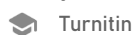


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MAJOR RESEARCH PROJECT

ATTRITION AND RETENTION

Submitted by

Shubham Dhawan

2k23/DMBA/121

Under the Guidance of

DR. VIKAS GUPTA



Delhi School of Management

Delhi Technological University

Bawana Road Delhi 110042

DECLARATION

I Shubham Dhawan of MBA 2023-2025 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.

Place:

Date:

Student name and signature:

CERTIFICATE

This is to certify that report titled "Attrition and Retention" has been submitted by Shubham, roll number 2K23/DMBA/121, 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:

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 suggestion 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

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 address the needs and wants of employees and create 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 have a long-term vision.

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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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 todays 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 misbehaviours - a major cause of involuntary attrition. Attrition might also be attribute rectoral 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 Affection 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

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.

Behavioural 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 programmes 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 alterative 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.

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 on 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 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

(1) Offer personalized benefits and perks

(2) Ensure they are working under the right manager

(3) 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 high performing 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.

- (1) Identify the cause of poor performance
- (2) Address skill gaps immediately
- (3) 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 would 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 gay 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 Beats you, how much work you have, and how the company's rules affect how long you stay.

According to Priti, Prajapati., Swapnil, Prajapati., Dr ., Balaban, Shah. (2023). Impact of globalisation on employee attrition and retention in Indian it industry. EPRA international journal multidisciplinary research, The paper examines the impact of globalization on employee ambition 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 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 hiring 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 bungs 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 injuries need to change with them to keep their employees happy, loyal, and working for According to SUSHMITA JHAI & AJAL KUMAR SINGHAL(2014) Scholars have made models that link different things to why people keep or quit their jobs, and they have tested those 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 analyse 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 phenomenon, 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 of 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?

