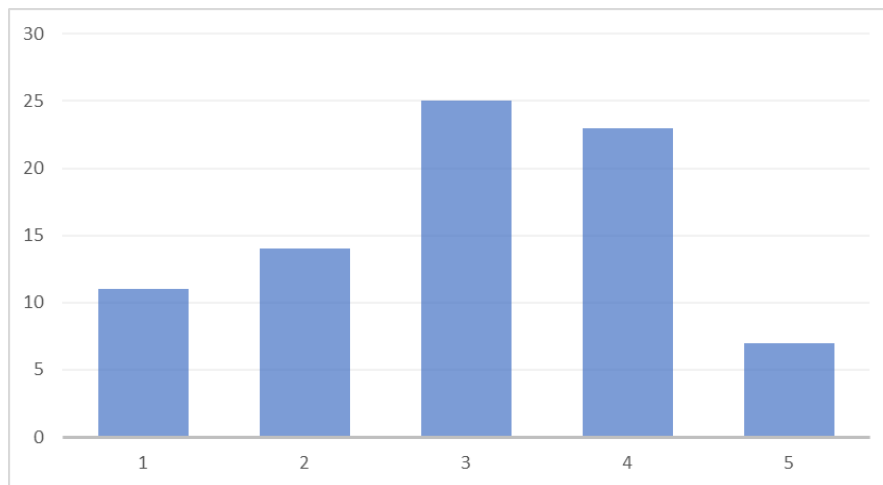


Fig 2 Bar Graph (Question 1)

Source: Own creation

Interpretation: The following graph depicts that majority employees are not satisfied with the communication process in their organization. 31.3% of the employees graded it as neutral, i.e., neither they are satisfied with the communication nor dissatisfied. 37.5% of the employees are disappointed with the communication flow in the organization. Very less amount of people that is 31.3% people are satisfied with the communication process here in the companies.

4.1.2 Consideration of suggestions and opinions

Question: Are your Suggestions and opinion respected in the organization?

80 responses

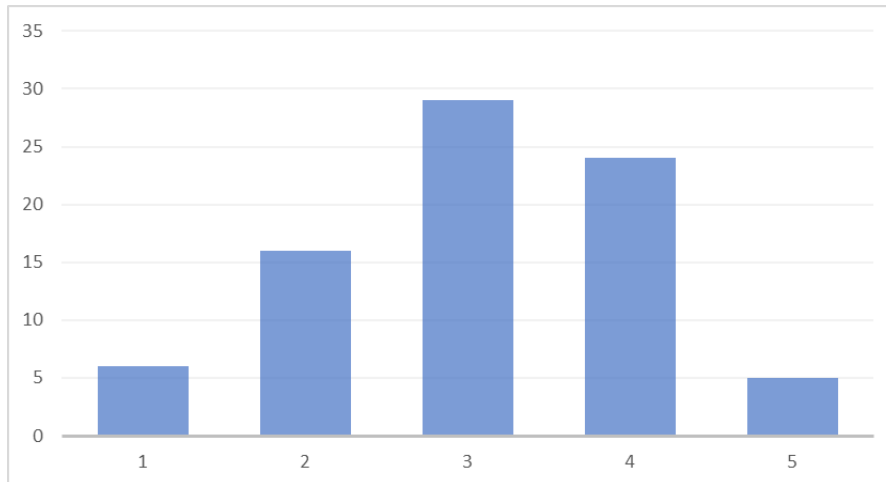


Fig 3 Bar Graph (Question 2)

Source: Own creation

Interpretation: The above graph shows that, there are a lot of employees' suggestions and opinions are not taken into consideration that is 36.3% of people. They are not given a chance to express their viewpoint or their opinion is ignored. Some people have moderate opinion that their opinion is a bit heard which is not positive at all 36.3% people feel that their opinion matter in the process of decision making. 27.5% of people in the IT industry are pretty positive about the respect they get in the workplace which is good.

4.1.3 Consideration of career development goals

Question: Are your Career Development goals taken into consideration?

