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 Research Paper

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CHAPTER 1 INTRODUCTION

The loss of staff due to resignation, retirement, and death is known as attrition. Employee churn is a major issue both inside and outside of India. The software business is particularly impacted and the attrition rate is rising daily. Most employers are interested in knowing why a worker leaves a company. Companies even hire outside HR consultants to look into their operations and find the source of a disgruntled employee. New hires are recruited by the HR department, who then sends them to training so they may better grasp the workplace and culture. No matter how big or small, staff turnover is a challenge for all businesses.

An employee quits his current job in search of one with better income and working conditions. Every business determines its employee attrition rate and makes steps to lower it. Since disclosing the facts and data could damage the company's reputation in the eyes of its devoted consumers and employees, it is not done. How to lower staff churn is now the question. What should a business do to retain talent?

Many businesses, including TATA and Reliance, work hard to lower the attrition rate. Employees who have trouble working 10 to 5 have been granted flexible working arrangements. Private hospitals are available for employees so they may get their annual physicals done without having to pay a lot of money.

When a goal is met, a free trip abroad is provided once a year. Fewer and fewer businesses are seeking to complete their work by whatever means necessary as they become more and more work-savvy. It's necessary to alter the thinking. Although there should be a deadline for finishing a task, this should not interfere with the employee's personal life. Various lectures on how to combine personal and working life should be held by businesses.

Prevent Attrition

In the “present competitive business environment, employee turnover has become a major challenge for organizations. Employees today not only expect good salaries but also look for better career opportunities, job satisfaction, recognition, work-life balance, and a positive work environment. As workplace expectations continue to change, organizations are required to focus more on employee satisfaction and engagement in order to reduce workforce turnover. Employee turnover refers to the loss of employees due to resignation, retirement, relocation, illness, or other personal and professional reasons. A certain level of turnover is natural in every organization; however, a continuously high turnover rate can negatively affect organizational productivity, efficiency, and overall performance.

High employee turnover creates several problems for organizations, such as:

- Increased recruitment and training costs
- Loss of experienced employees
- Reduced productivity
- Work pressure on existing employees
- Disturbance in organizational stability

Employees generally leave organizations due to multiple reasons rather than salary alone. Some common factors influencing employee turnover include:

- Lack of career growth opportunities
- Work pressure and stress
- Poor work-life balance
- Job dissatisfaction
- Unhealthy work environment
- Lack of recognition and motivation
- Better opportunities in other organizations
- Weak management support

In many cases, employees prefer organizations where they can improve their skills, gain professional growth, and work under supportive leadership. A healthy organizational culture and positive employee relationships also play an important role in reducing turnover. Organizations can reduce employee turnover by improving employee engagement, providing fair compensation, offering growth opportunities, maintaining a healthy work environment, and

supporting employees' professional development. Effective communication and employee-friendly policies can also help organizations improve employee satisfaction and workforce stability”

STATEMENT OF THE PROBLEM

Employees are considered one of the most important assets of any organization, as organizational growth and performance largely depend upon the efficiency and stability of the workforce. In recent years, employee turnover has become a major concern for organizations because frequent resignations affect productivity, increase recruitment costs, and create instability in the workplace.

The present study focuses on understanding the reasons that influence employees to leave their jobs and shift to other organizations. The study also attempts to analyse employees' attitudes, workplace experiences, and the challenges faced by them during their employment period. Factors such as job satisfaction, work pressure, career growth opportunities, compensation, organizational culture, and work-life balance play an important role in influencing employee turnover behaviour.

High workforce turnover can create difficulties for organizations in maintaining efficiency, continuity, and long-term growth. Therefore, it becomes important for organizations to understand employee expectations and identify the major causes of dissatisfaction among employees.

“The study helps in understanding employees' opinions regarding their workplace environment and the factors responsible for employee resignation decisions. The findings of the study may assist organizations in identifying workplace issues and improving employee satisfaction and organizational stability”.

OBJECTIVES OF THE REPORT

Primary Objective

- To examine the factors influencing employee turnover in private sector organizations.

Secondary Objectives

1. To analyse the pattern and level of employee turnover within the organization.
2. To identify the major workplace factors that contribute to employee resignation decisions.
3. To study employees' perceptions regarding job satisfaction, work environment, and career growth opportunities.
4. To understand the impact of organizational practices on employee continuity.
5. To suggest suitable measures that may help organizations minimize workforce turnover and improve employee stability.

SCOPE OF THE RESEARCH

The present study focuses on employee turnover trends in private sector organizations. The research aims to understand the major reasons that influence employees to voluntarily leave their jobs and move towards other employment opportunities. In today's competitive work environment, employee turnover has become an important concern for organizations as it affects productivity, workplace stability, and overall organizational performance.

The study mainly examines workplace-related factors such as job satisfaction, workload, organizational culture, compensation, career growth opportunities, work-life balance, and employee engagement that may influence employees' resignation decisions. Information for the research has been collected through structured questionnaires filled out by employees in order to understand their views regarding workplace conditions and professional challenges.

The scope of the study is limited to identifying and analysing the key causes responsible for employee turnover from an employee perspective. The research does not extensively focus on broader human resource policies, recruitment practices, or long-term employee retention strategies. However, the study provides useful insights into employee behaviour and workforce mobility within organizations.

Chapter 2

LITERATURE REVIEW

Employee attrition is one of the most critical challenges faced by organisations in the present business environment. With increase in globalization, technological advancements, and employment opportunities, retaining skilled employees has become as crucial as recruiting them. Attrition is refer to the gradual reduction of workers due to resignation, retirement, or other reasons which directly affects organizational productivity, costs, and long-term sustainability. While a moderate level of attrition may bring new ideas and innovation but on the other hand excessive attrition leads to loss of experienced employees, increase in hire costs and disrupt workflow.

Several researchers have studied employee attrition and identified key factors influencing it. According to Armstrong (2001) in his work *A Handbook of Human Resource Management Practice*, Morden human resource policies such as fair compensation, career development, and employee engagement helps in reduce employee turnover. Similarly, Aswathappa (2000) in *Human Resource and Personnel Management* emphasized that employee satisfaction and organisational commitment are primary determinants of retention, because employees tend to stay longer in organizations where they feel valued and secure.

Research studies have also highlights the significance of quality of work life (QWL) in reducing attrition rate. Rethinam and Ismail (2008), in their study on IT professionals, found that factors such as work-life balance, job satisfaction, and work environment crucial influencing employees decision to stay or leave. Likewise, Saklani (2004) conducted an empirical investigation on quality of work life in the India and concluded that unfavourable working conditions and lack of organisational support results to increase employee dissatisfaction and turnover.

Compensation and non-monetary benefits are considered one of the strongest determinants of employee retention. According to Mamoria (1995), inadequate salary structures and lack of incentives often force employees to seek better job/employment. Employees expect not only competitive pay but also additional benefits such as bonuses, incentives, and job security, which contribute to their overall satisfaction. In addition to compensation, the health work environment is also very important. Dwivedi (2001) highlights that unhealthy working conditions, lack of support, and poor organisational culture lead to dissatisfaction and higher attrition rates.

Training and development have also been identified as factors effecting employee retention. Ray Chaudhuri (2004), in his research published in The HRM Review, stated that organizations that invest in employee training and skill development experience less attrition because employees feel valued and see opportunities for growth. Employees prefer to be part of organisations where they can enhance their skills and grow their careers. On the other hand, lack of growth opportunities leads to stagnation and dissatisfaction.

Leadership and management support are equally important in influencing employee behaviour. A study by Huang, Lin, and Chih Wei on leadership behaviour and quality of work life found that supportive leadership improves employee satisfaction and reduces turnover rate. Employees expect fair treatment, recognition, and guidance from their supervisors. Therefore, lack of such support often leads to disengagement and attrition.

Career growth opportunities are another major factor affecting employee retention. Employees are more likely to stay in organizations that provide clear promotion policies and opportunities for advancement. In addition, work-life balance has gained increasing importance, especially among younger employees. Organizations that provide flexible working conditions and respect employees' personal lives are more successful in retaining talent.

On the other hand, poor supervision and lack of communication create dissatisfaction and increase turnover. Organizational culture further influences employee behaviour, as a supportive and inclusive culture promotes teamwork,

trust, and long-term commitment, whereas a negative culture leads to disengagement and attrition.

On the negative side, it results in loss of experienced employees, increased recruitment and training costs, and reduced productivity. However, a moderate level of attrition can introduce fresh talent and new perspectives into the organization. Despite this, high attrition rates are generally harmful and need to be controlled through effective HR strategies.

Various empirical studies confirm that employee attrition is influenced by multiple factors, including compensation, work environment, management support, career growth, and organizational culture. However, there is still a need to examine the relationship between demographic variables such as age and education and employee perceptions, which has not been extensively explored in previous studies. The present study attempts to address this gap by analyzing employee attrition in relation to job satisfaction and management support using statistical tools such as chi-square analysis.

Overall, the literature indicates that employee attrition is a complex and multi-dimensional issue influenced by both organizational and individual factors. Organizations must adopt a holistic approach focusing on employee satisfaction, engagement, development, and supportive management practices in order to effectively reduce attrition and retain valuable human resources.

RESEARCH METHODOLOGY

RESEARCH DESIGN

Research design means the overall plan used for conducting the research study. It helps in collecting proper information and analysing the data according to the objectives of the study. For this research project, descriptive research design has been used.

The study focuses on employee turnover and the reasons why employees decide to leave an organization. The research mainly studies the present workplace conditions and employees' opinions regarding their jobs.

The descriptive research design has been selected because:

- It helps in understanding current workplace situations.
- It studies employee behaviour and employee opinions.
- It helps in identifying the major reasons behind workforce turnover.
- It allows collection of practical information from employees.
- It supports survey-based research studies.

Primary source - It has been collected through structured questionnaires & survey responses.

Secondary source – It has been collected from:

- Research papers
- Journals
- Company reports
- Articles
- Websites
- HR-related publications

The collected information has been analysed to understand employee resignation behaviour and the major causes responsible for workforce turnover.

Definition and Purpose

Research methodology refers to the systematic process used for collecting, organizing, analysing, and interpreting information related to the study. It provides a proper direction for conducting the research effectively and helps in achieving the objectives of the study in a structured manner.

The methodology also helps in selecting suitable sources of data collection and methods for analysing employee responses.