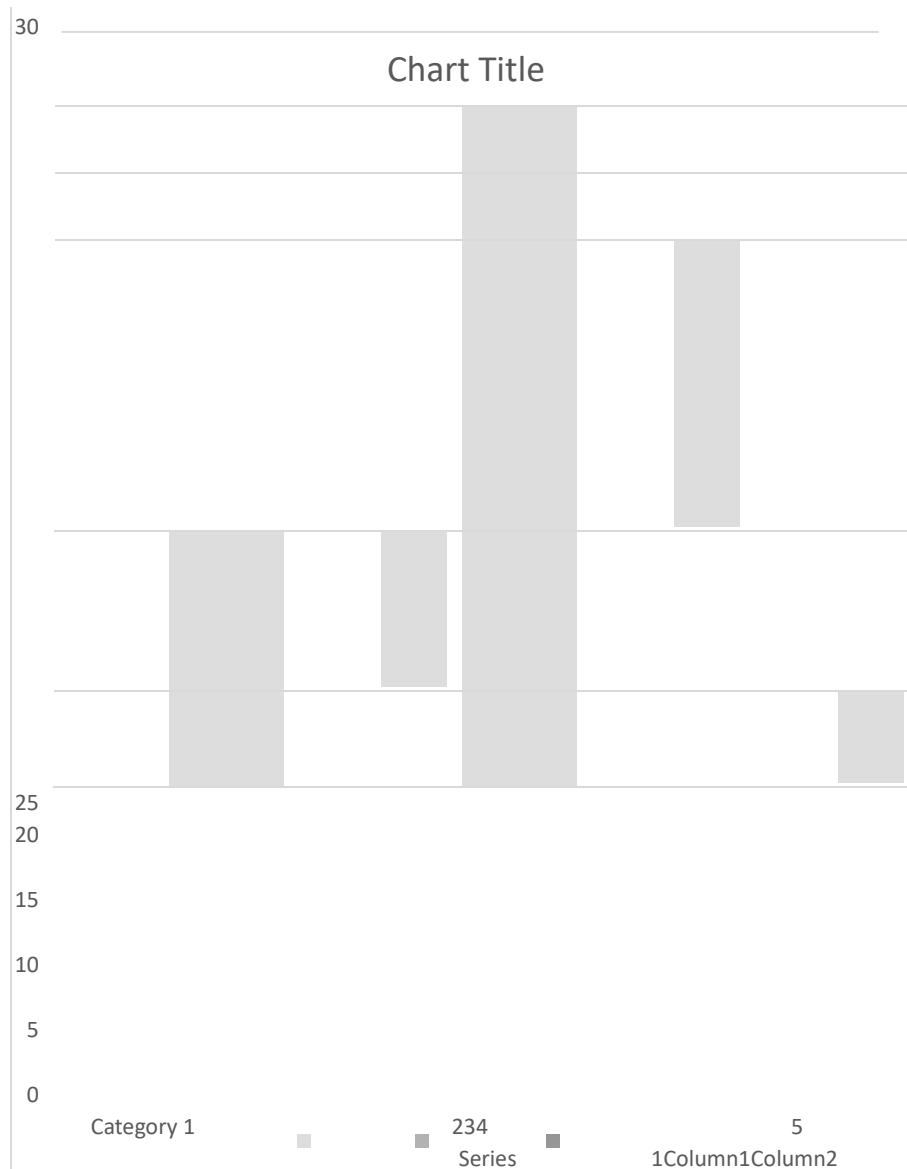


Fig 2 Bar Graph (Question !)

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?

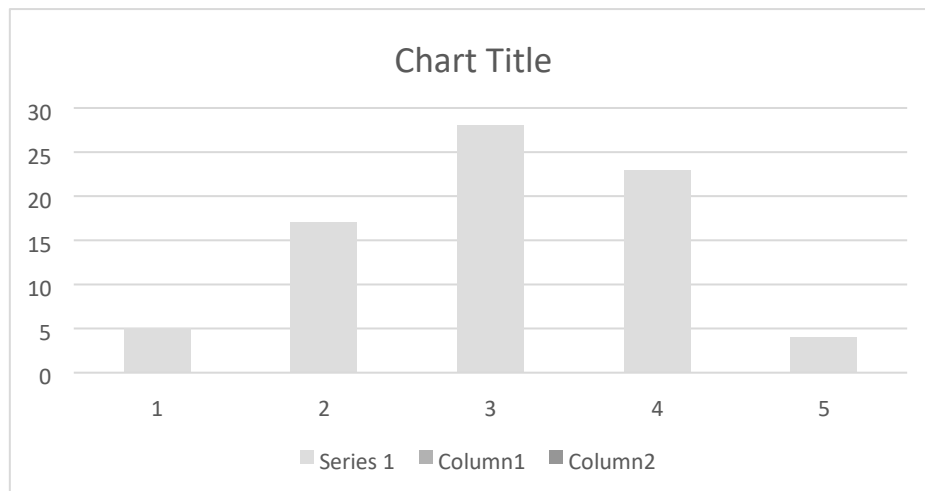


Fig 3 Bar Graph (Question 2)

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?

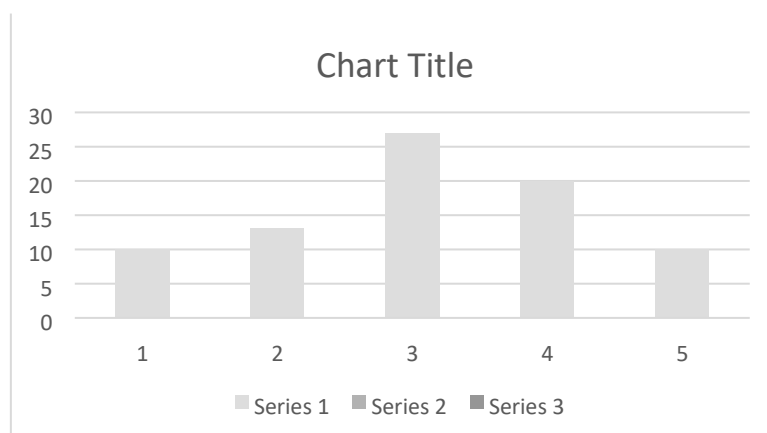


Fig 4 Bar Graph (Question 3)

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?