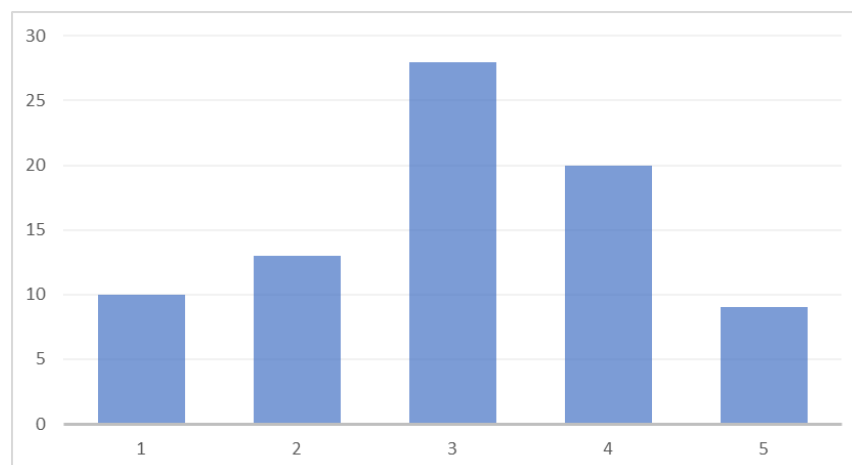


Fig 4 Bar Graph (Question 3)

Source: Own creation

Interpretation: The above graph presents that quite less of the employees are not satisfied with the organization as their career development goals are not taking into consideration. They feel that their future aspirations and growth process is nor respected by the company. 35% employees are okay with the career development plans laid down by the organization whereas 18.8% of the employees are satisfied with the career development strategies. 26.3% people still highly unsatisfied with company not taking their goal into consideration.

4.1.4 Rapport with seniors and colleagues

Question: Do you have good rapport with your colleagues and superiors?

80 responses

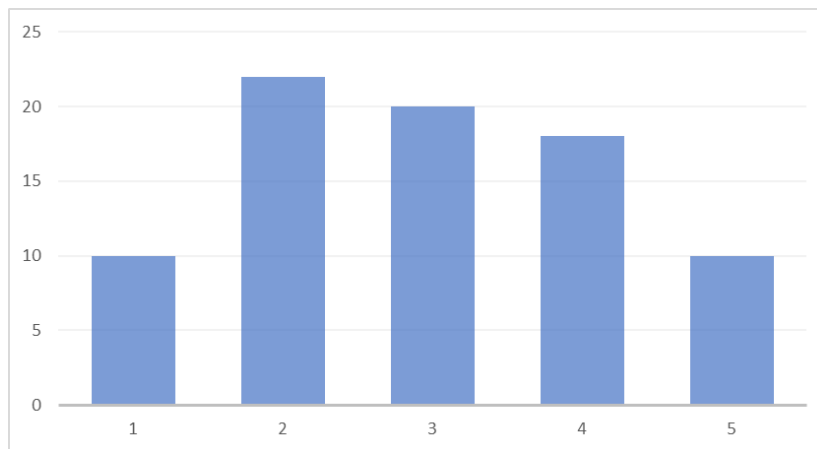


Fig 5 Bar Graph (Question 5)

Source: Own creation

Interpretation: In the above data, majority of the employees have good rapport with their colleagues and seniors. They maintain a cordial and friendly relationships with the people in the organization. 25% employees do not possess good relations with their seniors and colleague.

4.1.5 Perception about efforts and recognition

Questions: Are your efforts appreciated by the organization?

80 responses

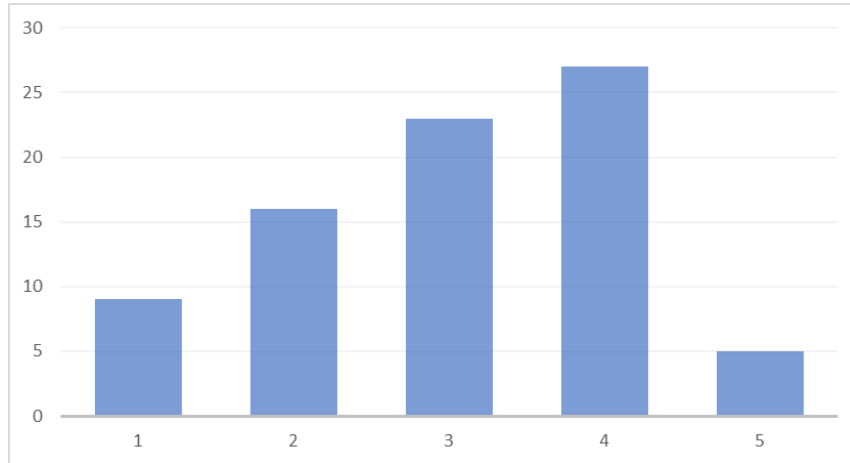


Fig 6 Bar Graph (Question 6)

Source: Own creation

Interpretation: In the above data, majority of the employees feel that their efforts and inputs are not appreciated by the organization. Their hard-work is not recognized by the seniors. 33 people are satisfied with the appreciations and recognition provided to them for their work done.