The study mainly aims to:

- Understand the reasons behind employee turnover
- Analyse workplace-related challenges faced by employees
- Study employees' opinions regarding their work environment
- Identify factors influencing resignation decisions

Different Research Methods

Different research methods are used depending upon the objectives and nature of the study. Some commonly used research methods are:

1. Descriptive Research
2. Observational Method
3. Analytical Research Method

Among these methods, descriptive research and survey methods have been primarily used in the present study for collecting and analysing employee responses related to workforce turnover.

DATA COLLECTION

Data collection refers to the process of gathering and analysing information related to the research study in a systematic manner. It is an important part of research because the quality of collected data directly affects the accuracy and reliability of the study. Proper data collection helps in understanding the research problem and drawing meaningful conclusions from the collected responses.

Primary Data Collection Methods

Primary data refers to fresh and original information collected directly from respondents for the study. In present research, data has mainly been collected through structured questionnaires and employee survey responses.

Quantitative and qualitative primary data gathering techniques can be separated into two categories:

- Quantitative data collection methods are based on numerical information and statistical analysis. These methods help in measuring employee

responses and analysing workplace-related factors in a structured manner. Some commonly used quantitative techniques include Closed-ended questionnaires, rating scales, surveys, Percentage analysis, statistical interpretation

→ Comparatively, qualitative research methods stay away from numbers and mathematical computations. Qualitative research has a direct connection to words, sounds, sensations, emotions, colours, and other intangible elements .

The questionnaire makes use of the following scale development:

- Free-form questions
- Closed-ended inquiries
- Questions with many choices

Secondary data

Information that has already been made available through secondary sources, like books, newspapers, periodicals, journals, web portals, etc. There is a plethora of knowledge on almost every research topic available in these sources for business studies. It is essential to use the correct set of criteria when selecting the secondary data to be included in the study in order to maximize the levels of research validity and reliability.

SAMPLING METHODS

The present study uses the non-probability sampling method along with the convenience sampling technique. Under this method, respondents are selected based on their availability and accessibility to the researcher. The convenience sampling method helps in collecting responses within limited time and resources and is suitable for survey-based research studies.

TOOLS USED

Statistical tools

The following statistical tools are frequently employed for data analysis:

1. Percentage analysis
2. Regression analysis

These tools help in interpreting employee responses and understanding the relationship between different workplace-related factors influencing employee turnover.

Percentage analysis

“Numbers of respondents”

$$\text{Percentage of respondents} = \frac{\text{Number of respondents} \times 100}{\text{Total Respondents}}$$

Regression analysis

Regression analysis is a statistical tool used to study the relationship between dependent and independent variables. In the present study, multiple regression analysis was used to examine the impact of age group and educational qualification on employees' job satisfaction using Microsoft Excel.

The regression model used in the study is:

$$Y = a + b_1X_1 + b_2X_2$$

1. NULL HYPOTHESIS

HO: There is no significant relationship between age group, educational qualification, and job satisfaction.

2. ALTERNATIVE HYPOTHESIS

Hi: There is a significant relationship between age group, educational qualification, and job satisfaction.

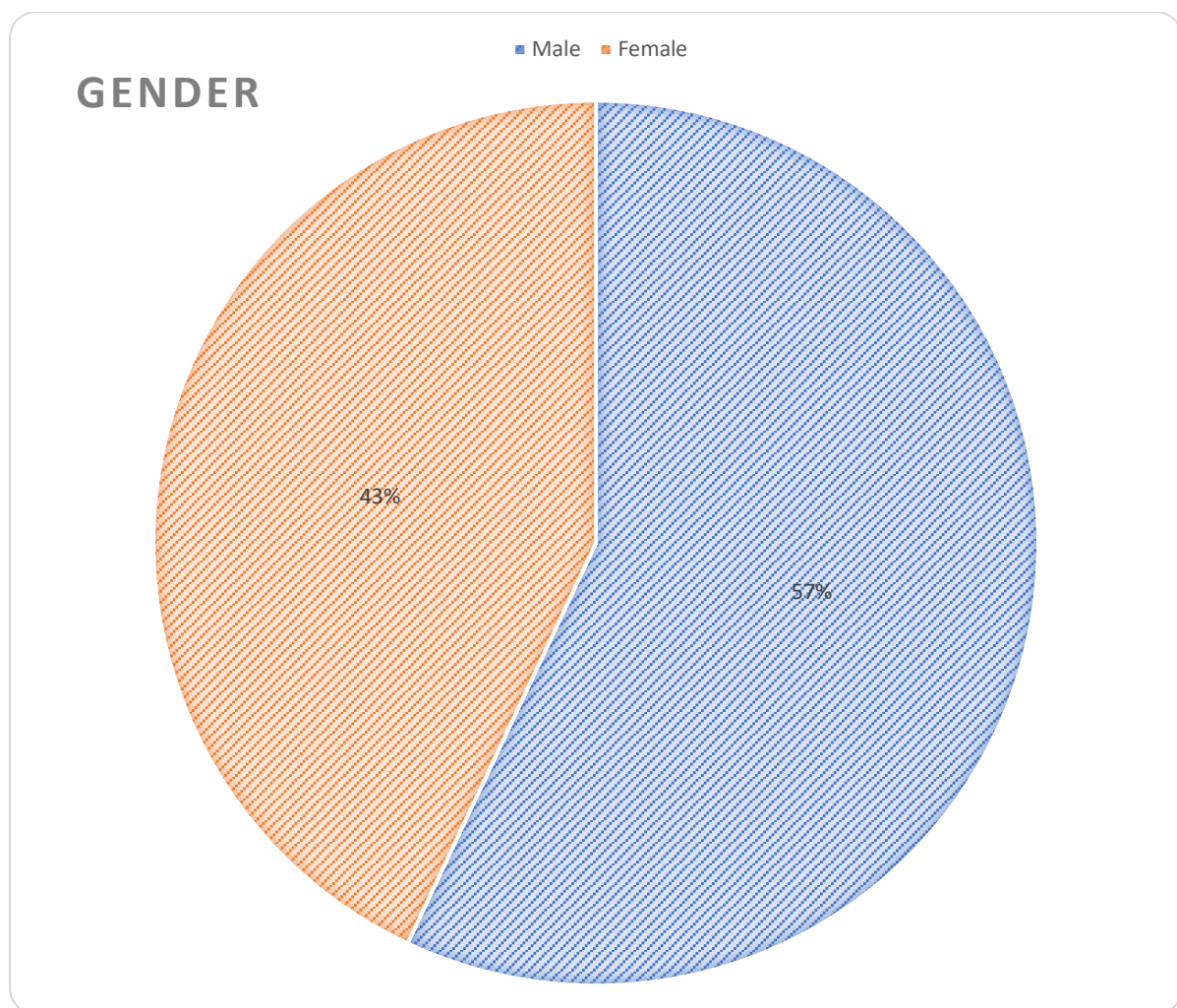
DATA ANALYSIS FINDING AND RECOMMENDATION

Gender of Response

Gender of Response			
Serial Number	Category	Number of Respondent	percentage
1	Male	57	57%
2	Female	43	43%
	Total	100	100%

INTERPRETATION

According to the aforesaid table, 43% respondents are female and 57% respondents are male. As a result, male make up majority of the respondents

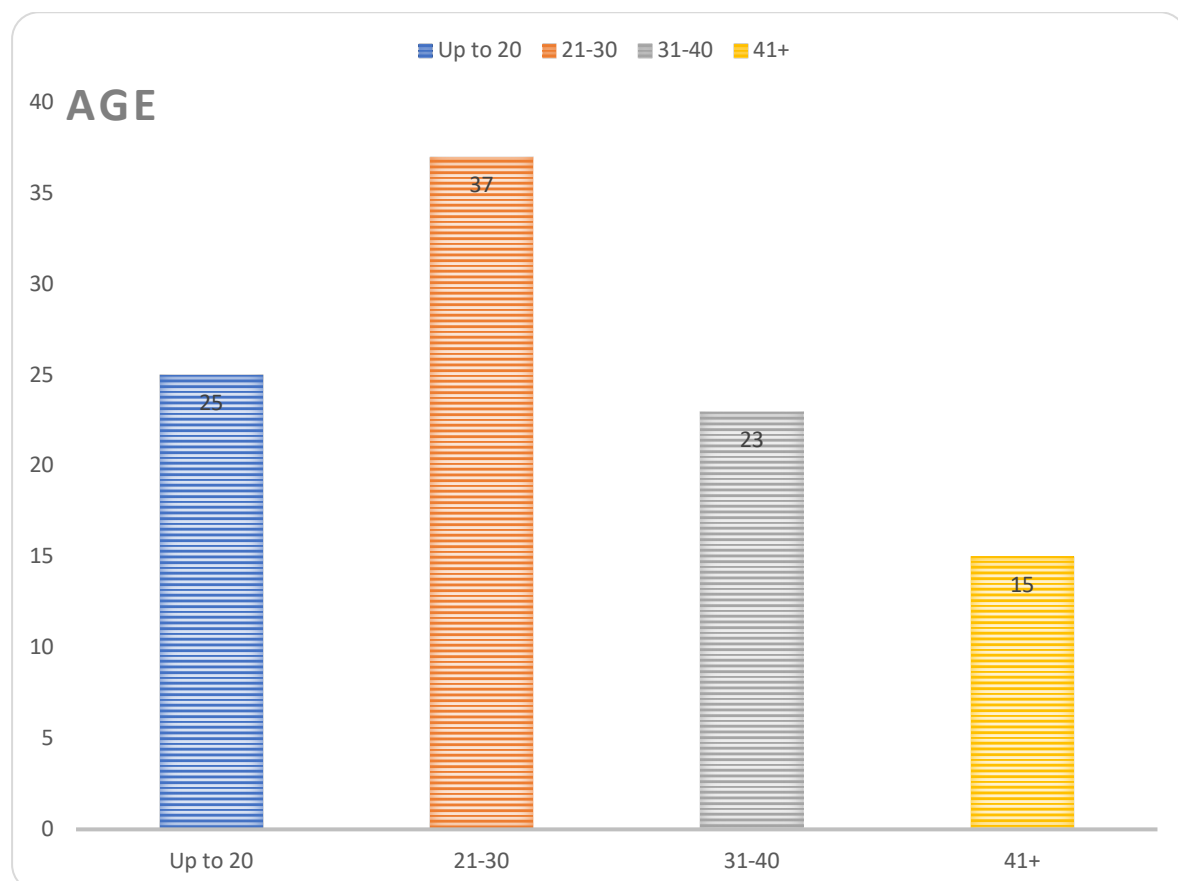


Age Response

Age Response			
Category	Category	Number of Respondents	Percentage
1	Up to 20 years	25	25%
2	21 to 30 years	37	37%
3	31 to 40 years	23	23%
4	41 and above	15	15%
Total		100	100%

INTERPRETATION

According to the data, “37% of respondents are between the age of 21 and 30, and 23% between the age of 31 and 40, and 15% are between the age of 41 and above, and 25% are under the age of 20. This indicates that employees of the organization is primarily between the age of “21 and 30.

