

**An Evaluation of Measures for Retaining Employees in IT Industry
(A Case Study of some selected IT Organisations)**

A Thesis

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By
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2019

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Abstract

In India over the past few years, the Information Technology sector has been growing in leaps and bounds. Therefore, the major challenge faced by Indian Information technology (IT) Industry is not attracting the prospective employee but retaining the best talent because high turnover is always a serious concern.

In this research, employee retention is studied from two perceptions individual and organisation level. Based on the studies identified from the literature review, the study seeks to examine the influence of variables such as different level of management, on the basis of genders, on the basis of age, external market factors, self-efforts of employees taken to be retained within the organisation and compensation factors, etc. perception of employees on various retention policies of employees are evaluated.

Here, through statistical tools, an empirical examination is conducted. The results based on employees' responses from 4 IT organisations, Study was significantly associated with employee retention and human resource practices.

Retaining Employees has been a never ending problem faced in Indian organisations due to many factors like compensation, less opportunity in career growth, dissatisfaction with superiors and so on. Hence it becomes very important for human resource team to understand the factors that prompt employees to quit any organisation.

The main objective of this thesis is to study Human Resource Practices for mainly retention in leading Indian IT Companies such as TCS Ltd., Wipro Ltd., Infosys Ltd. and NIIT Technologies Ltd. in Mumbai and Pune region.

The main sources of data for the study consist of both primary and secondary sources. The study was analysed by a Questionnaire based survey on Management policies, External market factors, Compensation factors, Non-Financial factors

like Quality of Work Life, Reward and Recognition, Ideas and Suggestions, Employee Career development factors Self Efforts adopted by employees for retention , Female employees oriented policies, Insight from Ex-employees and Current Employee Job Satisfaction.

The findings suggests that Employees are very much satisfied with Retention Policies of the selected companies. Researcher has taken opinions of employees through 88 statements related to company retention policies in which 83% respondents agree over all with companies retention policies, there are only few policies which got less agreement level, some of them are retirement plans support from company, time off and sabbatical support, cash awards , child care and work from home for new mothers. Respondents also suggested that these organisations need to focus more on child care support and work from home option for females having infant child , should focus more on cordial Managerial relations with employees, location, competitive compensation, growth opportunity and more onsite opportunity to manage attrition and to provide support to facilitate employee retention.

Lastly, It would be difficult to conclude at what extent this study will actually be taken as help in formulating the policies and strategies by management, however researcher hopes, that the study will provide some insights & framework for different (levels of) companies' for implementing their HR Retention policies.

CANDIDATE'S DECLARATION

I hereby certify that the work, which is being presented in the thesis entitled: **“An Evaluation of Measures for Retaining Employees in IT Industry (A Case Study of some selected IT Organisations)”** in partial fulfilment of the requirement for the award of the degree of Doctor of Philosophy, carried out under the supervision of Dr. Anand Kumar Jain and submitted to University of Kota, Kota, represents my idea in my own words and where other ideas or words have been included, I have adequately cited and referenced the original sources. The work presented in this thesis has not been submitted elsewhere for the award of any other degree or diploma from any institution.

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(Research Supervisor)

ACKNOWLEDGEMENT

This thesis has been an attempt to make the analysis on employee retention in IT Industry as authentic as it could have been. And I honestly hope that it provides useful and workable information and knowledge to any person reading it.

During this period I had got the opportunity to work closely with established organisation's employees who shared their experience and helped a lot in completion of this research.

I am very much grateful to my parents Mr. K.L Mahawer and Mrs Geeta Mahawer who have been my motivators and great support in every manner throughout the research. Their sacrifices and blessings always motivated me.

I express my sincere thanks to my supervisor, Dr. Anand Kumar Jain for providing his precious time in guiding me. I would also like to express my thanks to Mrs. Lalita Jain, for her caring nature and constant support throughout. Supporting gesture of entire Govt. Commerce College Kota's Staff is worth mentioning.

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ABBREVIATIONS

Sr. No	Abbreviations	Full Form
1	AI	Artificial Intelligence
2	AIP	Academic Interface Programme
3	ANOVA	Analysis of Variance
4	APAC	Asia Pacific
5	ATD	Association for Talent Development
6	AVG	Average
7	BFSI	Banking, Financial Services and Insurance
8	BI	Business Intelligence
9	BPO	Business Process Outsourcing
10	BPS	Business Process Services
11	BSE	Bombay Stock Exchange
12	CBU	Consumer Business Unit
13	CDP	Cloud & Data Platform
14	CEO	Chief Executive Officer
15	CIS	Cloud and Infrastructure Services
16	CMM Level	Capability Maturity Model
17	COMM	Communications
18	CSAT	Customer Satisfaction Scores
19	DJSI	Dow Jones Sustainability Index
20	EDLI	Employee Deposit Linked Insurance
21	ELSA	Embedded Learning Synchronized Assistant
22	ENU	Energy, Natural Resources and Utilities
23	EOT	Enterprise Operations Transformation
24	EPS	Employee Perception Survey
25	ETC	Etcetera
26	EVA	Economic Value Added
27	FDI	Foreign Direct Investment
28	FLI	Foreign Language initiative
29	FSSAI	Food Safety Standards Authority of India
30	FY	Financial Year
31	GDP	Gross Domestic Products
32	GIC	Global in house captive
33	HALE	Health Assessment and Lifestyle Enrichment Plan
34	HEALTH BU	Health Business Unit
35	HEAR	Hearing Employees and Resolving
36	HR	Human Resources
37	HSE	Health Safety and Environment
38	IBM	International Business Machines

Sr. No	Abbreviations	Full Form
39	ICL	International computers Limited
40	IP	Intellectual Property
41	IT	Information Technology
42	ITES	Information Technology Enabled Services
43	KPO	Knowledge Processing Outsourcing
44	L&D	Learning and Development
45	LDP	Leadership Development Programme
46	MATC	Manpower Allocation Task Committee
47	MFG	Manufacturing
48	MNC	Multi National Company
49	MNC	Multi National Company
50	MNT	Manufacturing and Technology
51	NAFT	NTL Academy of Future Leaders
52	NASSCOM	The National Association of Software and Services Companies
53	NGLP	NTL Global Leadership Program
54	NSE	National Stock Exchange
55	NYSE	New York Stock Exchange
56	OHSAS	Occupational Health and Safety Assessment Series
57	PCMM	People Capability Maturity Model
58	PCMM LEVEL 5	People Capability Maturity Model Level 5
59	PES	Product Engineering Services Group
60	PVT.	Private
61	PWC	Price Water Coopers
62	QWL	Quality of Work Life
63	R&D	Research and Development
64	RAM	Ream Access Memory
65	ROI	Return On Investment
66	RPDWA	Rights of Persons with Disabilities Act
67	RPO	Recruitment Process Outsourcing
68	SAGE	SAGE- Stevie® Awards for Great Employers
69	SD	Standard Deviation
70	SDx	Software Defined Everything
71	SEED	School for Employee Education Development
72	SEEPZ	Special Economic Export Processing Zone
73	SHRM	Society for Human Resource Management
74	SPEED	system of performance Management
75	SQL	Structure Query Language
76	STAR	Strategy for Talent Attraction and Retention
77	TCS	Tata Consultancy Services
78	TECH	Technology
79	UK	United Kingdom

Sr. No	Abbreviations	Full Form
80	UNGCN	United Nations Global Compact Network India
81	US	United States
82	USP	Unique Selling Proposition
83	WASE	Wipro Academy of Software
84	WCAG	Web Content Accessibility Guidelines
85	WESOP	Wipro Employee Stock Option Plan
86	WIBGYOR	Wipro's Career Bands Gives You Opportunities & Responsibilities
87	WIMS	Wipro Infotech Master of Science
88	WIPO	World Intellectual Property Organisation
89	YRS	Years

Chapter 1. **Conceptual Framework**

Part A: Introduction of Information Technology Sector and Employee Retention.

1.1 Introduction of Information Technology Sector

The information technology (IT) industry in India is considered as very crucial to the country's economy. Information Technology as an industry consisting of two major components: broadly consist of:-

1. Information Technology services
2. Business Process Outsourcing

According to **NASSCOM**, IT sector contributed to India's GDP 7.7% in 2017. This has increased from its GDP contribution of 1.2% in 1998. This sector has increased its revenue of US\$160 billion in 2017, out of which at US\$99 billion is contributed by Export revenue, Revenue is growing by over 13%.

IBM and International Computers Limited (ICL – UK) were the largest hardware providers during 1970's, Software solution was usually bundled along with hardware. Larger enterprises including the Indian defence and public sectors which needed customized applications had their own teams that did everything from installing systems to writing software.

The information technology sector has a significant impact on India's economic performance, help to create employment opportunities within India and contributed **GDP** growth.

- Indian IT market overall share is 7 percent of Global IT Market
- Indian IT market captures 4 percent in the Global IT services segment
- Indian IT market holds 2 percent in the Global **IT enabled Services**

Information Technology industry is dominated by large organisation consisting of both Indian and International service providers. Over the years, the share of Indian providers went up to 65-70% due to the emerging trend of monetization of captives.

1.1.1 Growth of Information Technology in India

Software Development is the major source of growth area in Indian Information Technology (IT) Industry

India's IT Services industry initiated its operation in Mumbai in 1967 , Tata group created IT company named Tata Consulting services in partnership with Burroughs to start its operations.

The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973. In the initial year, almost 80 percent of IT export operation were carried out within SEEPZ location.

India opened its economy in 1991 with Liberalisation, Globalisation and privatisation, leading to global economic integration.