4.1.6 Perception about efforts job security

Questions: Do you have job security in your organization?

80 responses

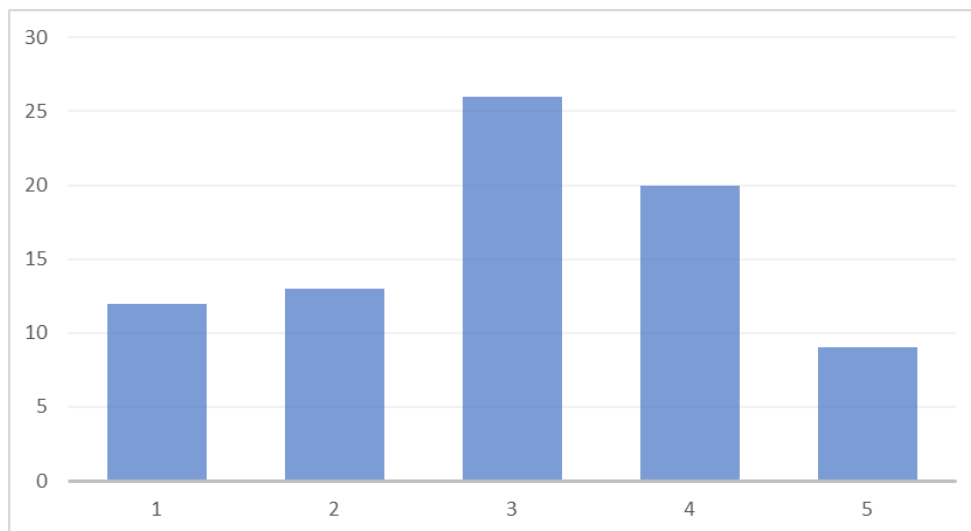


Fig 7 Bar Graph (Question 7)

Source: Own creation

Interpretation: In the above data, 36.3% of employees are not satisfied with the job security. This means that the organization fails to make their employees feel secure. Employees feel that they can be fired from their job anytime and thus not given any assurance from the employer. 31.3% employees feel that they have job security, that their company will not kick them out without any solid reasons.

4.1.7 Perception about pay scale

Questions: Do you think you are paid equivalent to the efforts you put in ?

80 responses

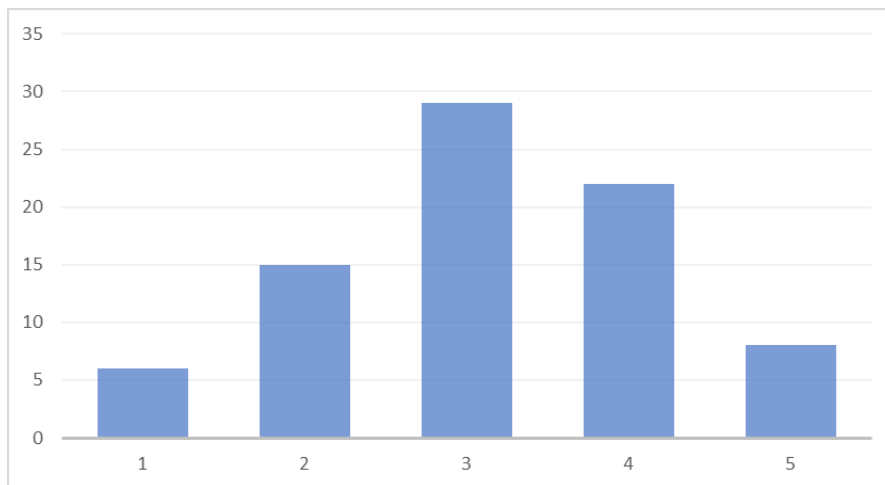


Fig 8 Bar Graph (Question 8)

Source: Own creation

Interpretation: In the above data, majority of employees feel that they are paid optimally, neither more nor less. 36.3% of employees feel their efforts are appreciated and recognized by the organization and they are paid according to the efforts contributed by them. 37.5% of employees feel they are not paid adequately, they feel that the company make them work more than they are paid.

4.1.8 Perception about job challenge

Question: Do you think you are provided with new challenges for growth?