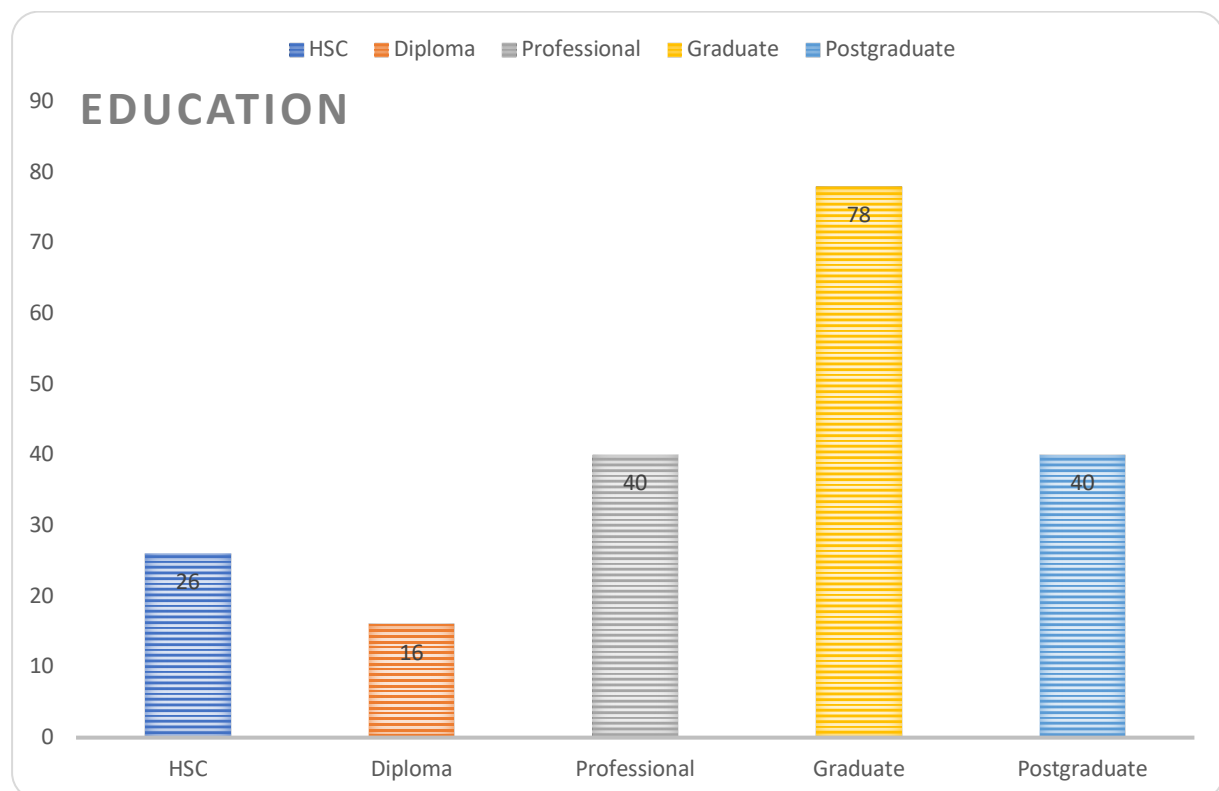


Educational Qualification

Educational Qualification			
Category	Category	Number of Respondents	Percentage
1	X/XII	9	9%
2	Diploma	23	23%
3	Professionals	22	22%
4	Graduates	26	26%
5	Post-graduate	20	20%
Total		100	100%

INTERPRETATION

According to the results, the bulk of respondents, 9%, are diploma ITI holders, 23% are X/ XII students, 22% are professional, and 26% are graduate, and 20% are postgraduate. This demonstrates that the graduate are contributing more to the company.

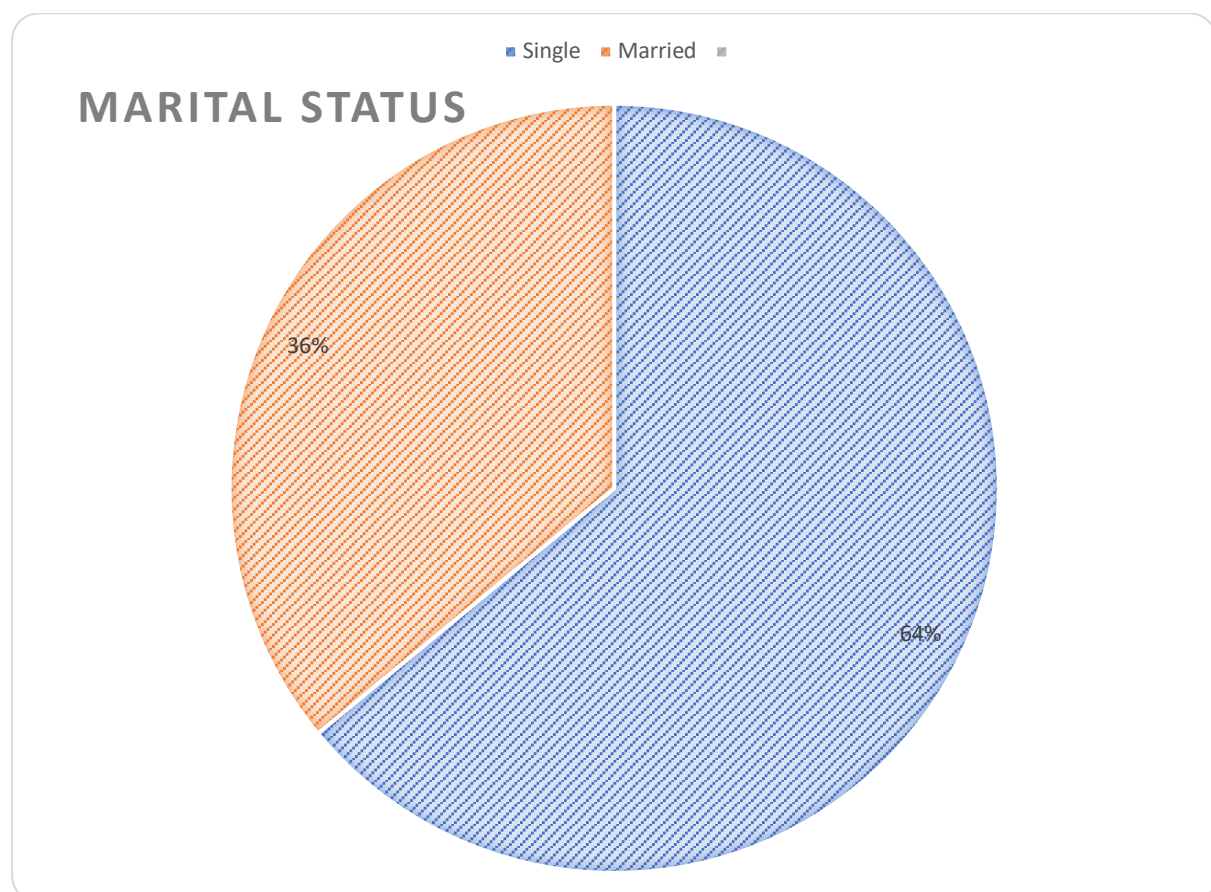


Respondent Marital Status

Respondent Marital Status			
Category	Category	Number of Respondents	Percentage
1	Single	64	64%
2	Married	36	36%
Total		100	100%

INTERPRETATION

Among respondents, 64% are single, while 36% are married according to the data. This demonstrates that employees who are not married are employed more frequently.

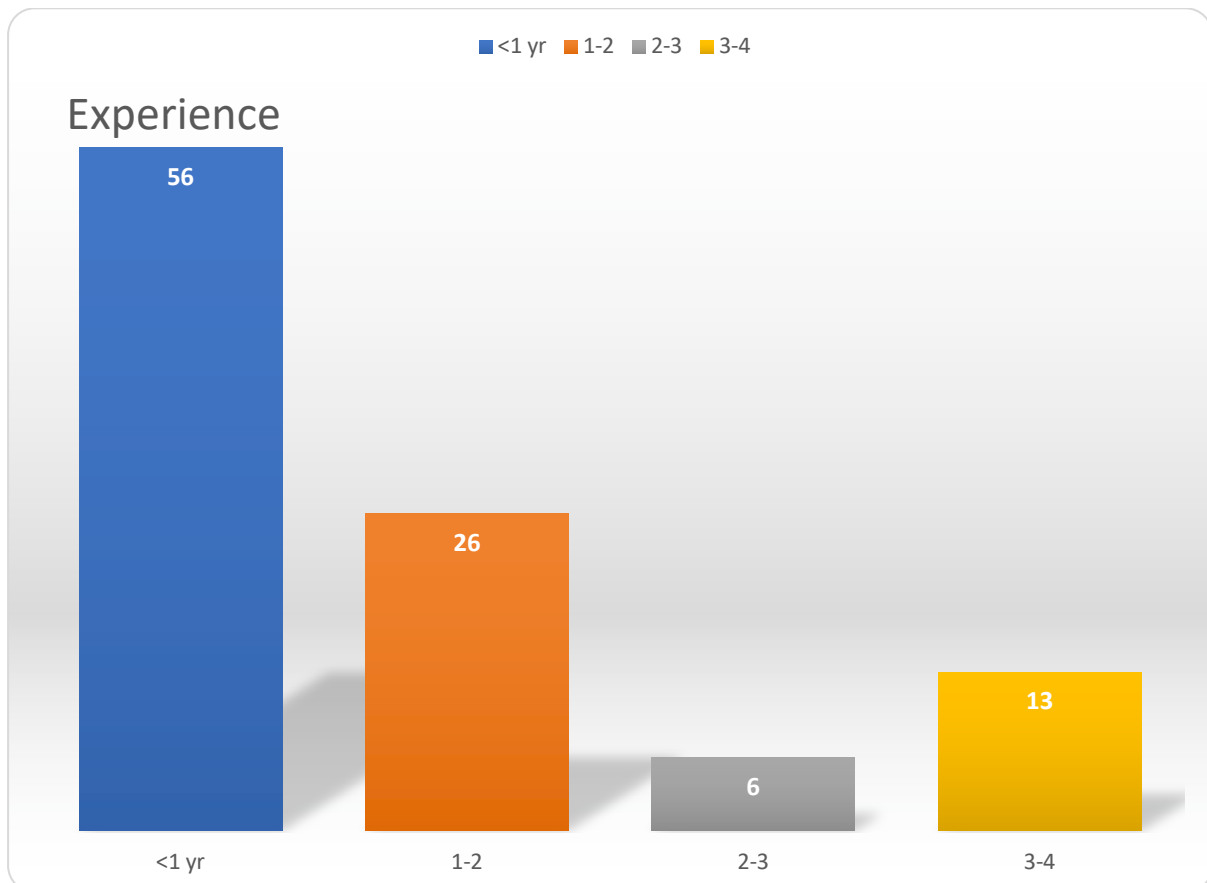


Experience of Employee

Experience of Employee			
Serial Number	Category	Number of Respondents	Percentage
1	1 year	56	56%
2	1-2 yrs	26	26%
3	2-3 yrs	5	5%
4	3 -4 yrs	13	13%
Total		100	100%

INTERPRETATION

It should be seen that the majority of respondents, 56%, had experience up to one year, 26% have experience between one - two years, 5% have experience between two - three years, and 13% have experience between three years and four years. This demonstrate that majority of respondents have had experience of up to one year.