The industry achieved a major breakthrough in the 1990s and is now one of the important industries of India. Development of software industry has transformed India into a software super power and highly skilled employees has contributed significantly in overall development of Software industry in India.

During year 1991 -1996, Indian Software sector has grown at a CAGR (Annual Growth rate compounded) of about 52 per cent and has expanded almost twice as fast as the global software industry did, during the same periods, however the base of Indian Software industry was small during the same period.

Currently there are more than 500 software firms in the country and additional 1,000 start-up-companies. Today, India is one country that offers cost-optimised, high quality and reliability, speedy deliveries and state-of-the-art new age technologies in software industry.

Table Progress of IT Industry (figure in \$ billion):

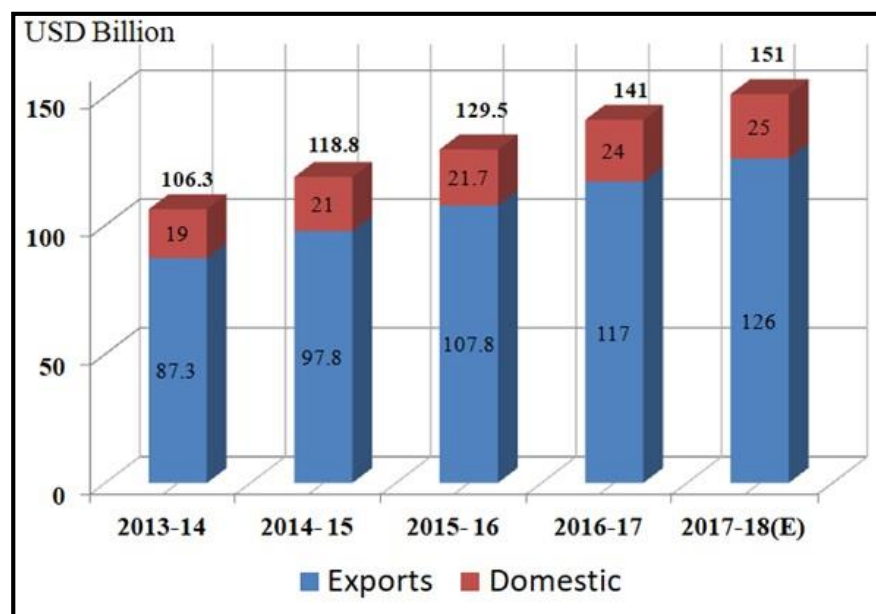


Figure 1: Indian IT-ITeS industry revenue

Table 1: Indian IT-ITeS Industry Revenue

Year/ Description	2013- 14	2014- 15	2015- 16	2016- 17	2017- 18(E)	CAGR %(2013-18)
Exports	87.3	97.8	107.8	117.0	126.0	10.49
Domestic	19.0	21.0	21.7	24.0	25.0	5.42
Total	106.3	118.8	129.5	141.0	151.0	9.55

Reference - <http://meity.gov.in/content/performance-contribution-towards-exports-it-ites-industry>

There is good reason to believe that the strong momentum will continue to drive the expansion of this industry. Indian Companies has largely worked with Western nations such as United Kingdom and United States of America., Other global countries also has significant larger IT spending and Indian IT market are evaluating these Geographies. Australia and Netherlands are also good markets

for IT Companies. Japan is also emerging as an IT outsourcing hub for Indian IT Companies. Indian IT companies are spreading in other geographic areas as well to have their presence across Global Locations.

India is building its capabilities in software as well as hardware technology and is emerging as a key centre for technology product and services. Below images displays various IT facilities built in India, these facilities support IT infrastructure as well as IT service facility. (See Fig. below).

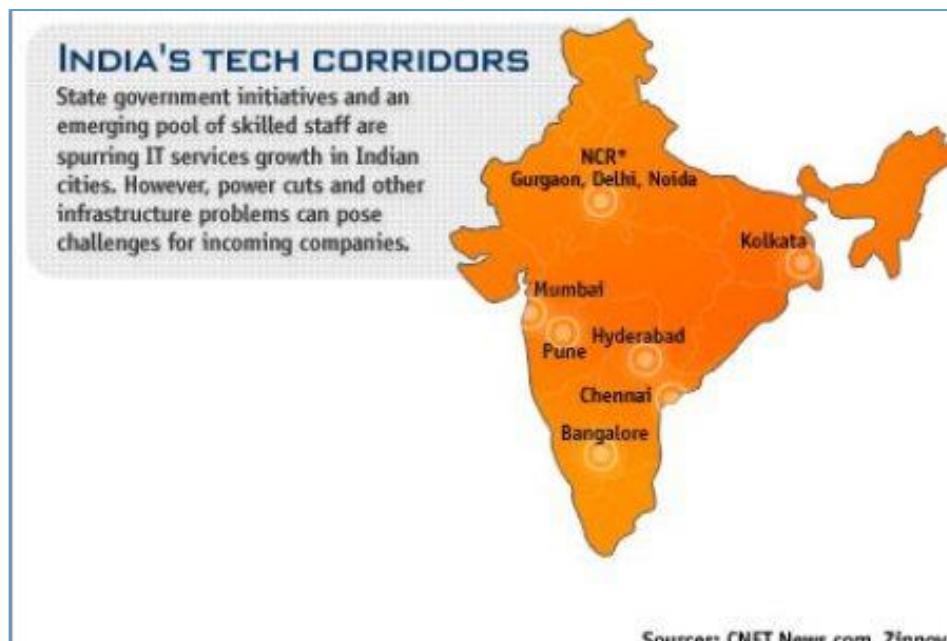


Figure 2: India: Information Technology Industry Corridor

IT industry has helped India change its image in the global economy. India's cost-effective services and development capabilities is a major reason and its Unique Selling Proposition (USP) in the global sourcing market. India is continuously building its IC or Intellectual Capital in terms of building Technology skills... global IT firms want to take advantage of the same and are setting up their innovation centres in India.

1.1.2 Contemporary scenario in Indian Information Technology Industry

India rank second in IT exports globally. IT Export contribute around 77 percent of total revenue. . Rest of the revenue is generated by domestic demands.

Most of the IT services business of global IT outsourced to India is due to benefit of low cost provider. The presence of Indian companies in the product development business of global IT is very meagre, however, this number is gradually on the rise. The other prominent trend is that IT jobs, once confined to Bangalore, and are slowly starting to experience a geographical diffusion into other cities like Chennai, Hyderabad and Pune. According to Google estimates, the Indian community of developers will be the largest in the world by end of 2018.

Major recent developments in the Indian IT and ITeS sector are as follows:

Nasscom has launched an online platform which is aimed at up-skilling over 2 million technology professionals.

Revenue growth in the BFSI vertical reached nearly 9 per cent year on year in the fourth quarter of 2017-18.

As of March 2018, there were over 1,140 GICs operating out of India.

In the year 2018-19, NITI Aayog is building competencies in newer technologies such as AI (artificial Intelligence) and how AI can be used for development works in the country.

Export revenue from **digital segment** already forms about 20 per cent of the industry's total export revenue as exports have grown at a CAGR of 50.76 per cent to an estimated US\$ 25 billion in FY18.

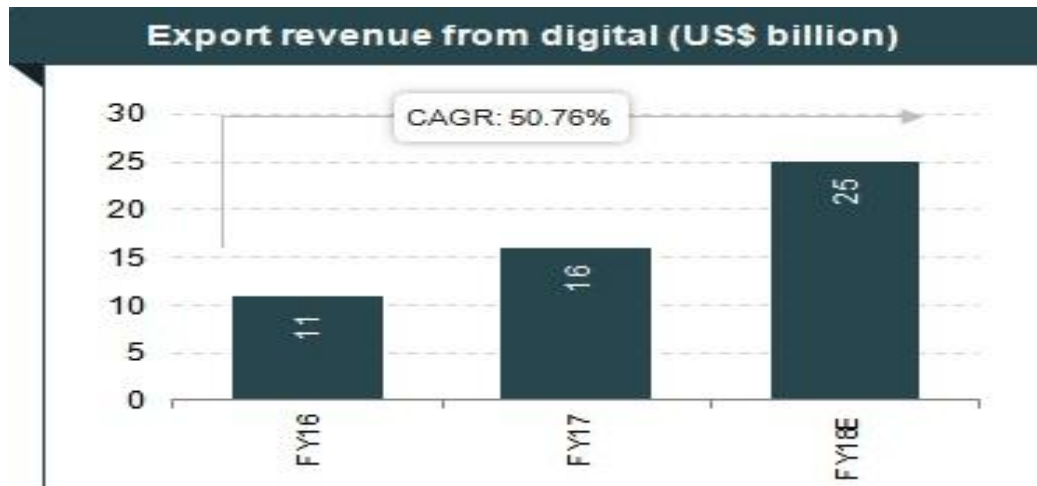


Figure 3: Export Revenue

Source: Nasscom, IDC, Media Sources

1.1.2.1 Digital India

Digital India is a campaign launched by the Government of India to ensure the online adoption and electronic services to citizens. Government is also improving Internet connectivity and making the country digitally empowered in the field of technology. “Digital India consists of three core components, (a) development of secure and stable digital infrastructure, (b) delivering government services digitally, and (c) universal digital literacy”

Vision of Digital India

- Digital Infrastructure as a Utility to Every Citizen
- Governance & Services on Demand
- Digital Empowerment of Citizens