80 responses

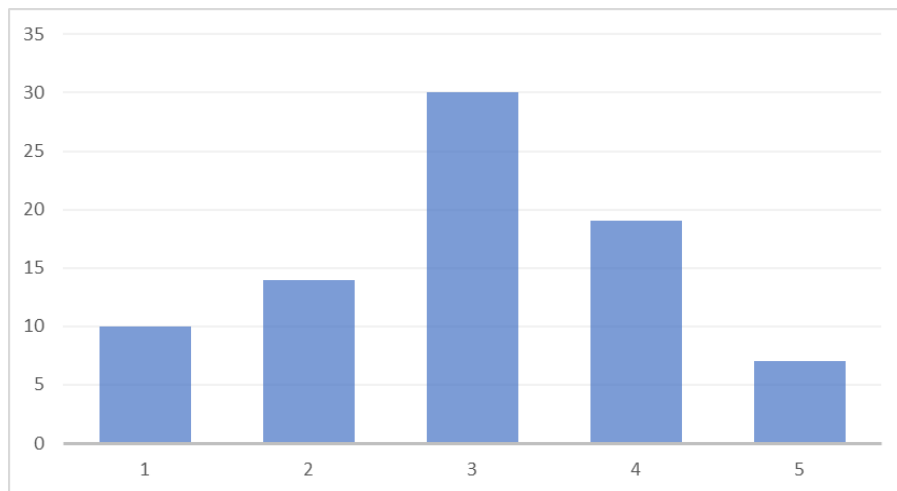


Fig 9 Bar Graph (Question 9)

Source: Own creation

Interpretation: In the above data, employees are satisfied with the growth opportunities provided to them. They feel that the company trust their abilities and assign them new tasks and challenges. These new challenges give employees a chance to hone their skills and move ahead in their career. 32.6% employees feel that their organization do not assign them new opportunities for better growth. They are made to do every day mundane job.

4.1.9 Perception about self-belongingness

Question: Do you enjoy a self of belongingness in your organization ?

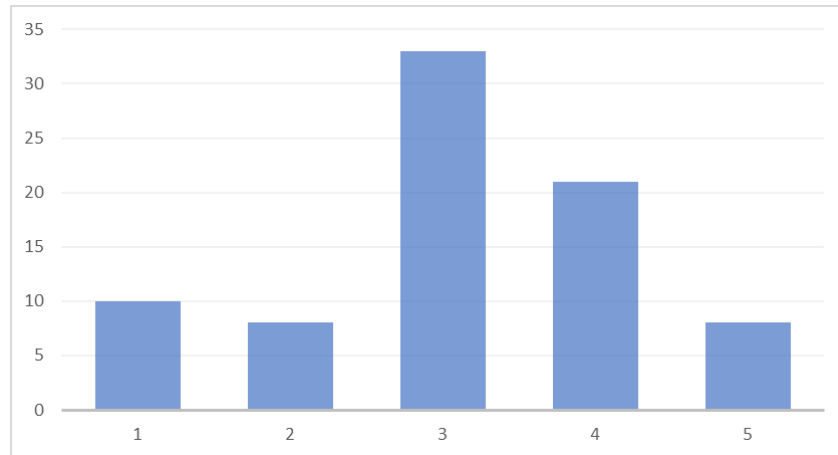


Fig 10 Bar Graph (Question 10)

Source: Own creation

Interpretation: In the given graph, 36.3% employees feel that there is no have a sense of belongingness in the organization. Colleagues, seniors and other people do not establish a cordial and hearty relationship with employees. 22.5% of the employees feel that the environment in their organization is balanced and formal, neither the people are cordial nor ignorant.

4.1.10 Perception about HR negotiation

Question: Do HR try to negotiate and not provide compensation according to budget formulated, creates discontent amongst employees?

80 responses

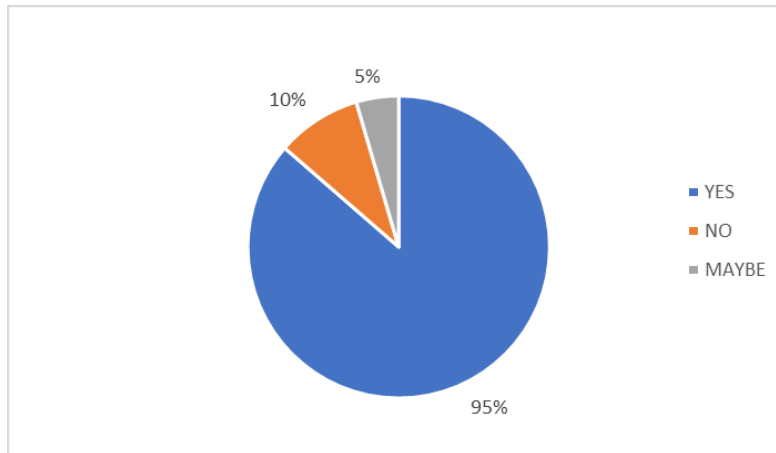


Fig 11 Pie chart (Question 12)

Source: Own creation

According to the data, and the pie chart represented above we can observe that majority that is 85% of the employees have observed that they're not only try to negotiate but also reduce employee's budget according to their own need. This not only creates disparity but discontent amongst colleagues and one of the big reasons for disharmony amongst each other. Whereas 10% of the of the people do not find HR doing the same. 5% of the employee are not sure of the condition and have marked maybe.