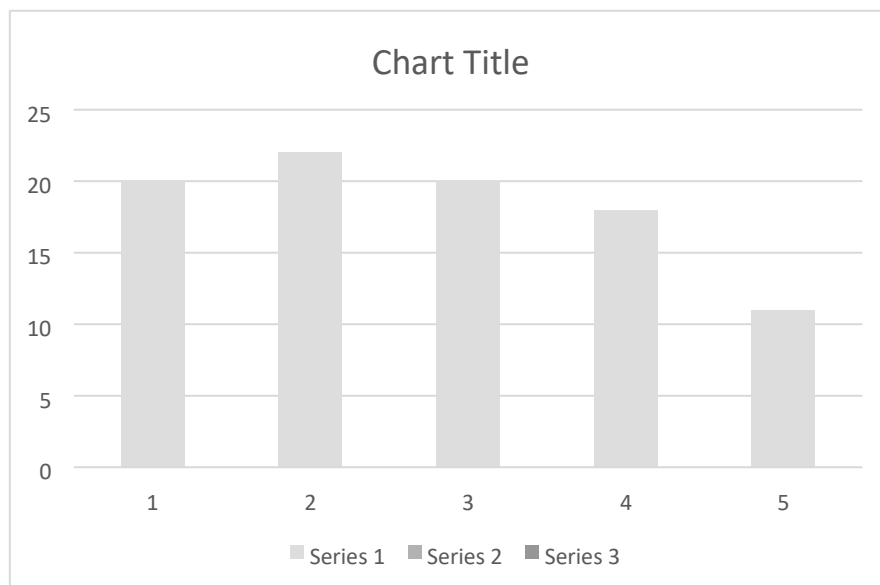


Fig 5 Bar Graph (Question 5)

Source: Own creation

Interpretation: In the above data, majority of the employees have good rapport with them 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?"

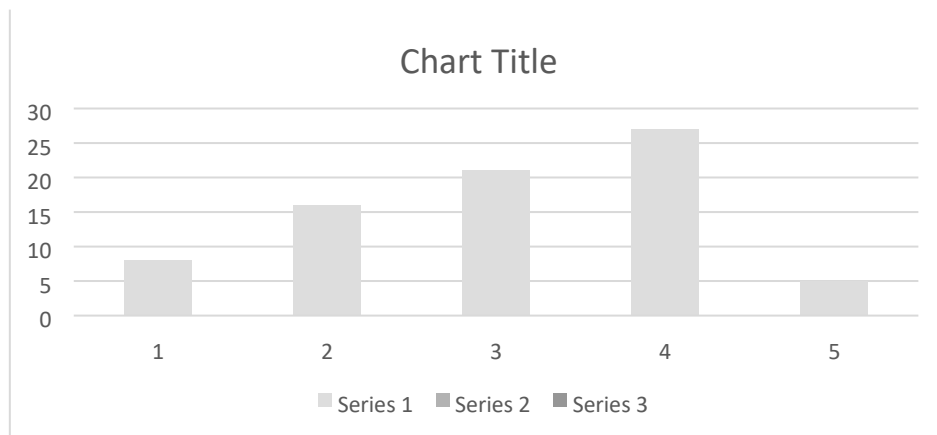


Fig 6 Bar Graph (Question 6)

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?

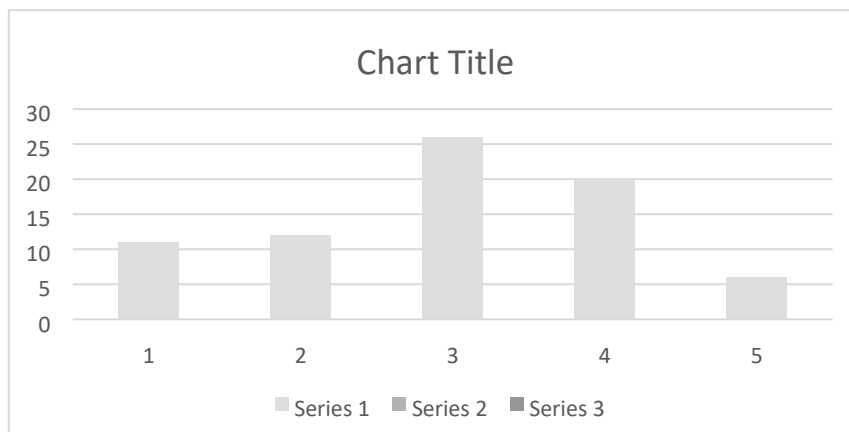


Fig 7 Bar Graph (Question 7)