Nine Pillars of Digital India

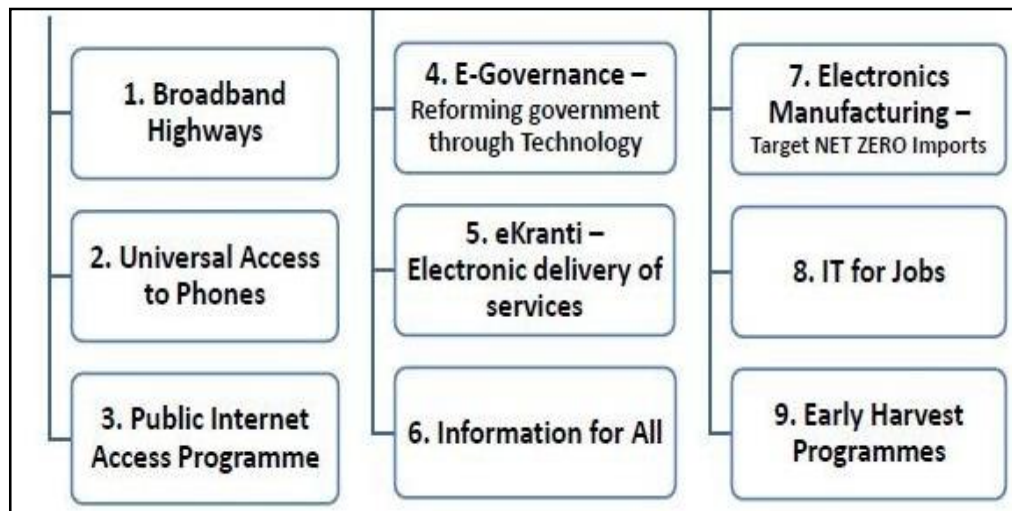


Figure 4: 9 Pillars of Digital India

1.1.3 Future of IT & ITES Industry in India

India has become the digital capabilities hub of the world with around 75 percent of global digital talent present in the country

Global companies are moving towards digital technologies as it provides disruption and innovation in their business, Indian IT Industry is vying on digital Technologies and building a capabilities around it, digital segment is growing at rate of 30 percent annually. Digital revenue has a target of 350 Billion dollar by year 2025.

Investments/ Developments

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in blockchain, artificial intelligence to clients using innovation hubs to create differentiated offerings.

The Government of India is going to explore new opportunities in various sectors such as providing BPO service from home, digital healthcare and agriculture to achieve the target of making India a US\$ 1 trillion digital economy.

According to IBEF report , Indian Information Technology (IT) – Business Process Management (BPM) is estimated to expand at a CAGR- Compounded Annual growth Rate of 9.1 % to USD \$ 350 billion by year 2025.

Exchange Rate Used: INR 1 = US\$ 0.016 as of FY2018.

1.1.4 Industry Wise Turnover rate in India

The latest insights on the sectors, industries, and jobs seeing the highest levels of turnover, based on LinkedIn's data on half-a-billion professionals.

The sectors seeing the most talent turnover: tech (software), retail, and media

Sectors with the Highest Turnover Rates		
1.	 Technology (Software)	13.2%
2.	 Retail & Consumer Products	13.0%
3.	 Media & Entertainment	11.4%
4.	 Professional Services	11.4%
5.	 Government/Edu/Non-Profit	11.2%
6.	 Financial Services & Insurance	10.8%
7.	 Telecommunications	10.8%
8.	 Oil & Energy	9.7%
9.	 Aero/Auto/Transport	9.6%
10.	 Healthcare & Pharmaceutical	9.4%

Figure 5: Diff Sectors Turnover Rates

Tech turnover is likely driven by increasing demand and compensation

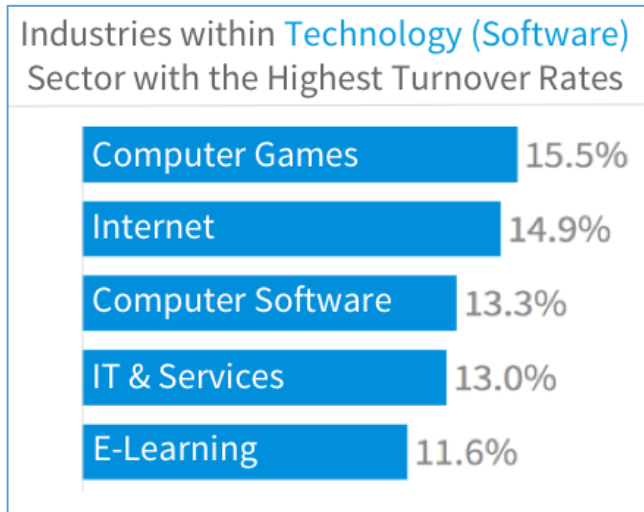


Figure 6: Tech Turnover

1.1.5 Overview of Attrition in Indian IT Companies

With the growing opportunities for the IT professionals in India, who are catering the international clients needs there is a huge requirement of IT professionals in the global market. With so much demand for the Information Technology professionals there is a shortage in finding right people for right job and who meet their job expectations. Not only finding the right candidate for the right job is a challenge but retaining the candidate for a longer period has become a major challenge to the employers. With the alarming growth of the employee attrition in the information technology sector which has turned out to be a critical challenge for the employers. Employers and HR managers are striving hard to address the burning issue of rise in the attrition among information technology professionals which is affecting the overall performance of the organisations profitability. Need of the hour is that the reasons for the attrition among the information technology professionals be articulated, analysed and addressed. So that appropriate steps are being taken to address the growing attrition.

Below table details the top IT companies Attrition rate

	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16
TCS (a)	10.9	11.3	12.0	12.8	13.4	13.8	15.1	15.5	15.3	14.7	13.6	12.9	12.2
TCS (e)	12.8	11.9	14.3	15.5	14.8	16.7	18.6	17.6	15.3	15.4	10.7	14.4	12.1
Infosys (b)	18.1	18.7	19.5	20.1	20.4	18.9	14.2	14.1	13.4	12.6	15.8	15.7	14.9
Infosys (e)	21.4	22.6	26.4	24.8	21.3	18.3	19.2	19.9	18.1	17.3	21.0	20.0	18.4
Wipro (c)	16.3	15.7	17.0	16.9	16.4	16.5	16.4	16.8	16.3	14.9	17.9	17.2	15.4
Mindtree (a)	11.6	12.7	14.2	15.7	18.1	18.2	18.4	17.1	16.0	15.7	16.5	16.4	16.1
Mindtree (e)	10.7	14.3	18.5	19.7	21.6	18.5	18.9	17.2	16.2	15.6	17.7	15.7	14.6
HCL Tech (d)	16.6	16.9	16.9	16.6	16.4	16.2	16.5	16.3	16.7	17.3	17.8	18.6	17.9
HCL Tech (e)	29.4	28.8	30.5	33.3	28.7	27.8	28.6	31.8	31.0	31.0	28.0	26.7	26.0

Notes:
(a) LTM attrition for IT services.
(b) Standalone attrition numbers for last twelve months, ex BPO/subsidiaries.
(c) Wipro Technologies only, quarterly annualized attrition, excludes involuntary attrition.
(d) For IT services only, excludes involuntary attrition.
(e) Quarterly annualized attrition computed (includes BPO).

Source: Company, Kotak Institutional Equities

Figure 7: Indian IT Companies Attrition rate

Source - <https://www.ndtv.com/business/trends-in-top-indian-it-companies-from-hiring-to-attrition-1659231>

IT Industry's definition of Attrition Rate:

Attrition rate (also known as Churn rate), is to measure number of individuals move in or out collectively over a specific period of time. It is one of two primary factors that determine the steady-state level of customers a business will support. Employee moves/Attrition rate can also describe the number of employees that move within a certain period.

For example: Retention rate is total number of moves completed in 12 month divided by average employees during 12 month period Monthly and quarterly churn rates can also be calculated.

Mathematical Formula of attrition rate:

Attrition Rate Formula	
$\frac{\text{Number of employees resigned for the month}}{(\text{Total Number of employees of the month} + \text{Number of Employees joined for that month} - \text{Number of Employees got resigned})} \times 100$	$= \text{Attrition Rate (\%)}$

Employee base Attrition

In some business contexts, churn rate could also refer to high employee turnover within a company. The Industry type and Number of employee working in industry also play a key role in attrition rate. An “acceptable” attrition rate for a given company is relative to its industry. Regardless of industry or company size, attrition rate tends to be highest among the lowest paying jobs, and lowest for the highest paying jobs.

Natural attrition rate is generally around 1 percent and 5 percent depending on the size and industry of the company. A rate of 5 percent or more for a larger company most often indicates layoffs in addition to natural attrition, early retirement, and firing.

1.1.6 Factors affecting Employee Turnover in Indian IT Industry

- **Push Factors / Controlled Factors:** Push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organisations.
- **Pull Factors (Uncontrolled Factors):** Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organisations. Major pull factors identified by going through literature survey are i.e. salary, career advancement, challenging opportunities, interesting work, job security, good location, life-work balance, better culture, , more freedom/autonomy, well reputation of organisation, values, more benefits, good boss.
- **Personal Factors:** - Personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions.