Effectiveness of Training Program

Reason for Joining an IT Company			
Serial Number	Category	Number of Respondents	Percentage
1	Employment	24	24%
2	Career Growth	37	37%
3	High Salary	20	20%
4	Company Reputation	19	19%
		100	100%

INTERPRETATION

According to the aforementioned table, 28% of respondents strongly agree with the company providing training and development, 22% disagree, 25% are neutral, and 19% are in disagreement, and 6% strongly disagree with the effectiveness of training and development program. This indicates that majority of respondents strongly support business that offer training and development.

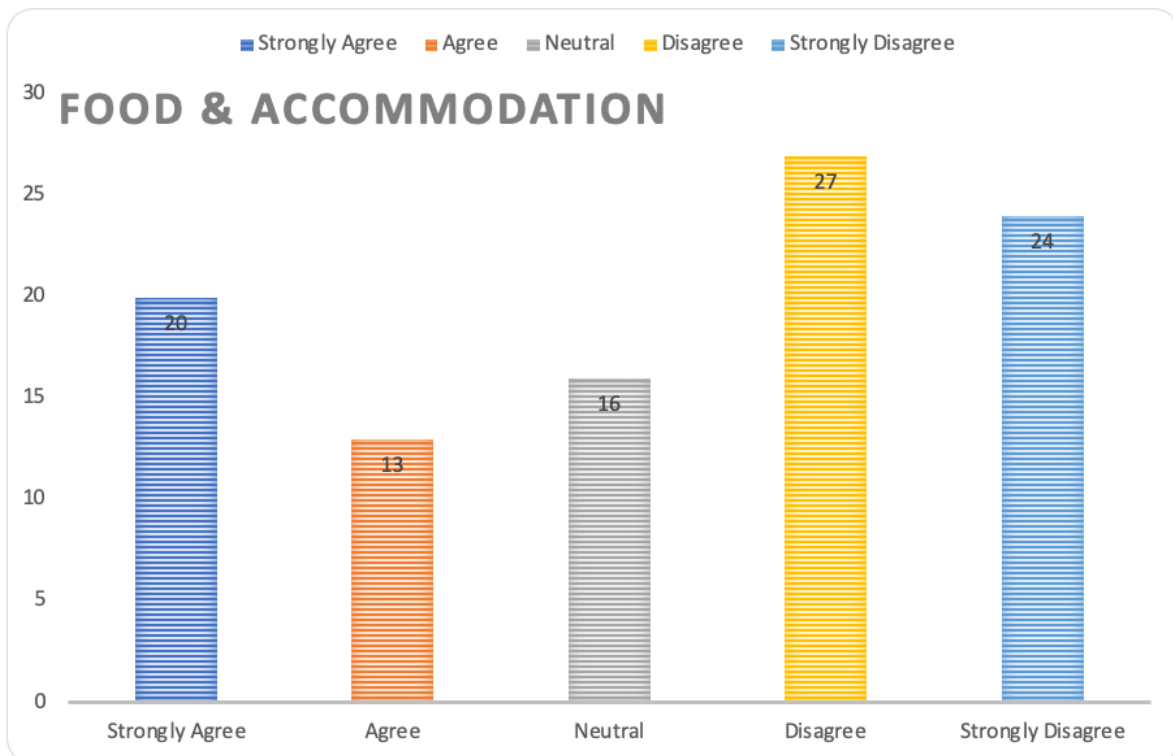


Quality of Food and Accommodation

Quality of Food and Accommodation			
Serial Number	Category	Number of Respondents	Percentage
1	Strongly Agree	20	20%
2	Agree	13	13%
3	Neutral	16	16%
4	Disagree	27	27%
5	Strongly Disagree	24	24%
Total		100	100%

INTERPRETATION

According to the aforementioned table, 20% of respondents highly agree, 13% agree, 16% are neutral, 27% disagree, and 24% disagree strongly with the company's provision of high-quality food and lodging. This demonstrates that the majority of respondents disapprove of the company's decision to provide super lodging and food.

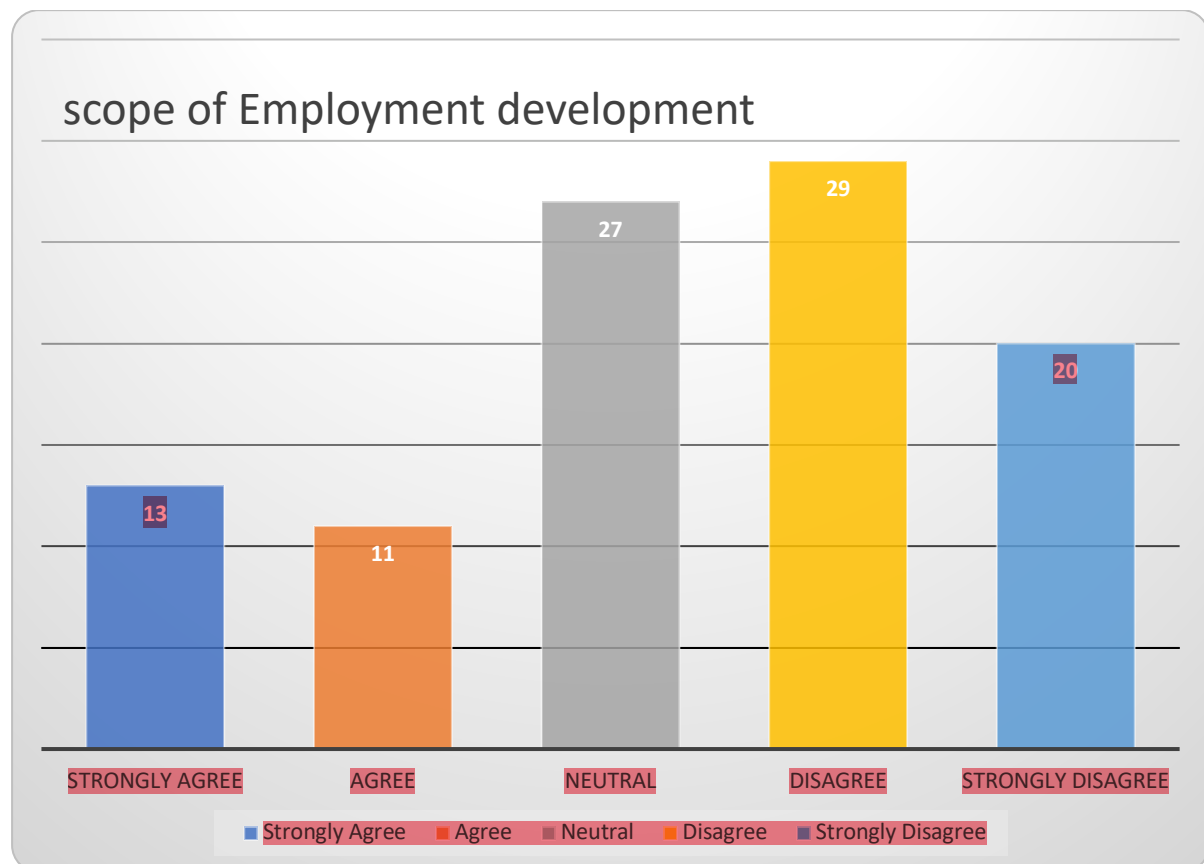


Scope of Employee development

Scope of Employee development			
Serial Number	Category	Number of Respondents	Percentage
1	Strongly Agree	13	13%
2	Agree	11	11%
3	Neutral	27	27%
4	Disagree	29	29%
5	Strongly Disagree	20	20%
Total		100	100%

INTERPRETATION

According to the data in table, 32% respondents highly agree, 21% respondents agree, and 11% respondents are neutral, whereas 23% respondents disagree and 13% strongly disagree with the professional growth and development opportunities offered by the organization. This demonstrates that the vast majority of respondents strongly support businesses that foster professional development.