4.1.11 Factors affecting attrition rate

To what extent does the following factors affect the attrition rate the amount of help trainings provided the following aspects respondents working. This graph shows the number of respondents believes on how much affect does reasons like incentives and perks, work life balance, career development, compensation and appraisal and work environment. The graph has been made according to the scale of 4. From the above data we analysed the following:

Incentive and Perks: Approximately 80% of the respondents think that incentives and perks are moderately important for employees to work at some place. Approximately 7% respondents thinks that incentives and perks are really important for a person.

Work Life Balance: Approximately 45% of the respondents think that work life balance is moderately important for employees to work at some place. Approximately 40% respondents thinks that work life balance doesn't play an important role in one's being. Whereas the 4% of respondents in thinks that work life balance is a very important aspect for an employee.

Career Development: Approximately 55% of the respondents think that career development is moderately important for employees to work at some place. Approximately 32% respondents thinks that career development doesn't play an important role in one's being in a company. Whereas the 24% of respondents in thinks that career development is a very important aspect for an employee to be in a company.

Compensation and Appraisal: Approximately 62% of the respondents think that is Compensation and Appraisal is moderately important for employees to work at some place. Approximately 22% respondents thinks that compensation and appraisal doesn't play an important role in one's being in a company. Whereas the 28% of respondents thinks that compensation and appraisal is a very important aspect for an employee to be in a company.

Work Environment: Approximately 45% of the respondents think that work environment is moderately important for employees to work at some place. Approximately 30% respondents thinks that work environment doesn't play an important role in one's being in a company. Whereas the 25% of respondents in thinks that work environment is a very important aspect for an employee to be in a company.

Question: What initial steps can be taken to reduce turnover? 80 responses

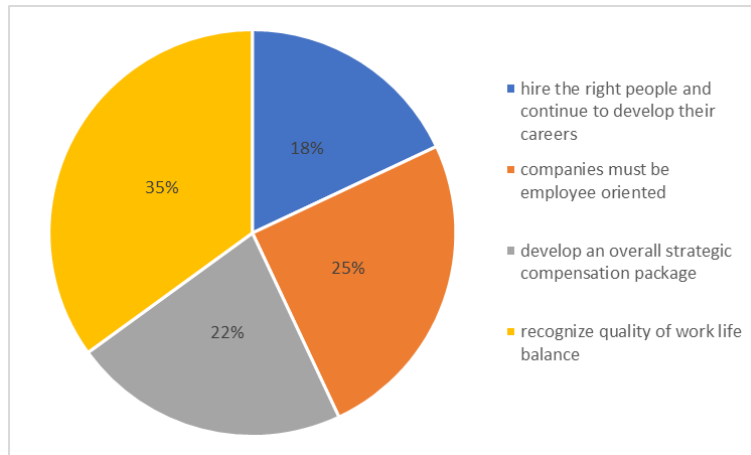


Fig 13 Pie Chart (Question 15)

Source: Own creation

Interpretation: 38.8% employees believe that in order to reduce employee turnover the most important aspect is to hire right person, knowing that person completely, help the new employee grow in this career and provide him suitable workplace. 37.5% employees feel that organizations should be employee oriented, they should take utmost care of their employees. 23.8% employees stand up for overall development of strategic compensation package. The employees should be rewarded/compensated adequately for the work done through perks and incentives.

4.1.12 Perception about reduction in employee turnover

Question: What are the various ways to reduce employee turnover ?