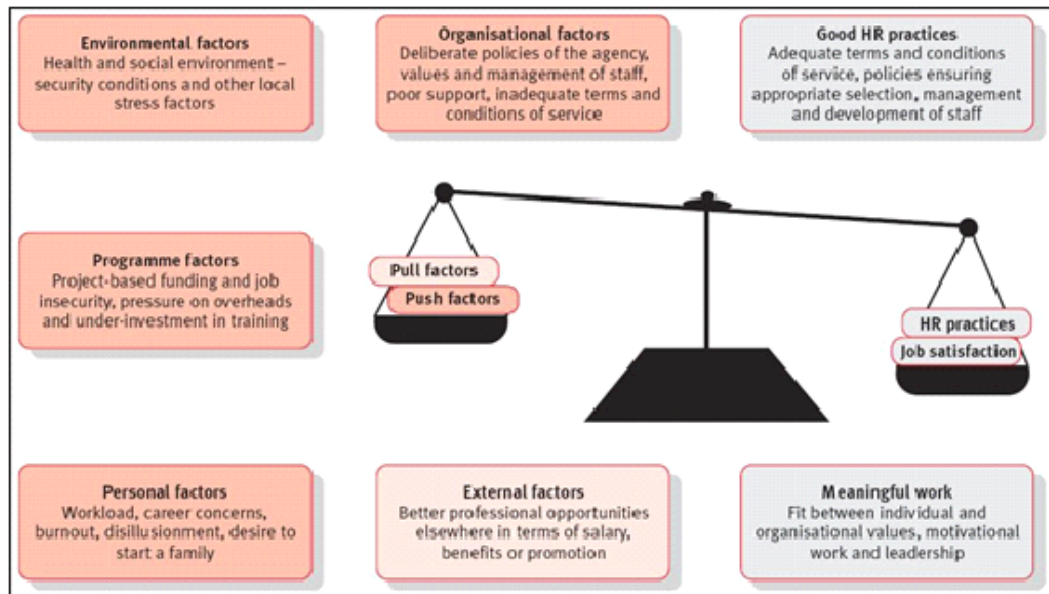


Figure 8: Factors Affecting Turnover in Indian IT Industry

Source: Understanding and Addressing Staff Turnover in Humanitarian Agencies, Humanitarian Practice Network, Loquercio et al. (2006).

1.2 Concept of Employee Retention:

Concept of employee Retention :

Employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their job. It involves taking measures to encourage employees to remain in the organisation for the maximum period of time.

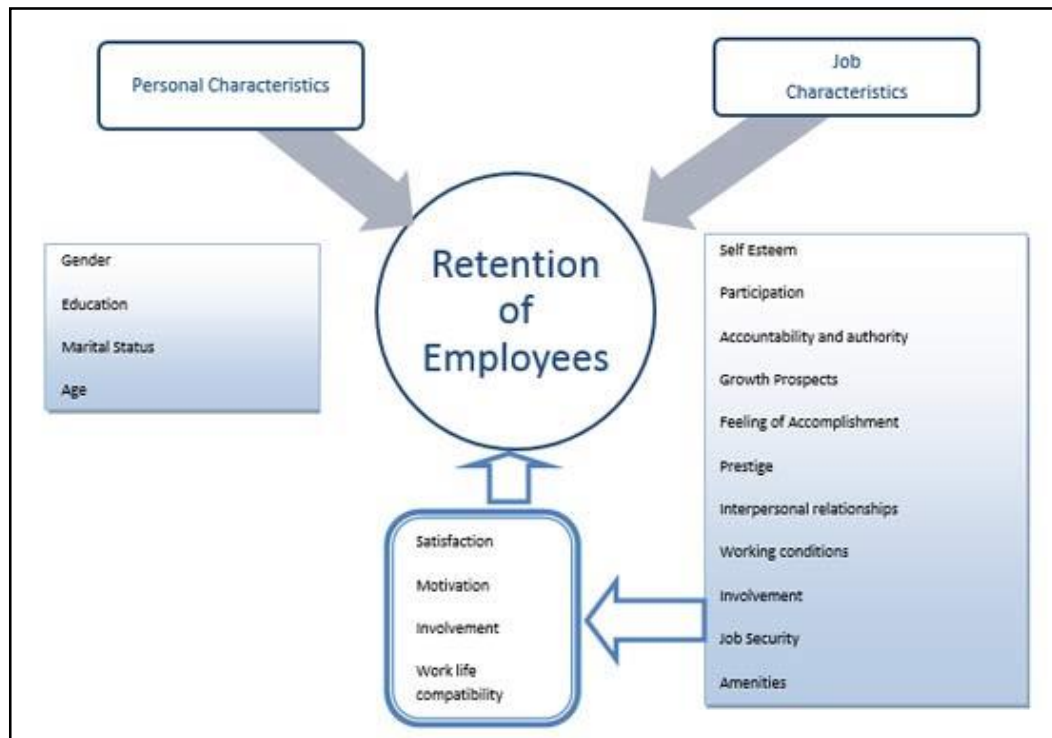


Figure 9: Employee Retention Concept

Definition of Employee retention:

Employee retention is “The act of keeping Employees” – Michelle Seidel²⁰¹⁹

According to Samuel and Chipunza²⁰⁰⁹ the Major reason of retention is to identify ways to prevent proficient employee from leaving the company as this can have impact on productivity and profitability.

EMPLOYEE RETENTION FORMULA

$$\frac{(\text{Total employees} - \text{Employees that left})}{\text{Total employees}} \times 100 = \text{Retention rate \%}$$

Figure 10: Mathematical Formula for Retention

Formula example: So if you had 1000 employees at the start of the year, and 150 of them left the organisation, remaining is 850 associates or employees. To get Retention rate use formula at $850/1000 = 85\%$ retention rate.

Table 2 : Description and definition of retention factors

Sr no	Retention factor	Definition
1	Job satisfaction	The degree to which individuals like their jobs
2	Extrinsic rewards	The amount of pay, benefits, or equivalents distributed in return for service
3	Constitution attachments	The degree of attachment to individuals associated with the organisation such as supervisor, co-worker's, or customers
4	Organisational commitment	The degree to which individual's identify with and are involved in the organisation
5	Organisational prestige	The degree to which the organisation is perceived to be reputable and well-regarded
6	Lack of alternatives	Beliefs about the unavailability of jobs outside of the organisation
7	Investments	Perceptions about the length of service to the organisation
8	Advancement opportunities	The amount of potential for movement to higher levels within the organisation
9	Location	The proximity of the workplace relative to one's home
10	Organisational justice	Perceptions about the fairness of reward allocations, policies and procedures, and interpersonal treatment
11	Flexible work arrangement	The nature of the work schedule or hours

12	Non-work influences	The existence of responsibilities and commitments outside of the organisation
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Employee Retention Concepts will focus on the below areas

- Necessity and significance of Employee Retention in IT industry
- Economic Value of Employees over time.
- Employee satisfaction and retention impact on customer satisfaction.
- Retention Myth.
- Merits and Demerits of retention.

1.2.1 Necessity and Significance of Employee Retention in IT Industry

Retaining a valuable employee is necessary for an organisation because

- Recruitment is not easy : Hiring is not an easy process. Recruiting the right candidate is a time consuming process
- Information Loss : When an individual resigns from his present organisation, employees tend to take all the strategies, policies from the current organisation to the new one, in some cases this can lead to leak of secrets of the previous organisation
- Efficiency Loss: The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better: They perform better than individuals who change jobs frequently. Employees who spend a lot time in an organisation know the organisation in and out and thus are in a position to contribute more effectively
- Lack of Trust : Every individual needs time to adjust with others. Organisations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all, it is difficult for employees to adapt with new employees and also trust him/her.

- Loss of loyalty: It has been observed that individuals sticking to an organisation for a longer span are more loyal towards the management and the organisation, for them the organisation comes first and all other things later.

Significance of employee retention:

- Retention Saves the cost of turnover,
- Retention saves loss of company knowledge,
- Retention stops interruption of Customer Service,
- Turnover leads to more turnovers, It can be avoided through Retention,
- Retention helps maintaining goodwill of the company,
- Retention helps in Regaining efficiency.

1.2.2 The Economic Value of Employees over Time

Consider the following simple chart. It simply shows that initially most employees are a "cost" to the organisation, and that over time, with the right talent practices, they become more and more valuable. The job in HR is to attract the "right people" and move them up this curve as rapidly and effectively as possible.

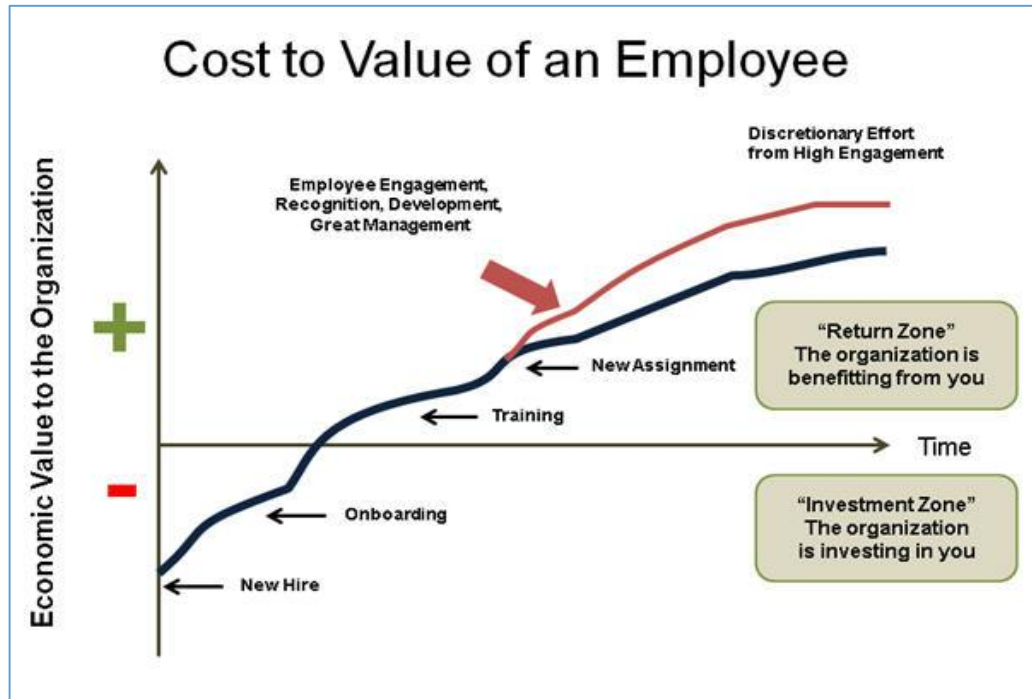


Figure 11: Economic Value of Employee to Organisation over Time (C) Bersin
by Deloitte

As an employees, can be seen the same effect. During early days when individual joins, they feel unproductive and often search for ways to add more value. But in the right environment (on boarding, coaching, training, teamwork) they “find their place” and start to add more and more value.