Source: Own creation

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 ?

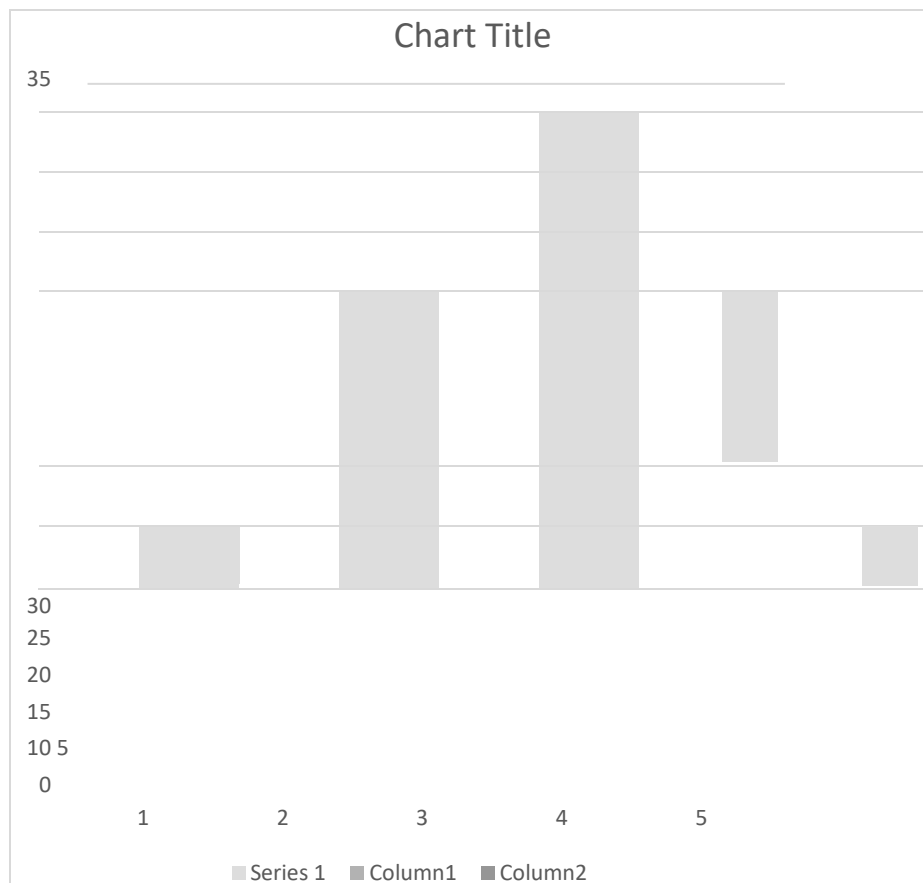


Fig 8 Bar Graph (Question 8)

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?