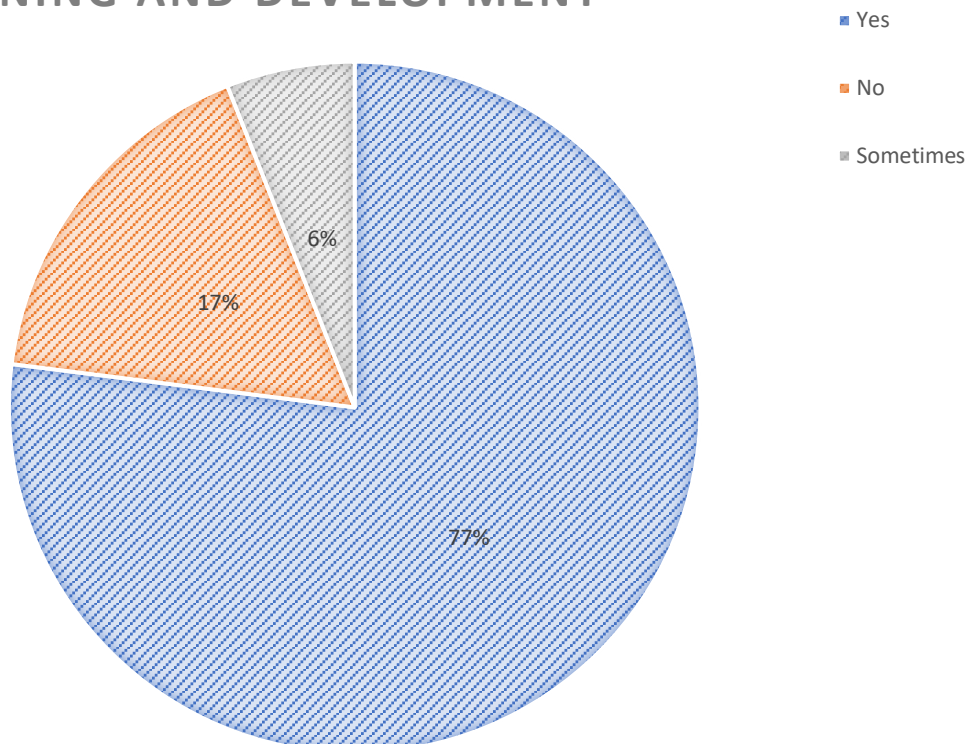
Training and Development

Training and Development			
Serial Number	Category	Number of Respondents	Percentage
1	Yes	77	77%
2	No	17	17%
3	Sometimes	6	6%
Total		100	100%

INTERPRETATION

“According to the data in the table, 77% of respondents report having a training and development program, and 17% reported not having one, and 6% reported occasionally having training and development programs across all levels. This shows that majority of respondents said that they have training and development program at all the levels.”

TRAINING AND DEVELOPMENT



Respondents Like Their Job

Respondents Like Their Job			
Serial Number	Category	Number of Respondents	Percentage
1	Strongly Agree	16	16%
2	Agree	17	17%
3	Neutral	14	14%
4	Disagree	12	12%
5	Strongly Disagree	11	11%
Total		100	70%

INTERPRETATION

“The data indicates a positive inclination towards job satisfaction. Around 16% strongly agree and 17% agree (total 33%) that they like their job. In contrast, 11% strongly disagree and 12% disagree (total 23%), while 14% remain neutral. Overall, more respondents have a favorable attitude toward their job, though a notable portion is either neutral or dissatisfied”.

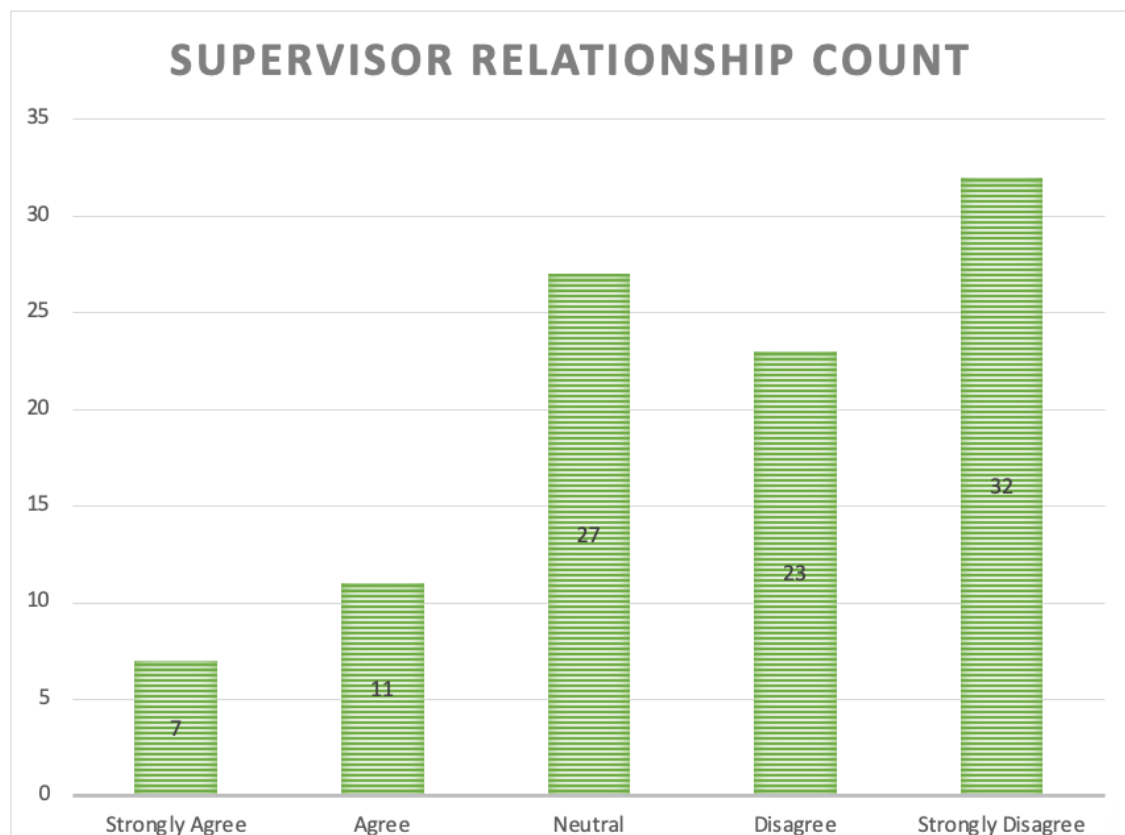


Supervisor Relationship

Supervisor Relationship			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	7	7%
2	Agree	11	11%
3	Neutral	27	27%
4	Disagree	23	23%
5	Disagree Strongly	32	32%
	Total	100	100%

INTERPRETATION

“According to the data, 32% respondents are extremely opposed to supervisor treating employees equally, compared to 27% are neutral, and 11% are in agreement, and 7% who are severely opposed, and 23% who are agreed. This demonstrate that majority of respondents have a serious disagreement with the way their supervisor treat them”.

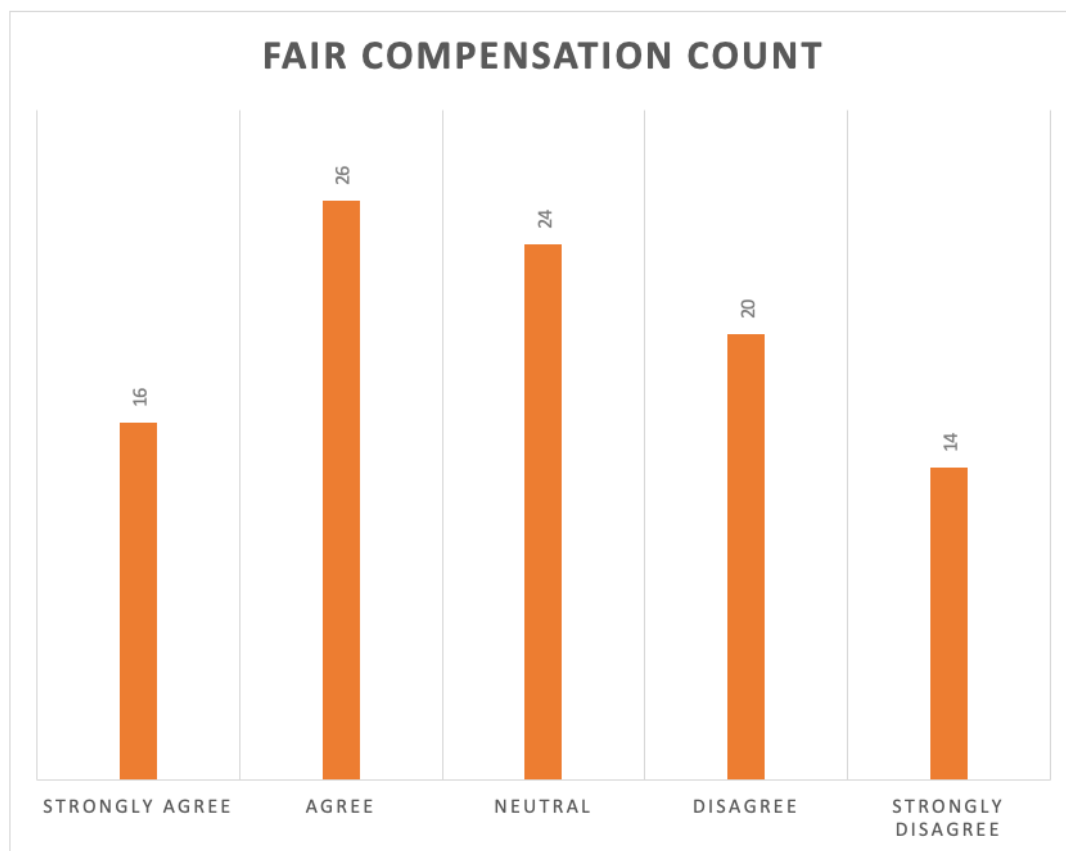


Fair Compensation

Fair Compensation			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	16	16%
2	Agree	26	26%
3	Neutral	24	24%
4	Disagree	20	20%
5	Disagree Strongly	14	14%
	Total	100	100%

INTERPRETATION

“According to the data, 26% respondents strongly agree, 16% agree, and 24% are neutral, and 29% disagree, whereas 14% strongly disagree with the company's offer fair compensation for the task. This demonstrates that vast majority of respondents concur that this organization offer fair compensation for the task”.