1.2.3 Employee satisfaction and retention have a direct impact on customer satisfaction

Doing the right thing by employee is very important to all companies and it impacts directly on customer service levels and on profits. If look after the employee who directly serve the customers, It not only attract goodwill internally, but it can also be found that companies enjoy more referrals to customers’ friends and family, and ultimately a healthier bottom line.” says Helen Scott, Director of People at Virgin Media



Figure 12: Retention impact on customers

1.2.4 Retention Myths:

- Employees leave an organisation for more pay.
- Incentives can increase productivity
- Employees run away from responsibilities
- Loyalty is a thing of the past
- Taking measures to increase employee satisfaction will be expensive for the organisations.

1.2.5 Merits and Demerits of Retention:

Employees leave their organisations and move on to other organisation within a short span of time. Reasons such as place shift, family concerns have taken a back seat and new reasons have come up for employees leaving the organisations.

Employees dissatisfied from current work, or looking for better opportunities outside, are hidden reasons to leave the organisations.

Retention strategy is used to stop employee from leaving the organisation. Organisations evaluate whether retention policies or strategies are beneficial or not.

1.2.5.1 Merits of Employee retention

Retaining employees creates a positive impact on customer services, Retaining experienced staff reduces training costs, It builds a team of skilled and experienced employees, Retention activity fosters loyalty amongst employees, Encourages friendly environment and fosters bonding amongst employees, It increases the quantity of work delivered, It enhances the quality of the work produced, It facilitates smooth workflow of internal processes, It increases financial result for the organisation.

1.2.5.2 Demerits of Employee Retention

A “retained” customer doesn’t necessarily mean they are happy – the same holds true for employees. Employer might be able to retain certain dissatisfied employees due to reason such as Family Obligation, Relocation Obstacles, and the absence of a suitable alternative job opportunity. Also employees who do not deserve any roles in organisations are retained creates disadvantages to organisation.

Few situation where holding back employee is disadvantageous to organisation are mentioned below:

Old employees may promotes groupism that creates an insecure environment for new employees. Excessive liberty to staff just to maintain work flow affects quality of work. It is difficult to justify Flexible work timings if the work is not

delivered. Affluent and well to do employees don't require a job and might not work hard for organisation goals.

If all employees stay within the same organisation for a very long time, many of them will be at the top of their salary that will result in higher manpower costs. Some employees has negative impact on productivity and profitability of the company, the company is benefited if such employee leave.

Some employees are disgruntled and create negative work environment in the organisation. Having such employees long term is detrimental to organisational health.

New Employees joining can bring new creative ideas, Positive attitudes make organisation more dynamic to grow ahead.

Desirable attrition is needed by organisation where organisation want to terminate relationship with some employees.

1.3 Contemporary issues related to employee retention:

The challenge for HR is to come up with innovative HR practices which will make employee engagement activities more interesting and also help us in achieving the objective of retaining people.

It is frustrating and unfortunate to understand that that client who were connected over phoned is no longer working for the company. All that time – and often money spent developing a relationship and sharing business strategies with someone trusted went out the window. Now recall how it can be felt about the organisation the client represented. Their reputation became unreliable, then lost faith in their business practices and probably lost interest in working with them.

So if have felt this way about other companies, then the clients likely feel the same about it if have trouble retaining the top talent.

For managers, nothing feels better than having a strong, successful, happy workforce in place that is mutually focused on the organisation's performance. Hiring top-quality individuals is an important task on its own, but essential to any manager's ongoing process is a critical retention strategy.

Well-developed strategy is needed to reduce recruitment through retaining the top-performing talent. Obviously, it cannot hold onto all the best people, but can certainly minimize the loss.

Reducing employee turnover is a strategic and vital issue, beneficial to the company's bottom line. It has taken considerable time and resources to attain a staff that are proud of – to replace them starves the organisation of many essential success factors (money, overall attitude, productivity, etc.) and the company's ultimate triumph. The intent of this thesis is to help to discover the importance of retaining the valuable employees and provide it with a list of solutions.

People are valuable: Like an art collector who has spent time and research attaining that Great Master's work which embodies the talent, skills and training of the artist, getting excellent staff requires the same passion. The collector takes care of the painting with security and environmental methods. IT Manager must do whatever than can to keep that skilled individual who works hard for company and generates strong results.

In a professional world, top performers are provided variety of suitable options and offers before they settle on one career position. But once these associates are working, they need reason and motivation to remain. The old adage "Look after the small things and the big things look after themselves" can easily apply to the workforce. "Look after the people and the business will look after itself".

Staff is more than employees. People are most valuable element within the organisation. More than their salary, Staff expects appreciation for the activities

done and also expects respect from employers on the competencies Staff possess to do the job. Without them, simply cannot do business or generate revenue. Every business needs excellent people to prosper, Fortune 500 Company have reached success by retaining top performing people who have grown and developed over time with the company

Every individual who performs a function in organisation – no matter how junior or senior –are the puzzle pieces of larger picture which when fit together provide exponential value in organisation. Even if few individual are missing will puts a hole in the picture and stops company to being successful. Company must develop a retention strategy with clearly defined goals for their people.

Part B: Review of Literature

1.4 Review of Literature of Employee Retention

Introduction

Literature survey reviews all scholarly articles, relevant sources for Employee Retention, research done on Employee Retention or any theory, and by so doing, provides a description, summary, and critical evaluation of similar works in relation to the research topic of employee retention. Literature reviews helped in

providing source overview explored while researching on topic “An Evaluation of Measure for retaining employees in IT Industry”, this also help in demonstrating how research fits within a larger field of study.

1.4.1 Related Literature review on Employee Retention (International)

The term “employee retention” first began to appear with regularity on the business scene in the 1970s and early ‘80s. In the 1970s and later, as people started shifting their jobs and voluntary job changes began. As organisations feel the impact of employee turnover, need to develop Employee

Mueller & Price, 1990), have shown that work-related factors are major determinants of job satisfaction, organisational commitment and **turnover intentions** among employees.

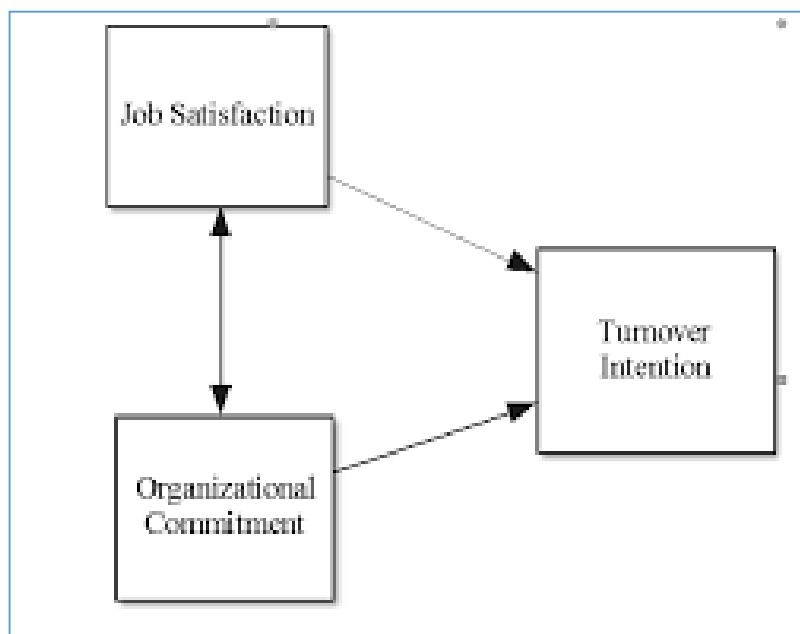


Figure 13: Research Study - Turnover intention among employees

Hom, Caranikas-Walker, Prussi and Griffeth (1992) start a meta-analysis on employee turnover. As per their opinion only employee job satisfaction is not

important but sometimes external economic issues or employment rate also play important role in employee turnover.

Job satisfaction and attrition are strongly linked (**Billingsley & Cross, 1992**);

“Relationship between Turnover attitudes”, **Tett and Meyer (1993)** work on the relationships between job satisfaction, turnover intention, organisational commitment and actual turnover (**Tett and Meyer, 1993**). Research states that both organisation commitment and employee job satisfaction are performed independently in employee turnover. In this both object employee job satisfaction is more effective than organisational commitment. In Tett and Meyer research, it is concluded that employee’s job satisfaction is a major part in their job.

Employee turnover, as defined by **Hom and Griffeth (1994)**, is ‘voluntary terminations of members from organisations’

Meta-analytic research by **Hom and Griffeth (1995)** showed that job satisfaction is a significant predictor of turnover, with overall job satisfaction explaining more variance than the sub-dimensions of job satisfaction itself like satisfaction with the work itself, satisfaction with coworkers and, satisfaction with the supervision etc. considered individually.