80 responses

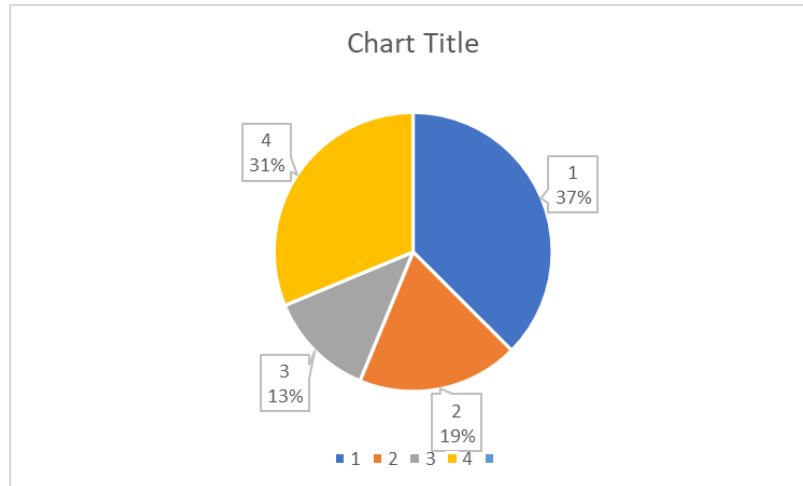


Fig 14 Pie Chart (Question 16)

Source: Own creation

Interpretation: According to the data, majority of the employees feel best way to reduce employee turnover is by Creating career path. The organization should provide a strategized career development plans to the employees. 31.3% employees think recognizing employees' success will reduce employee turnover. 18.8% employees believe better competitive pay and benefits would encourage the employees to stay in the company. 12.5% employees believe, challenging the employee will increase the retention.

4.2) ANALYSIS OF DATASET USING ANOVA

Analysis of variance or ANOVA is a statistical tool called Analysis of Variance (ANOVA) that splits the observed aggregate variability within a given data set into two parts: systematic factors and random factors. The systematic components have a statistical impact on the provided data set, whereas there are no such impacts resulting from the random factors. Use of ANOVA test in regression analysis to determine how independent variables affect dependent variable(s). This test allows for simultaneous comparison of more than two groups to see if there is an association between them. One-way and two-way are examples of ANOVAs types. The number of independent variables in your analysis of variance tests determines whether the test is one-way or two-way.

In fact, this type of ANOVA concentrates on one factor which affects only one response variable at a time, i.e., it investigates differences between means for three or more independent samples that do not relate with each other statistically.

4.2.1 To determine if there is a relation between rate of level of attrition and incentives & perks.

Ho: Incentives & Perks has no significant association with overall attrition.

Ha: Incentives & Perks has significant association with overall attrition.

Applying the One-way ANOVA test,

→ One-way ANOVA

ANOVA					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>sig</i>
Between Groups	8.56	4	2.146	1.791	0.14
Within Groups	89.902	75	1.199		
Total	98.487	79			

Table 1

We observed that the p value came out to be .140. Since the p value is greater than 0.05, we can accept our null hypothesis and we can say that incentives and perks has no significant association with overall attrition.

4.2.2 To determine if there is a relation between rate of level of attrition and work life balance.

Ho: Work life balance has no significant association with overall attrition.

Ha: Work life balance has significant association with overall attrition.

→ One-way ANOVA

ANOVA					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>sig</i>
Between Groups	14.678	4	3.669	3.284	0.016
Within Groups	83.81	75	1.117		
Total	98.488	79			

Table 2

We observed that the p value came out to be .016. Since the p value is lesser than 0.05, we can reject our null hypothesis and we can say that work life balance has significant association with overall attrition.

4.2.3. To determine if there is a relation between rate of level of attrition and career development.

Ho: Career development has no significant association with overall attrition.

Ha: Career Development has significant association with overall attrition.

→ One-way ANOVA

ANOVA					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>sig</i>
Between Groups	11.675	4	2.919	2.522	0.048
Within Groups	86.813	75	1.158		
Total	98.488	79			

Table 3

We observed that the p value came out to be .048. Since the p value is lesser than 0.05, we can reject our null hypothesis and we can say that career development has significant association with overall attrition.

4.2.4. To determine if there is a relation between rate of level of attrition and compensation & appraisal.

Ho: Compensation & Appraisal has no significant association with overall attrition.

Ha: Compensation & Appraisal has significant association with overall attrition.

→ One-way ANOVA

ANOVA					
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>sig</i>
Between Groups	9.276	4	2.319	1.95	0.111
Within Groups	89.212	75	1.189		
Total	98.488	79			

Table 4

We observed that the p value came out to be .111. Since the p value is greater than 0.05, we can accept our null hypothesis and we can say that compensation and appraisal has no significant association with overall attrition.

4.2.5. To determine if there is a relation between rate of level of attrition and work environment.

Ho: Work environment has no significant association with overall attrition.