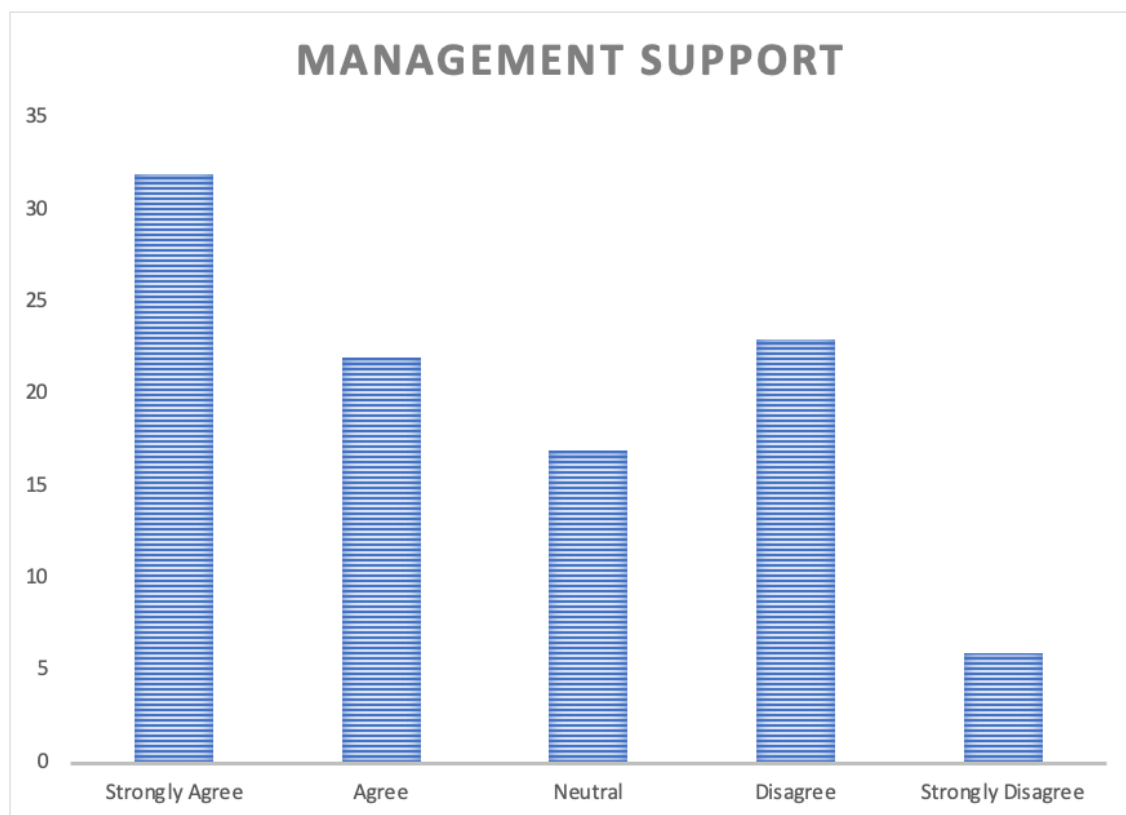


Management Support

Management Support			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	32	32%
2	Agree	22	22%
3	Neutral	17	17%
4	Disagree	23	23%
5	Disagree Strongly	6	6%
	Total	100	100%

INTERPRETATION

“According to the data, 32% of respondents strongly agree, while 22% only agree, and 17% are neutral. Whereas, 23% employees disagree, and 6% employees strongly disagree that management support to me in all features including both my personal and professional life. This demonstrates that vast majority of employees firmly believe that my management support and assist me in all these”.

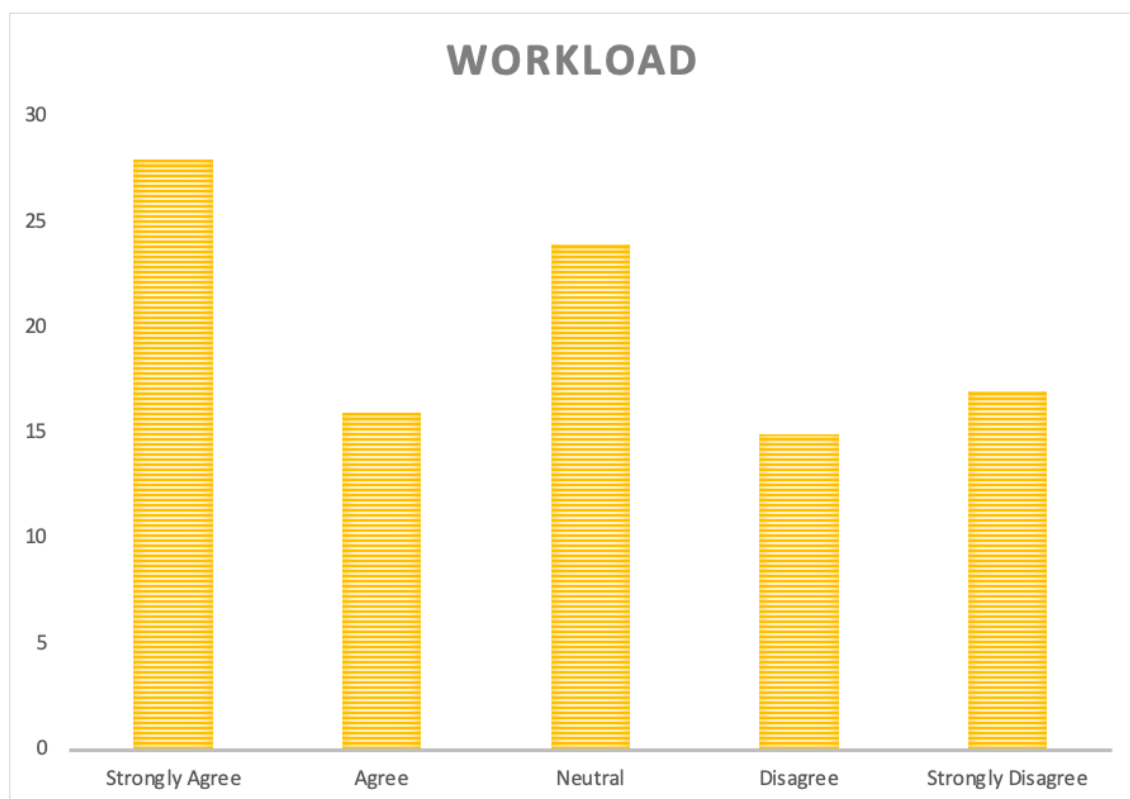


Workload

Workload			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	28	28%
2	Agree	16	16%
3	Neutral	24	24%
4	Disagree	15	15%
5	Disagree Strongly	17	17%
	Total	100	100%

INTERPRETATION

“According to the data regarding work load in workspace, 28% of respondents are strongly in agreement and 16% are agreement, and 24% in neutral, while 15% disagrees and 17%strongly disagrees. This indicates that majority of respondents strongly concurred about the workload in the workspace”.

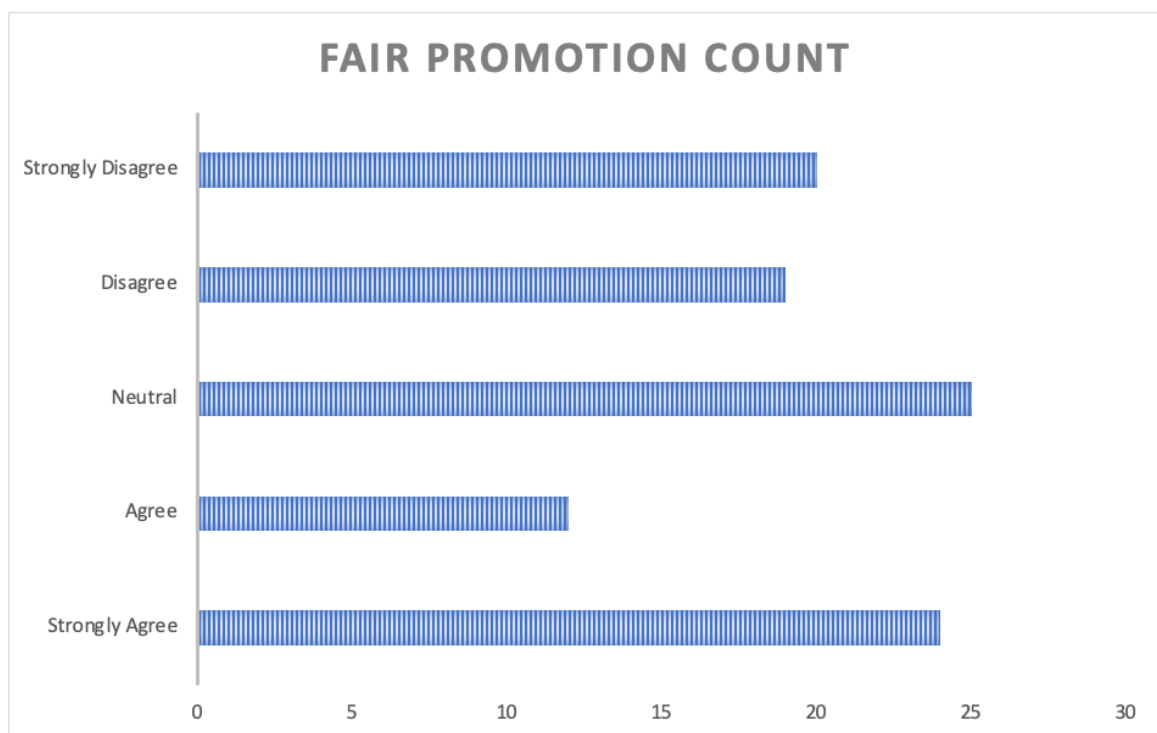


Fair Promotion

Fair Promotion			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	24	24%
2	Agree	12	12%
3	Neutral	25	25%
4	Disagree	19	19%
5	Disagree Strongly	20	20%
	Total	100	100%

INTERPRETATION

“According to the data, 24% of respondents agree strongly and 12% agrees, whereas 25% are neutral and 19% disagree and 20% strongly disagree with the statement that there should be no favouritism in promotion. This demonstrates that majority of respondents had an unfavourable opinion for promotion”