Accordingly, since varying HRM outcomes require different bundles of HR practices (**Guest, 1997**), for retention to be effective, diverse practices to curb turnover is required.

Job satisfaction can be defined as how people perceive different aspects of their jobs and how they feel about their jobs (**Spector, 1997**).

Accordingly, whether an organisation manages to avoid turnover or not will largely depend on the availability of internal retention incentives as well as the organisation’s propensity and ability to apply them (**Maertz & Campion, 1998**).

Aryee et al. (1998) found a positive correlation between satisfaction and Retention.

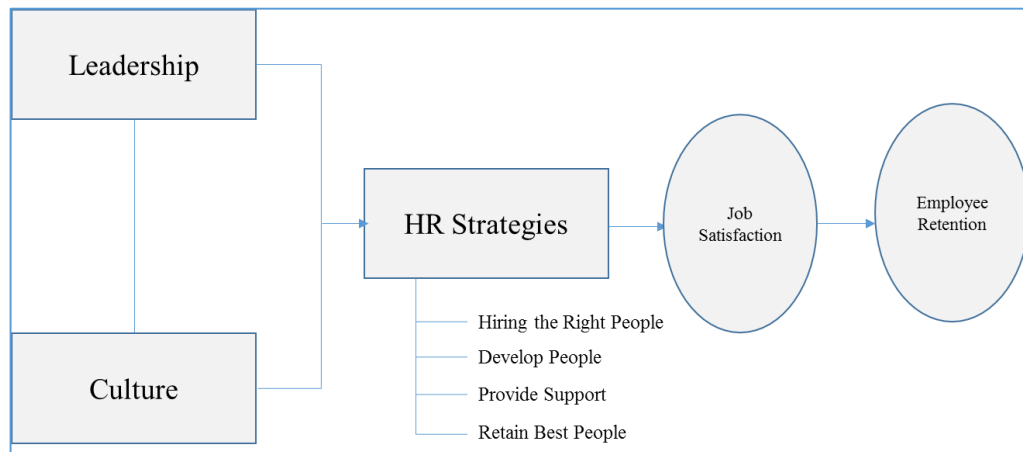


Figure 14: Correlation between satisfaction and Retention

Lee, Holtom, Hill, Mc Daniel and Mitchell (1999), also done a research on this topic. They argue that attitudinal findings are not sufficient to explain this issue. Their research suggests that many employee left current organisation without any specific reason.

As per many theories, employee low job satisfaction is a major reason for leave organisation. But as per **Lee et al (1999)** came up with theories to find out possible reason for which & why people leave the organisations.

It is often believed that an organisation is only as good as its people (**Templer & Cawsey, 1999**).

It is important to recognize the commitment of individuals to an organisation, as well as the organisation's need to create an environment in which one would be willing to stay (**Harris, 2000**).

Griffith- 2000 reconfirmed that job dissatisfaction leads to turnover process. In contrast, the psychological perspective focuses on employees within the organisational context and their individual turnover decisions (**Griffeth, Hom, & Gaertner, 2000**),

Many employers have underestimated costs associated with turnover of their key Employees (**Ahlrichs, 2000**).

Griffeth and Hom (2001) provided a framework of staff turnover as represented in below Figure.

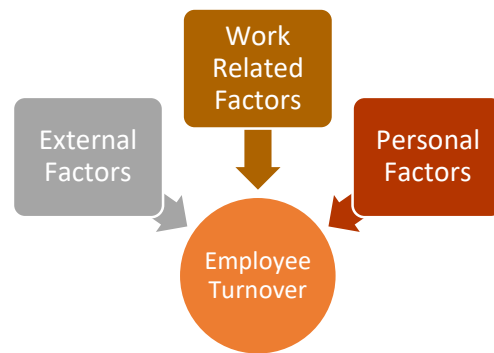


Figure 15: Framework of Staff/Employee turnover

To explain voluntary resignation reason, **Arthur (2001)** provides list that includes, feeling of not being valued, incompatibility with corporate values,, Not feeling part of the company, Not knowing how one is doing for lack of feedback, Inadequate supervision, Lack of opportunity for growth, Lack of training, Lack of flexible working hours, Insufficient relationships at work, Too much work and not enough staff, Inadequate or substandard equipment, tools, or facilities.

Perception of employees regarding family oriented policies such as supportiveness of their organisation also become reasons to leave the organisation (**Allen, 2001; Anderson et al., 2002; Thompson et al., 1999**).

Researchers have identified other important reasons of retention too. Work-life balance and reduced work-family conflict increase one's chances of retention (**Anderson et al., 2002; Shaffer et al., 2001**).

Research has suggested that organisational work-life benefits and a supportive work climate are linked positively to employee well-being and retention (**Allen, 2001**)

Studies indicated that employees will retain in their organisation if he or she has a good relationship with the people he or she is working around with (**Clarke 2001**).

Organisations are therefore suggested to provide team building opportunities, where interaction and discussion can be carried out not only within but outside their working hours (**Johns et al 2001**).

This research show important and insight reason for why IT employee leave their job and change organisation frequently. Recent organisational behaviour and psychological result show that actual reason behind employees turnover are salary package levels, Promotion, mobility, and skill demands and jobs availability (**Hom & Kinicki, 2001; Trevor, 2001**).

Bogdanowicz and Bailey (2002) believe that organisations provide their workforce benefits and a holistic motivation to stay to the current organisation and making them to leave the organisation difficult and pointless.

Retention tool is necessary for management team. (**McKeown 2002**)

Certo and Fox (2002) found that “reasons for leaving and reasons for staying often acted as inverse variables (for example, a teacher may leave because of poor administration or stay because of quality administration)”.

Managers have to exert a lot of effort in ensuring the employee’s turnover are always low, as they are gaining increasing awareness of which, **Meaghan et al. (2002)**.

Stovel and Bontis (2002) have shown through Empirical studies that employees, on an average switch employers every six years.

The psychological viewpoint and goal is showing different object such as job dissatisfaction, employee demography and organisation not full fill their

commitment are the main issue in employee turnover (e.g. **Disenza & Gardner, 1992; Joseph & Ang, 2003**).

This is why managers today must take care of their employee's personal feelings toward the job and satisfaction levels from their working conditions, superiors and peers, as these are the keys to ensure employee retention. The success and survivability of organisations is heavily dependent on customer evaluations (**Jolliffe & Farnsworth, 2003**

Organisation may lose to competition if they are left only with less qualified workforce. (**Rappaport, Bancroft, & Okum, 2003**).

Organisation that fail to retain their high performers will eventually left with understaffed, less qualified workforce that will hinders their ability to remain competitive (**Rappaport;2003**).

Mercer Human Resource Consulting (2004) advised 5 key factors influencing employee commitment and motivation with % age of employees voting for each of the factors as follows,

Mercer Human Resource Consulting Factors	Percentage
Being treated with respect	85
Work-life balance	79
Providing good service to others	74
Quality of work colleagues	74
Type of Work	73

Building on the notion that employees' turnover decisions result from shocks evolving over different time periods (**Holtom, Mitchell, Lee, & Inderrieden, 2005**),

In a survey carried out on recruitment, retention and turnover in organisations in **UK (CIPD, 2005)**, top three reasons behind departure with % age of employees voting for each of the reasons were found out as :

- Promotion outside of the organisation (53%)
- Lack of development or career opportunities (42%)
- Change of career (41%)

The same study found that the top 8 initiatives taken to improve retention in organisations in UK with % age of employees voting for each of the initiatives were:

- Improved employee communication/involvement (57%)
- Increased learning and development opportunities (49%)
- Improved induction process (45%)
- Increased pay (40%)
- Improved selection techniques (38%)
- Improved benefits (34%)
- Made changes to improve work-life balance (34%)
- Improved line management HR skills (32%)

However, there are many studies identifying the causes for employee retention and only few studies were carried on assessing the employee perception for various retention strategies also employee oriented approach for finding out strategies which employees follows to be retained by the organisations. This research studied all factors on both perspectives for Retention: Employee and Employer.

Loquercio et al. (2006) measured that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract

Retention is a critical element of an organisation's approach to talent management (**Lockwood, 2006**).

Organisations are now reemphasizing more on employee retention since Replacements and training expenses have a direct impact on organisational costs, productivity and performance (**Glen, 2006**).

Work-life quality was found to be a significant predictor of job satisfaction, commitment and longer stays (**Rhoades & Eisenberger, 2002; Dixon & Sagas, 2007**).

The extend of the job stress, low commitment in the organisation; and job dissatisfaction usually result in resignation of employees, (Firth 2007).

Manager across global organisation agree that the retention of key employees in their organisations is the most difficult aspects of their jobs (**Litheko, 2008**).

According to Mosen and Boss (**2009**) role ambiguity leads employee to quit the job.

Therefore, worldwide, retention of skilled employees has been of serious concern for organisations in the face of ever increasing high rate of employee turnover (**Samuel & Chipunza, 2009**).

Employee rewards, employee autonomy and image of the company play a major role in employee retention and commitment in the organisation (**Gbervbie, 2010**).

An employee who is satisfied with his job would perform his duties well and be committed to his job, as well as the organisation (**Awang & Ahmad, 2010**).

The employees retention is positively influenced by age and learning opportunities provided by the organisation. The working conditions should be maintained properly for retention of talented employees (**Govaerts, Kyndt, Dochy, & Baert, 2011**).

Work Institute has released its Retention Report in **May 2018**, the only known one of its kind, marking its second study of national (at Franklin) workplace

turnover and retention. Using statistic methodology and data analysis of exit interviews, this report identifies turnover root causes and provided real reasons that employees leave their jobs for better opportunities.