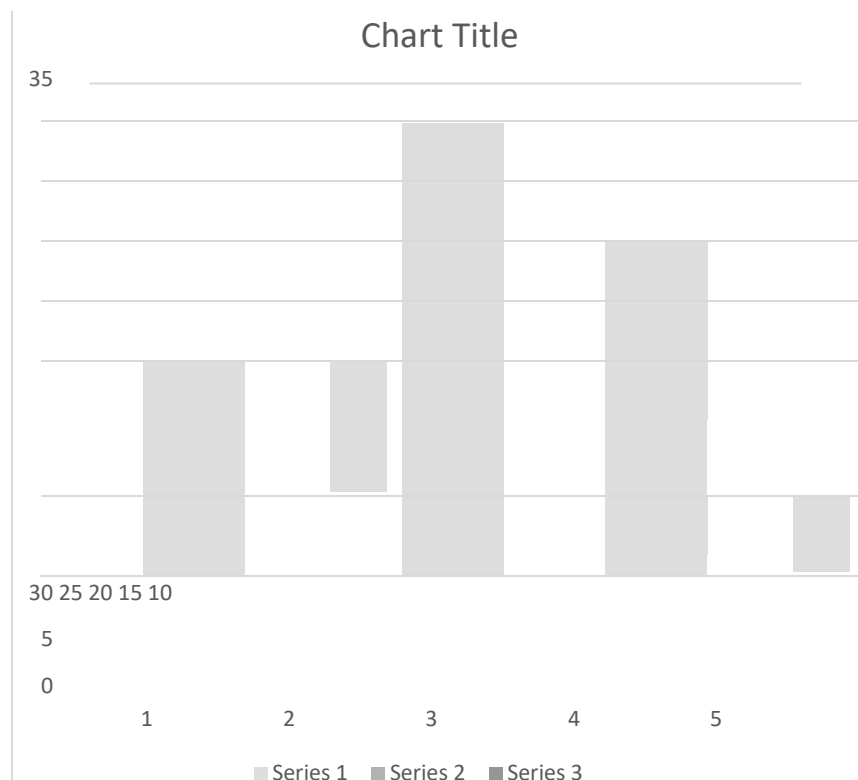


Fig 9 Bar Graph (Question 9)

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.

1.19 Perception about self-belongingness

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

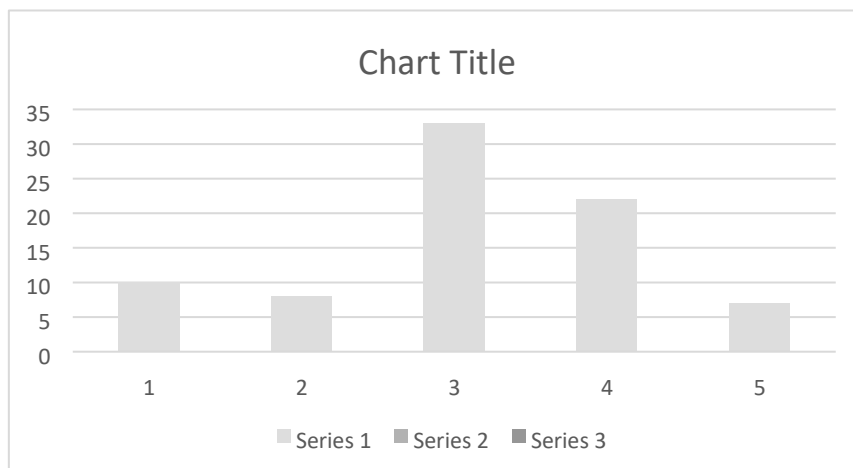


Fig 10 Bar Graph (Question 10)

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 und 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?

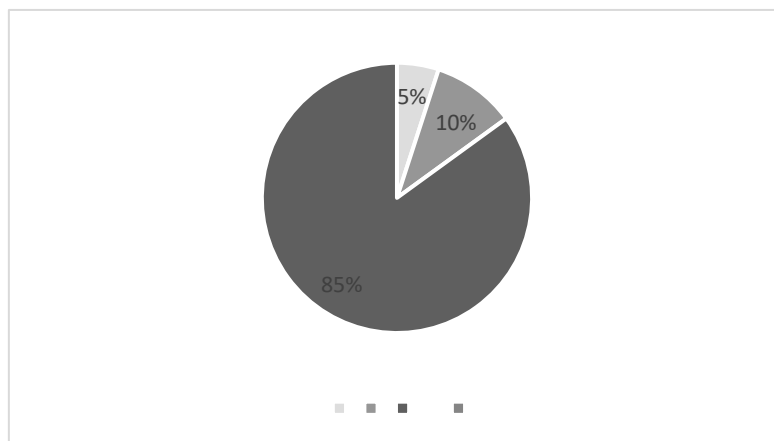


Fig 11 Pie chart (Question 12)

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% respondent 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 und 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?