Ha: Work environment has significant association with overall attrition.

→ One-way ANOVA

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>sig</i>
Between Groups	10.617	4	2.654	2.265	0.07
Within Groups	87.871	75	1.172		
Total	98.488	79			

Table 5

We observed that the p value came out to 0.07. Since the p value is greater than 0.05, we can accept our null hypothesis and we can say that work environment has no significant association with overall attrition.

4.3) FINDINGS AND RECOMMENDATIONS:

4.3.1) Findings:

According to the survey we conducted we analysed that 30%-40% people on an average are not satisfied with the functioning of their organization when it comes to communication process, recognition and appreciation, work life balance, sense of belongingness, friendly and cordial working environment, remuneration and perks, career development and many more.

These employees tend to switch companies in search of above-mentioned factors. They tend to change their organization for minor or no pay change. Survey suggests that respondents were quite unsatisfied with communication amongst the company member not being good.

Through the survey we got to know that majority of respondents were not convinced with HR negotiating with employees for lesser salaries which creates discontent amongst team mates itself. There were a lot of factors nowadays that affect one's attrition or resign in the company. Survey results have even suggested an initial step to start retaining is hire people and help shape up their career path.

One of the greatest ways suggested by which one can retain the talent is that create a career path for them and appreciate them for their attempts and hard work they have put.

some of the major findings include:

1. **Communication Process:** A significant portion of employees in the IT industry expressed dissatisfaction with the communication process in their organizations. Only 31.3% of employees were satisfied, with 37.5% feeling disappointed and the rest being neutral.
2. **Consideration of Suggestions and Opinions:** The analysis revealed that a substantial number of employees (36.3%) felt that their suggestions and opinions were not taken into consideration in the decision-making process. This lack of involvement can impact job satisfaction and engagement levels.

3. Employee Satisfaction Levels: The responses indicated varying degrees of satisfaction among employees concerning factors such as communication, recognition, work-life balance, career development, and relationships with colleagues and seniors.
4. Importance of Employee Involvement: The analysis highlights the need for organizations to actively involve employees in decision-making processes and consider their suggestions and opinions to boost morale and engagement.
5. Impact of Job Security: Job security was identified as a factor affecting employee satisfaction, with a notable percentage of employees expressing dissatisfaction in this area.

As seen in the anova analysis that Work life balance and Career Development are one the main reason why attrition rate increases. These findings suggest that addressing communication gaps, recognizing employee contributions, involving employees in decision-making, and ensuring job security are crucial aspects that organizations

4.3.2) Recommendations:

Based on the findings from the document, several recommendations can be proposed to address the challenges associated with employee attrition and retention:

1. Improve Communication Processes: It is essential for organizations to focus on enhancing their communication processes to ensure that employees feel engaged and valued. Implementing regular feedback mechanisms, open-door policies, and transparent communication channels can foster a more conducive work environment.
2. Foster a Culture of Inclusivity: Encouraging organizations to consider and respect employees' suggestions and opinions is crucial. Creating platforms for employees to express their viewpoints and actively involving them in the decision-making process can lead to a more inclusive and participative work culture.
3. Prioritize Career Development: Companies need to place a stronger emphasis on considering and supporting employees' career development goals. Providing opportunities for skill

development, mentoring programs, and clearly defined career paths can enhance job satisfaction and employee commitment.

4. Enhance Relationships with Colleagues and Seniors: Organizations should place emphasis on promoting healthy and positive relationships among colleagues and superiors. Encouraging team-building activities, fostering mentorship initiatives, and creating a supportive work environment can improve rapport and collaboration within the organization.

5. Recognize Employee Efforts: Acknowledging and appreciating the efforts of employees is critical in boosting morale and motivation. Implementing employee recognition programs, performance incentives, and regular feedback sessions can contribute to a more fulfilling and rewarding work experience.

6. Embrace Flexibility and Innovation: Considering the evolving nature of work, companies should embrace flexibility and innovation in their approach to employee retention. Offering diverse opportunities, job rotations, and engaging employees in innovative projects can contribute to their professional growth and overall satisfaction.

7. Proactively Address Attrition Factors: Organizations should proactively identify and address factors that contribute to attrition, such as job dissatisfaction, lack of growth opportunities, and inadequate recognition. Implementing strategies to address these factors can significantly impact retention rates.

By implementing these recommendations, organizations can work towards creating a work environment that prioritizes effective communication, inclusivity, career development, positive relationships, recognition, and adaptability - all contributing to a more engaged and committed workforce, ultimately reducing attrition and retaining valuable talent.