The report states that the successful economy and growing job marketplace allow a large percentage of employees to make career moves when current employers are not meeting their expectations and needs. Work Institute 1 in 4 employees will leave their jobs in 2018, and that nearly three-fourths, of that turnover could be avoided by employers.

Employers will pay \$600 billion in turnover costs in 2018 and can expect that number to increase to \$680 billion by 2020.

The top five categories of reasons employees leave their jobs are:

- Career Development – No opportunity to grow in a preferred job and career. (21%)
- Work-Life Balance – Better work-life balance, which includes more favourable schedules, shorter commute times and scheduling flexibility. (13%)
- Manager Behaviour – Unprofessional or unsupportive managers. (11%)
- Well-Being – Personal or family health issues. (9%)
- Compensation and Benefits – Pay was cited more often than benefits. (9%)

1.4.2 Related Literature Review on Employee Retention (National)

According to **Singh et al. (1994)**, staff turnover is the rate of change in the working staffs of a concern during a defined period.

Davar R.S. (1999) The author describes that resignations are harmful for organisations. It shows that there is something wrong with the organisational climate. Human resource manager should take proper care of resignations by

conducting exit interview and find out the reason behind it. A human resource manager can study the exit interviews over a fixed period of time and find out the causes behind resignation.

Memoria C. B. and S. V. Gankar(2001), In IOSR journal, The author describes that turnover is harmful to the organisation .When labour turnover is the outcome of resignation it hampers quality and the flow of production. Resignation may be due to unhappiness with working conditions, low wages, continued ill health, old age and family problems.

Sundaray, Kumar & Bijaya (2001), has examined various determinants of job satisfaction and suggested some strategic initiatives which contribute to job satisfaction and ultimately to employee retention. Few models based on theoretical review of research studies conducted in the past depicting the relationship between job satisfaction and its positive outcomes as well as the outcomes of employee retention was proposed.

Ramlall (2003) emphasized the fact that identifying and catering for employees' individual needs provides a favourable work environment that increases their commitment.

Khanka S.S (2006)., The author describes that there are various reasons for resignation like ill health, marriage, better job prospects in other organisations etc. Exit interview helps an organisation to control the employee turnover.

To attain employee retention in IT sector, the managers need to identify the employees who are passionate about continuous learning and challenges, triggered through a continuous positive employee relationship (**Bhatnagar, 2007**).

Saiyadain Mirza S., Tripti Pande Desai (2007), The author describes that lack of clarity of the policies, discrimination, and lack of effective management are the major factors of employee attrition.

G. Badri Narayan and Pankaj Vashishth (2008), Determinants of Competitiveness of the Indian Auto Industry, The author describes that there is a negative correlation between the workers working in production department and turnover whereas there is a positive correlation between the employees working in research and development and turnover. Labour productivity of the Indian labour working in the Germany, Korean and Japanese companies located in India is high as compared to the labour working in Indian Original equipment manufacturing companies.

Annual Survey Report 2009, On Recruitment, retention and turnover Issued: June 2009, Ref: 4848, **Chartered Institute of Personal and Development 2009**, p25, This report suggests that exit interview can help an organisation to find out the reason of employee turnover. According to this survey Promotion outside the organisation, change of career, lack of career development, and redundancy were found the main reasons for leaving the organisation.

Adhikari Atanu (2009), Factors Affecting Employee Attrition: A Multiple Regression Approach, The author explains that the first and the most important factor which leads to employee attrition is the factors which are related to the work, the second and the third factors are skills of an employee as well as skill of an employer and the last factor that causes the employee attrition is factors related to salary.

P. Subba Rao (2010), The author describes that better status in other organisations, career development, dissatisfaction with the current job, getting better salary, starting own business, family problems , continuous ill health and globalization are the reasons of employee attrition.

Pandit Y.V.L (2011), Talent Retention Strategies in a Competitive Environment, The author found that retaining talent is the top most important challenge faced by many human resource managers in today's competitive world. It is not only in India but in the rest of the world. Retaining talent is not an easy job for human resource managers but organisations can provide attractive salary, reward, and

recognition, develop leadership skills among them by providing training. This may help to reduce attrition and retain them.

Various reasons cited regarding employees decision to stay were organisational culture, support from peers and superiors, growth opportunities, issues related to compensation, employee engagement activities, training and development, positive work environment and good working conditions (**Satyawadi, Joshi, & Shadman, 2011**).

K.Balanaga Gurunathan and V. Vijaylakshmi (2012), the author describes that money is not the only factor for which the people work but there are many other factors such as acknowledgement for the achievements, suitable work timing, career growth and development. The famous businessman Azim Premji gives a surprising answer, he clearly states that the immediate supervisor would have been the root cause of his resignation.

Rao Aparna K. (2012), concluded that employee retention can be practiced better by motivating the employees in the aspects of Open Communication which enforces loyalty among employees.

Anita Asawalikar (2012), General Manager –Human Resources, Sandvik Asia Pvt. Ltd, Guest session on “personal experiences” on **20th October 2012**, Anita Asawalikar, General Manager –Human Resources, Sandvik Asia Pvt. Ltd said that there are two factors i.e. pull factors and push factors responsible for the employee attrition in a manufacturing company.

Goswami Brijesh Kishor, Sushmita Jha (2012), Attrition issues and Retention Challenges of Employees. International Journal of Scientific & Engineering Research, The author reveals that employee attrition is a very serious problem and the bane of every industry .Further the author finds that just acquiring the skilled employees is not enough but to retain them is also a very challenging issue. Plans and policies should be prepared to retain skilled employees and to control attrition for success in the domestic as well as the international market.

Gayathri (2012) said that frustration over job and constant argument with their superiors or other team members are the real reasons of most employees leaving an organisation and identified mentoring, well equipped safety environment, potential and prospective roles, encouragement and recognition and competitive compensation as the significant variables that influences employee retention.

Sinha, C. and Sinha, R. (2012), explored to identify the main factors of retention management strategies in two heavy engineering manufacturers based in India. The factor analysis of the component 'retention management strategies' led to the extraction of 3 factors each from both the organisations. The factors considered for the organisations were "competence & relationship oriented", "scholastic & futuristic oriented", "developmental & reward oriented"

Misra, Pooja, Rana, Neeti et. al. (2012), analysed the impact of Compensation components in terms of Rewards and Benefits and Organisational Justice on Turnover Intentions and the role of Job Satisfaction in terms of Pay. It was examined that compensation influences key outcomes like job satisfaction, attraction, retention, performance, skill acquisition, cooperation, motivation and turnover intent of employees.

Besides, when employees leave organisations, they are most likely to join competitors (**Nair & Malewar, 2013**). Long-term health and success of any organisation depends upon the retention of key employees (**Das & Baruah, 2013**).

Bidisha (2013) described it as "a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project"

Balakrishnan and Masthan, D. (2013), identified the drivers of the employee engagement and also examined the relationship between employee engagement and employee retention. It was observed that employee engagement leads to

commitment and psychological attachment and reflects in the form of high retention (low attrition) of employees.

Lakshmi Devi, R., Amalraj R. et. al. (2013), aimed to study the employee turnover ratio in a pharmaceutical industry in India. It was observed that the mean of the pull factors was higher owing to higher turnover intention of the employees. Under this study, all factors were divided into two clusters using hierarchical clustering technique namely push and pull factors.

Mathur, Atul and Agarwal, P. K. (2013), aimed to understand the impact of retention strategies on employee turnover in sugar industry in India. The focus of this study was on dysfunctional turnover. Other variables such as welfare benefits, personal satisfaction and organisation culture, which are associated with the employee turnover, were also investigated as a part of this

Narang, Uma (2013), analysed the impact of HRM practices i.e. career development opportunities, supervisor support, working environment, rewards and work-life policies on employee retention. The retention of human resources has been shown to be momentous to the development and the accomplishment of the organisation's goals and objectives.

Nazia, Sultana & Begum, Bushra (2013), focused on the practices followed by a selected Indian MNCs in retaining their employees and also highlights the opinions of the employees about such retention practices mass. Author has thrown light on how MNCs in India are making strategic moves in retaining their talent. This study attempted to fill the gaps by analysing the impact of three R's i.e. Respect, Recognition and Rewards on satisfaction level of the employees and by examining the various practices adopted by Indian MNCs in retaining their employees.

Jain (Pagaria) Pratibha (June 2013) "Attrition", HRM Review, The researcher found that better or good working conditions and suitable working hours in the new company, opportunities for career development, high salary, suitable

location, brand image of, a better boss, suitable job profile by other company, lack of empowerment, trust and employee engagement in the existing company are also the reasons of shifting one company to another.

Nazia Sultana & Begum Bushra (2013), concluded that steps must be taken by the organisations to relieve the employees from the workload through job rotation, change in work location and other recreational activities.

Mathur, Atul and Agarwal, P. K. (2013), recognized that the main reason for leaving the organisation by employees was compensation and working environment. Retention strategies have direct impact on employee turnover.

Employee engagement leads to commitment and psychological attachment and reflects in the form of high retention (low attrition) of employees (**Balakrishnan, C, Masthan, D. et. al., 2013**).

Muhammad and Muhammad (2013), summarized that economic factors such as availability of alternative jobs are most likely relevant in explaining the turnover process.

Dr. K. Balanagagurunathan and Ms V. Vijaylakshmi (2013), , A theoretical Framework of employee retention practices and its impact in Automobile industry in India, The author describes that retaining top talent is the major problem which the automobile industries are facing now a days. Ignoring a deserving employee at the time of promotion for a long time and unnoticed employees' achievements demotivates them, reduces their efficiency resulting in low productivity. It leads to high stress among employees. Dissatisfaction and favouritism are also the causes of employee attrition.