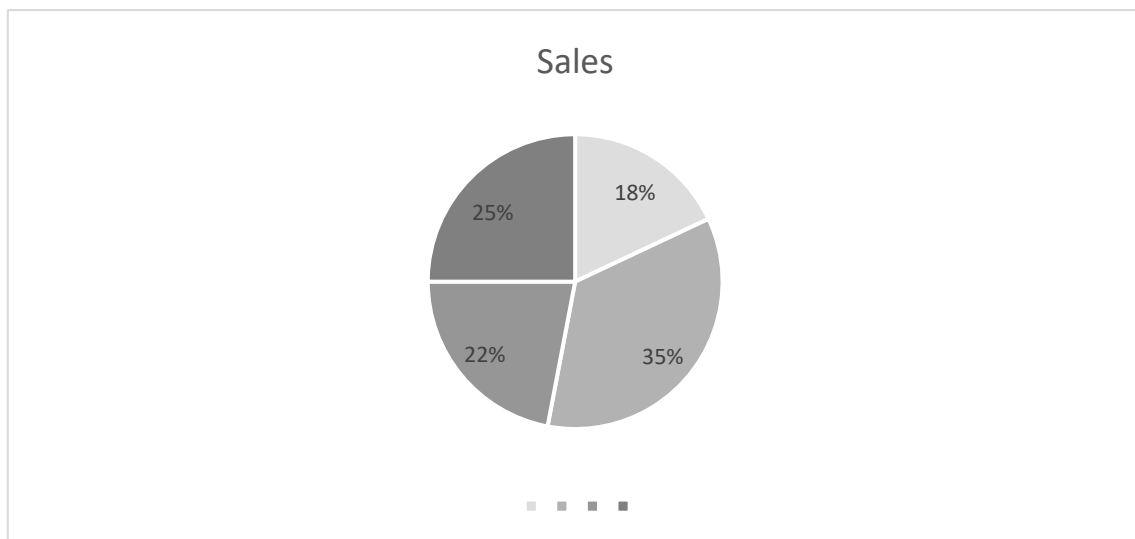


Fig 13 Pie Chart (Question 15)

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 ?

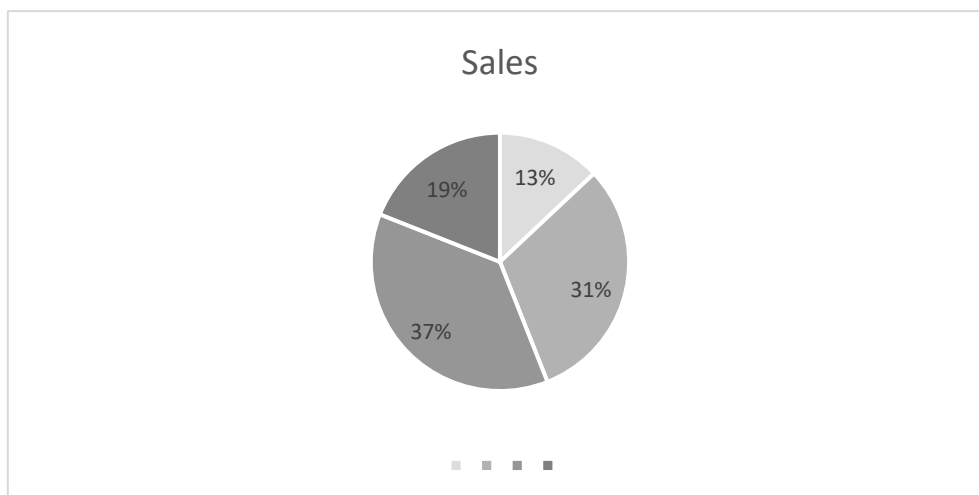


Fig 14 Pie Chart (Question 16)

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, it investigates differences between mean 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

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 have 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.