4.4) Limitation of the study-

Every study has various restrictions, Certainly, the limitations of the report can provide valuable insights into potential areas for improvement. Here are some limitations based on the information provided:

1. Time Constraints: The report have constrained by time, that might impacted the depth of data collection and analysis. This could have affected the comprehensiveness of the study.
2. Response Bias: The report participants may have given responses that they believed were socially acceptable or under influence some factor rather than their true opinions, thus impacted the accuracy of the data.
3. Sample Representation: The study limited sample of 80 participants, The sample used for the survey may not be the true representative of the population ,potentially impacted the generalizability of the findings.

These limitations suggest areas that could be further addressed in future research to enhance the robustness and applicability of the study's findings.

CHAPTER 05

CONCLUSION

Its clear that the way companies and their workers interact is changing, especially because of the pandemic. The study shows that more and more people are quitting their jobs in Indias business world and its hard to keep them happy and loyal in this fast-changing and tough market. its super important to keep employees around for a while, not just because its good for business, but also because it helps make money and creates a great work environment. The results show that employees have different views on how well they communicate, how much they are listened to, how safe they feel, how they get along with others, how appreciated they are, and more. , the study also has a questionnaire that asks different kinds of workers about their experiences. And, they used ANOVA to test their ideas and find out what makes people leave their jobs. The research shows that understanding employees thoughts and feelings is crucial to tackle the reasons why they leave their jobs. It also emphasizes the need for companies to have good retention strategies and communication to keep their employees happy. The results show that companies should care about their workers happiness and needs to stop losing them and keep them loyal and productive.

With the reference to our introduction that said that IT industry has been growing at an epic speed. With this great increase in speed, the requirement of learned professional has increased day by day.


Its a big deal for a group to have a clear and casual way of talking to each other. The bosses and the big shots should be good at understanding and talking to people. When employers talk to their employees, they can figure out what they need and want. Theyll teach their employees about their long-term goals. A formal networking is important for an organization to run smoothly, but informal communication helps to create a friendly and warm relationship, which makes employees feel like they belong. They form a family and think of the organization as their second home. This also makes it easier for the employee and employer to talk to each other, they get along better. Employees just want their bosses to get it. Its important for companies to keep things in check and let their workers have some time off. They gotta give credit where credits

due and appreciate the employees hard work. You dont always need to pay someone to make them work harder, sometimes a nice word or a high-five is enough. Employees leave their jobs more often because they feel secure in their positions. The companies gotta make sure their employees feel good about their jobs and know theyll be around for a while. They gotta not only take care of whats happening right now but also whats coming up. They gotta give their workers some schemes that also protect them after they retire

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QUESTIONNAIRE



Section 1 of 3

Exploring Attrition and retention

B I U ↺ ↻

Form description

Gender *

- Male
- Female
- Prefer not to say

Age *

- 18 to 25
- 25 to 35
- above 35

Experience in years *

- 0 to 2
- 2 to 5
- 5 to 10
- Above 10

Section 2 of 3

Rate your experience



Description (optional)

Are you satisfied with the **communication process** in your organization ? *

	1	2	3	4	5	
Highly satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly disappointed

Are your **suggestions and opinion respected** in your organization ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagreed

Are your **career development** goals are taken into considerations? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagreed

Do have **good rapport** with your colleagues and superiors ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagreed

Are your **efforts appreciated** by the organization ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagreed

Do you have **job security** in your organization ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly disagreed

Do you think you are **paid equivalent to efforts** you put in ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagreed

Do you think you are provided with **new challenges** for growth ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagreed

Do you **enjoy belongingness** in your organization ? *

	1	2	3	4	5	
Strongly agreed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagreed

After section 2 Continue to next section



Section 3 of 3

The Last Section



Description (optional)

Rate level of attrition in your organization *

	1	2	3	4	5	
High	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low

To what extent does the following factors affect the attrition rate *(1= strongly disagree and 5 = strongly agree)

	1	2	3	4	5
Incentives and ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work life balan...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career develop...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work environm...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do HR try to negotiate and not provide compensation according to budget formulated, creates discontent amongst employees ?

- Yes
- No
- Maybe

What initial steps can be taken to reduce turnover ? *

- Hire the right people and continue to develop their career
- Companies must be employee oriented
- Develop an overall strategic compensation package
- recognize quality of work life balance
- Other...

what are the various ways to reduce employee turnover ? *

- new challenges to employees
- recognize employee success or efforts
- create a career path
- offers competitive pay and benefits
- Other...

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