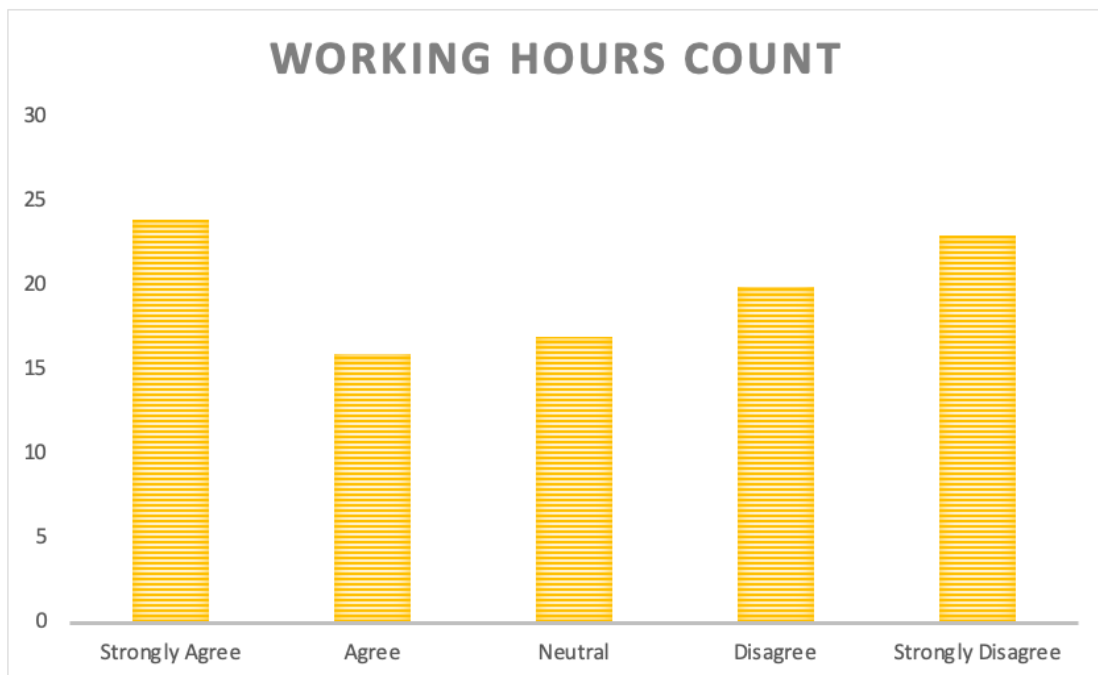


Comfortable Working Hours

Comfortable Working Hours			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	24	24%
2	Agree	16	16%
3	Neutral	17	17%
4	Disagree	20	20%
5	Disagree Strongly	23	23%
	Total	100	100%

INTERPRETATION

“The responses show a slightly negative perception of working hours. While 24% strongly agree and 16% agree (total 40%) that working hours are comfortable, a higher 23% strongly disagree and 20% disagree (total 43%). Additionally, 17% are neutral. This indicates that dissatisfaction slightly outweighs satisfaction, highlighting scope for improvement”.

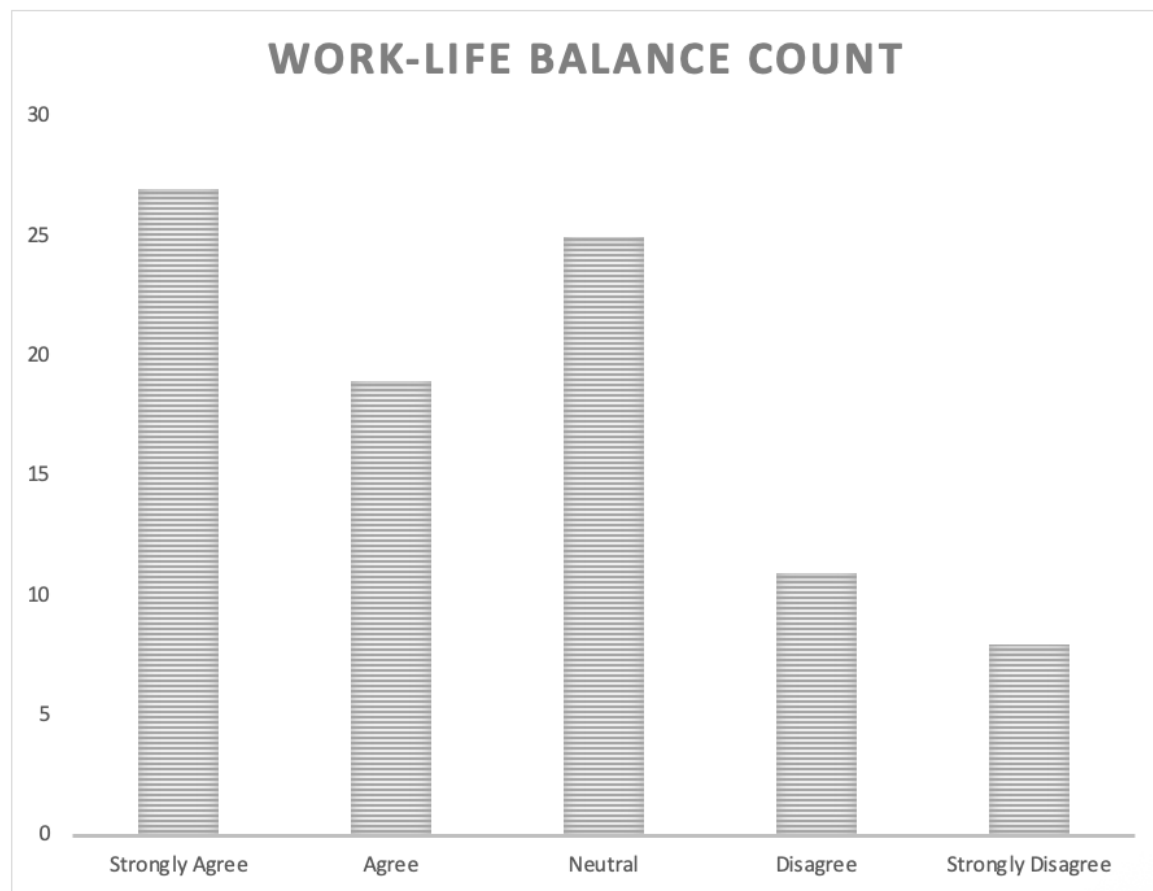


Priorities for Lifestyle and Family

Priorities for Lifestyle and Family			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	27	27%
2	Agree	19	19%
3	Neutral	25	25%
4	Disagree	11	11%
5	Disagree Strongly	8	8%

INTERPRETATION

The data shows a positive inclination toward prioritizing lifestyle and family. Around 27% strongly agree and 19% agree (total 46%) that they prioritize lifestyle and family. In comparison, 11% disagree and 8% strongly disagree (total 19%), while 25% remain neutral. This indicates that most respondents value lifestyle and family, though a significant portion remains neutral.

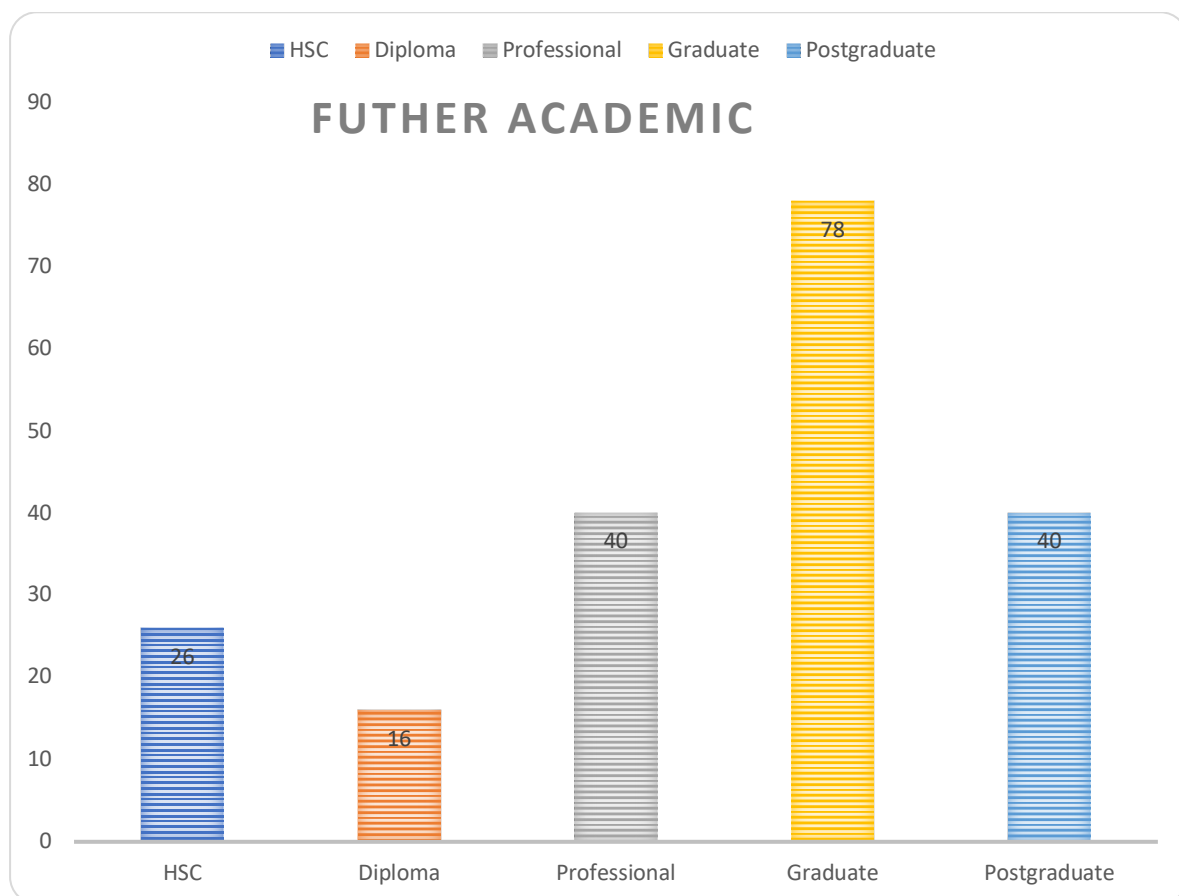


Plan to Pursue Further Academic Studies

Plan to Pursue Further Academic Studies			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	13	13%
2	Agree	8	8%
3	Neutral	20	20%
4	Disagree	39	39%
5	Disagree Strongly	20	20%
	Total	100	100%

INTERPRETATION

The data shows a negative inclination toward pursuing further academic studies. Only 13% strongly agree and 8% agree (total 21%), while a majority 39% disagree and 20% strongly disagree (total 59%). Additionally, 20% are neutral. This indicates that most respondents are not inclined to continue with further studies.

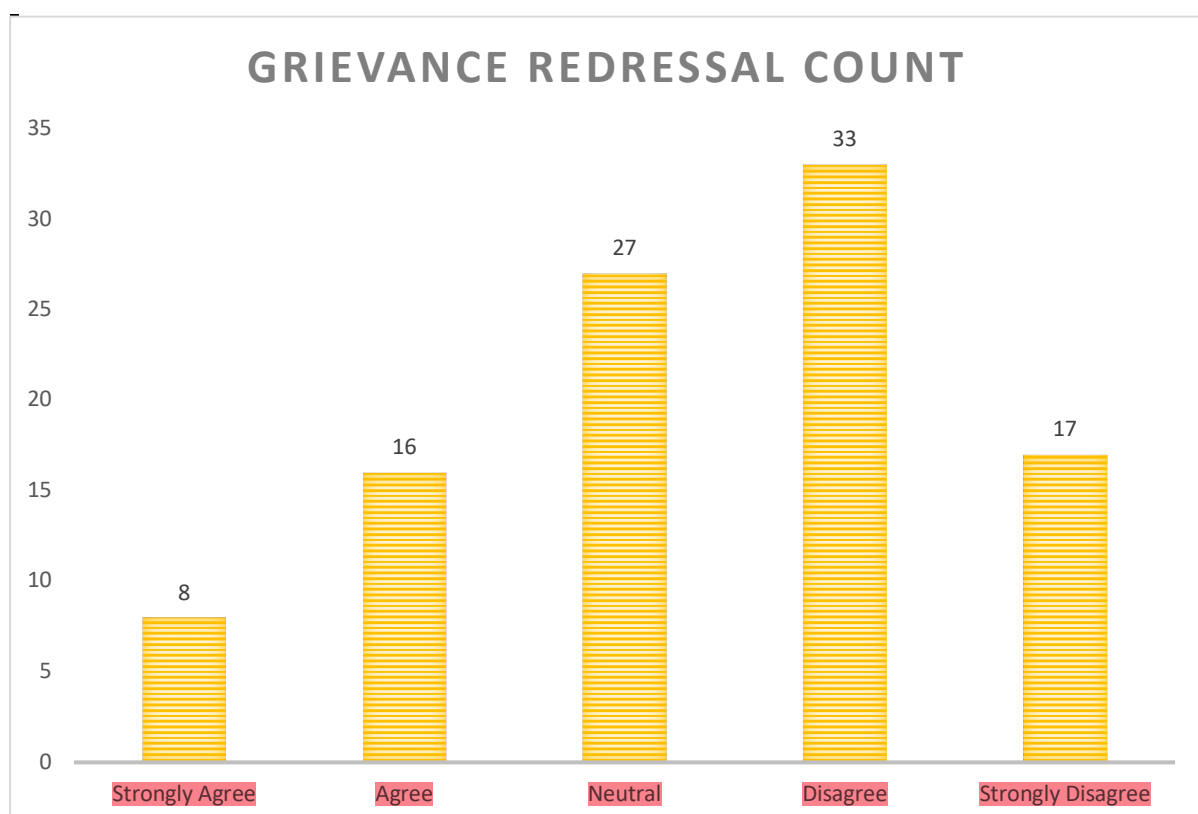


Grievance Redressal

Grievance Redressal			
Serial Number	Category	Number of Respondents	Percentage
1	Agree Strongly	8	8%
2	Agree	16	16%
3	Neutral	27	27%
4	Disagree	33	33%
5	Disagree Strongly	16	16%
	Total	100	100%

INTERPRETATION

The data shows a negative perception of grievance redressal. Only 8% strongly agree and 16% agree (total 24%) that it is effective, while a higher 33% disagree and 16% strongly disagree (total 49%). Additionally, 27% are neutral. This indicates dissatisfaction among respondents regarding the grievance redressal system.



Regression Analysis

Multiple Regression Analysis was conducted to examine the impact of respondents' age group and educational qualification on their intention to switch jobs. The analysis helps in identifying whether demographic factors significantly influence job-switching behaviour among employees.

The regression model used in the study is:

$$Y = a + b_1X_1 + b_2X_2$$

Where-

- Y = Job satisfaction
- a = Intercept
- X_1 = Age Group
- X_2 = Educational Qualification
- b_1, b_2 = Regression coefficients

Regression Statistics	
Multiple R	0.5208
R Square	0.2712
Adjusted R Square	-0.4576
Standard Error	3.078
Observations	5

ANOVA					
	df	SS	MS	F	Significance F
Regression	2	7.0514	3.5257	0.3721	0.7288
Residual	2	18.9486	9.4743		
Total	4	26			

Coefficients				
Variables	Coefficients	Standard Error	t Stat	P-value
Intercept	13.6961	7.3314	1.8681	0.2027
Age Group	0.1093	0.1831	0.5968	0.6112
Educational Qualification	-0.1291	0.238	-0.5423	0.642

Regression Statistics Interpretation

Multiple R

R Square

Value was found to be **0.2712**. This means that approximately **27.12%** variation in employees' job-switching intention is explained by age group and educational qualification included in the model, while the remaining variation is influenced by other factors not included in the study.

Adjusted R Square

The Adjusted R Square value is -0.4576. A negative adjusted value means the regression model does not fit the data well. This could be because there are not observations and the chosen variables do not explain much.

Standard Error

The Standard Error value was found to be **3.078**. It represents the average distance between the actual observed values and the predicted regression values. A higher standard error indicates greater variation in prediction.

ANOVA Interpretation

- The ANOVA test was conducted to determine the overall significance of the regression model.
- The calculated **F-value** was **0.3721**, which indicates that the explanatory power of the model is relatively low.
- The **Significance F** value was found to be **0.7288**, which is greater than the standard significance level of 0.05. Therefore, the regression model is statistically insignificant.
- This indicates that age group and educational qualification do not significantly affect employees' job satisfaction in the present study.

Coefficients Interpretation

- i. **Intercept**- The intercept coefficient was found to be **13.6961**. It represents the estimated value of job-switching intention when all independent variables are assumed to be constant or zero.
- ii. **Age Group**- The coefficient value for age group was **0.1093**, indicating a positive relationship between age group and job satisfaction. This means that with an increase in age group, job satisfaction slightly increases. However, the p-value for this variable was greater than 0.05, showing that the relationship is statistically insignificant.
- iii. **Educational Qualification**- The coefficient value for educational qualification was **-0.1291**, indicating a negative relationship between educational qualification and job satisfaction. This suggests that higher educational qualification slightly reduces job satisfaction. However, the p-value was also greater than 0.05, indicating that the relationship is statistically insignificant.

Final Results

The multiple regression analysis concludes that age group and educational qualification have limited influence on employees' job satisfaction. Although a moderate relationship exists between the variables, the statistical findings indicate that the selected variables are not significant predictors of job satisfaction. Therefore, other organizational and personal factors may have a stronger impact on employees' job satisfaction level

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

- Male employees constitute 57% of the total respondents in the study.
- Most respondents are graduates and are actively employed within the organization.
- Around 64% of the respondents are unmarried employees.
- A large number of employees have work experience of up to one year, showing a comparatively less experienced workforce.
- Almost all respondents stated that they are satisfied with their current jobs.
- A considerable number of employees feel that their jobs are not highly challenging or interesting.
- Many employees believe that organizations should focus more on employee training and professional development activities.
- Some respondents expressed interest in searching for better job opportunities outside the organization.
- A significant number of employees believe that management should support employee career growth and skill development.
- Several respondents were dissatisfied with facilities such as accommodation and food provided by the company.
- Employees generally showed positive responses regarding transportation facilities provided by the organization.
- Some respondents expressed dissatisfaction regarding the behaviour and treatment of supervisors.
- Many employees agreed that management provides support and assistance in work-related matters.

- Workplace cooperation among employees was viewed positively by most respondents.
- A moderate number of respondents were satisfied with salary and compensation provided by the organization.
- Work pressure and workload were identified as important concerns among employees.
- Some respondents showed neutral opinions regarding favouritism in promotion decisions.
- Comfortable working hours were considered important by employees for job satisfaction
- Several employees were dissatisfied with the leave policy followed by the organization.
- A noticeable number of respondents stated that they may leave the organization due to personal or family-related reasons.
- Most respondents did not prefer leaving the organization for higher education or academic purposes.
- Some employees were dissatisfied with the way the organization handled employee complaints and grievances.

SUGGESTIONS

- If the corporation pays for its employees' higher education, both the company and the employees will profit.
- The majority of respondents expressed dissatisfaction with their supervisory relationships, thus management should take it into consideration.
- The employee's complaint should be resolved right away.
- Management should lead the meeting for the employees since it will foster a relationship between the two parties and give the workers a sense of pride in their work.
- The majority of them concur that they aim to leave the company if their jobs interfere with their family commitments and way of life. So it's the responsibility of the business to take care of them.
- Promotion should offer fairly and impartially.

CONCLUSION

Employee turnover has become an important challenge for organizations in the modern business environment. Frequent employee resignations can affect organizational productivity, increase recruitment and training costs, and create instability within the workplace. Therefore, organizations need to focus on understanding employee expectations and workplace-related concerns in order to maintain a stable and satisfied workforce.

The results of the study suggest that employee to stay or leave the organization are job satisfaction, prospects for career growth, supportive management, work-life balance, pay, and workplace environment. The study also indicates that employee support systems, training and development programs, and healthy workplace relationships are important factors to consider when it comes to employee satisfaction.

The study also points out that a favourable and safe work culture is important for better employee performance and commitment to the organisation. At the same time, issues such as work pressure, dissatisfaction with organizational policies, lack of motivation, and limited growth opportunities may increase employee turnover behaviour.

For long-term organizational growth and stability, it is important for organizations to retain skilled and experienced employees. Companies should therefore focus on employee engagement, effective communication, career development opportunities, fair organizational practices, and employee-friendly policies. Addressing employee concerns and improving workplace conditions can help organizations reduce workforce turnover and improve overall organizational performance.

SOCIAL IMPLICATION OF THE RESEARCH

The performance, efficiency, and productivity of employees directly influence organizational performance and customer satisfaction. Skilled and motivated employees help organizations improve service quality, operational efficiency, and overall profitability. The present study helps in understanding the workplace factors that influence employee turnover and employee satisfaction. The findings of the research may help organizations identify employee-related challenges and improve workplace conditions for better workforce stability.

A positive work environment, supportive management, career advancement opportunities, and employee friendly policies which improve employee satisfaction and reduce workforce turnover. Reduced employee turnover not only benefits the organization but also contributes towards employee well fare, job stability, and organisational growth.

LIMITATIONS OF THE STUDY

- The research is based on the responses provided by employees, and the information shared by respondents may vary according to their personal opinions and experiences.
- The collected data is qualitative in nature and depends upon employees' perceptions regarding workplace conditions.
- The sample size of the study was limited to 100 respondents only.
- The selected sample size is comparatively small when compared to the total workforce of organizations.
- Time constraints and limited accessibility to respondents also affected the scope of the study.

SCOPE FOR FUTURE RESEARCH

The present study is restricted to employee turnover and the variable which influencing employees' decisions to leave an organisation. Future research can focus on employee retention strategies, workplace satisfaction, and employee engagement.

“Comparative studies can also be conducted among different organizations within the same industry to better understand workforce turnover patterns and organizational practice”

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