Rao Sabita (2013),, Talent Retention Strategies in a Competitive Environment, The author describes that salary hike is essential for attracting employees .However it is seen that after a hike in salary also the best performers leave their organisation. Further the author describes that attrition is high among junior employees (who have two years' experience) as compared to senior employees.

Mita, Aarti & Ravneeta (2014) observed a direct relation between employees' decision to stay and work-life balance.

Mita (2014) defined employee retention as “a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements

Rao T.V (2015), Factors affecting attrition and strategies of retention, there are many factors which lead to attrition such as individual factors, organisational factors, job related factors, professional factors, societal factors including peer pressure factor and socio economic environmental factor. In a survey it was found that the style of functioning of the manager was the major reason of employee attrition.

Mr. Venugopal Dhoot (2017),, President, ASSOCHAM said that human resource is the most valuable asset in modern economy. Upgrading compensation level and reward structure from time to time is not sufficient to retain employees but companies should integrate human resource with the overall corporate growth strategies.

Dr. Bedi Ravindranath (2018), According to the author marriage, poor health, better career opportunities in other organisations etc. are some of the various reasons for voluntary turnover .Excess turnover of employees is costly and not good for the organisation and in this case exit interview with proper care can help to reduce voluntary resignation.

Prasad L.M. (2018), The author describes that attrition rate is a big problem in the manufacturing sector. The employee turnover rate is significantly high even in those companies which are considered as the ‘best places to work’. There are various causes of employee attrition; some are employee related factors whereas some are Organisation-related factors. An organisation has to bear high cost

because of high employee turnover hence it must be reduced by exit interview and other plans and policies.

Memoria C.B., V.S. P. Rao (2018), The author has focused on employee turnover its reasons and explained how to deal with it. There are various causes of resignation such as poor health, better opportunities elsewhere, physical disability or marriage in case of young girls. The author suggests that exit interviews can help a company to find out the reason behind the voluntary resignation.

Bhargava R.C (2018)., the chairman of **Maruti Suzuki India Limited**, reveals that workers are not bad but the managers are bad and managers are the only reason for the huge loss and destruction to the organisation and management.

Bojagar S.A (2018), A Study of attrition as HR challenge in medium scale industries in **Pimpri – Chinchwad , Pune area**, According to the author an intention to find better career options elsewhere was found the first reason for leaving the job followed by family problem, lack of learning attitude, switching over even for a little hike in salary, and lack of good relations with colleagues. Not even a single employee who has left the organisation rejoined it.

M.D. Rabat (2018),, Chief Secretary of ASSOCHAM (The associated chambers of commerce and industry of India), In a survey conducted by ASSOCHAM (The associated chambers of commerce and industry of India) on 2500 employees it was found that misbehaviour by supervisor or boss was the main reason for leaving their job. Most of the employees said that a good industrial atmosphere was more important than salary.

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Chapter 2. **Research Methodology and Design**

2.1 Research

Research is a process of systematic inquiry that entails collection of data; documentation of critical information; and analysis and interpretation of that data/information, in accordance with suitable methodologies set by specific professional fields and academic disciplines.

According to Creswell (2008), “Research is a process of steps used to collect and analyse information to increase the understanding of a topic or issue”

Redman and Mory defines research as a “systematized effort to gain new knowledge.”

Research is conducted to evaluate the validity of a hypothesis or an interpretive framework; to assemble a body of substantive knowledge and findings for sharing them in appropriate manners; and to generate questions for further inquiries.

According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

2.2 Research Problem

IT Industry has one of the highest attrition rate in India. There is a need to evaluate the retention measure of Indian IT industry and understand the effectiveness of retention measures.

India has High quality. low cost services and large skilled IT manpower workforce. This unique benefit influencing world to do a business with Indian IT industry. Due to this global Companies are attracted to do a business and there has been steady grow in Indian IT industry and IT professionals

IT market is fast growing day by day in the world. Due to this scenario IT employees demand ratio increasing and it creates new job in market. Many organisations are developing and expanding their business on national and international level. That means new job openings are awaiting and job opportunity ratio increase for IT professional. Now a days' IT people get high package's job very easily. After getting this job how many IT professional could do this same job for long time? No one knows the answer. New company offering attractive pay packages and people change their job. There are so many reasons behind employee job change other financial reasons only.

IT employee's turnover has been major issue in Indian IT industry. It has been noted IT professionals are frequently changing their job in compare to other Industry's employee. Therefore, high turnover trend is found in IT industry. Because of turnover of highly skilled employees it can be very expensive and disruptive for firms and it affects to their business. Losing highly skilled staff members may incur substantial costs connected with planning, advertising, recruiting, re-skilling and train a new staff.

This process is time taking and expensive process. These process hidden costs are associated with difficulties completing projects and disruptions in team-based work environments

In the above context, this study evaluates retention measures of selected IT Industry in India and study their globally proven HR policies and state of the art measures in retaining their employee.

Top IT Industry are truly global and have their business operations across the world. They invest huge efforts and money in knowing their employees better and their rationale to stay with them, these companies use analytics in understanding what are the key needs of Employees.

Researcher always wanted to find out the reasons why employees leave even from such big brands, also wanted to evaluate if these reasons are similar in all

companies in an industry because these companies regulating world class practices for retention and still striving with the attrition problem.

Research Agency - KPMG study shows Attrition in Indian IT Industry is high as compare to other industry

KPMG RESEARCH ON AVERAGE VOLUNTARY ATTRITION

Energy (Oil/Gas/Coal/Power)	8.1%
Automotive & Auto Components	8.9%
Engineering/ Manufacturing	9.9%
Infrastructure, Construction & Real Estate	11.4%
Logistics	12.6%
Consumer Goods	13.2%
IT	14.5%
ITes	15.4%
Life Sciences/ Pharmaceuticals & Healthcare	16.1%
Banking & Financial Services	17.4%
Media & Advertising	18.5%

Figure 16: Average Voluntary Attrition – 2016-17

Source : KPMG Report

KPMG reports evaluates Attrition in India across sectors including IT industry (Information Technology) and ITES (Information Technology enabled services), It provides the Average Voluntary attrition for industries including Information Technology (IT) and IT enabled Services (ITes), Since IT and ITes falls under services industry, IT industry Attrition rate is higher than other industry such as Manufacturing, Heavy engineering industry, Energy and Automotive industry.

The clients of IT Enterprises are now introducing a ‘retention clause’ in contracts. This will make enterprises responsible for retaining people/teams working on the client’s projects.

Failing that they would attract financial penalty. Consequently, the IT companies and organisations have to think about the effective strategies of retaining their people. Hence, this problem is taken up for this research study.

2.3 Significance of the Research

The purpose of this study is to help readers to better understand the relationship of effective human resource practices and policies on employee retention. It will also provide range of solution toward employee retention to other IT Companies. Hence, it enables to identify what are the major proven factors to be used to retain their employees.

Broadly, this study will be useful for other Small/Medium and Large Indian IT companies so they can also learn and adopt proven HR policies/Practices for retaining their employee.

Careful planning for crafting and implementing employee retention policies are a skill and should be given top priority by the management. This study consist of various factors contributing to retention. Study will help in understanding HR Retention policy of IT companies. For this Study, retention policies is segregated in different segments which is described below:

1. Financial Factors – Salary Compensation, cash awards, bonuses etc.
2. External Factors such as IT Market growth impacting Job Market for IT resources, (Market condition is good for IT Industry growth - if the market is growing at the high rate, more jobs will be created and IT resources will have more option for better compensation and job options.)
3. Non-Financial Factors: Skill advancement ,Growth, QWL, Rewards and Recognition, Ideas and Suggestions, Orientation, Induction and Education, Management Policies, Employee Job Satisfaction etc.

4. Roles or Management level-Attrition rate on the basis of Company Roles and Management level, it is imperative to evaluate HR policies and impact of HR Policies in curbing retention across Management level or roles,
5. Tactics adopted by employees to be retained within the company (Self-Efforts)
6. Gender based factors: Male and female has diff set of employee retention policies
7. Ex-employees data can help knowing attrition factors which can help in improving the retention polices
8. Current Employee Job Satisfaction related feedback helps improving retention model of the company.
9. Age based factors will also be studied which affects employee Retention.

To evaluate effectiveness of HR Policies in reducing the factors contributing to Attrition, below are the Research Objective defined to get the information desired from Research.

The study aimed at exploring, in detail the following research objective in the context of evaluating effectiveness of HR policies of selected IT Companies.

2.4 Objective of the Study

The main objective of this research is to throw some light and evaluate various strategies used by the IT companies to retain people.

Majorly researcher's objective is to provide better understanding in the relationship of effectiveness of company's Human resource practices and policies on employee retention. It will also be helpful to provide useful information of relationship between employee retention with employee compensation, appraisal system, employee training, employee empowerment, employee role within company and also the factors that are beyond financial reasons such as Employee working conditions, work life balance, Employee perceptions of its managers, etc.

To be precise, Researcher has following objectives of this study:

1. To evaluate the strategies of Employee Retention in some selected IT Companies
2. To measure the relative strength of each employee retention strategy of the company.
3. To know how employer and employee perceive the employee retention strategies of the company.
4. To check out the impact of different variables –gender, age, management level, experience level on the perception of employee retention strategies of the company.
5. To evaluate impact of compensation policy on Employee retention in some selected IT Industry
6. To evaluate the impact of Favourable and Unfavourable External IT Job Market on Employee Retention in some selected IT industry
7. To evaluate the self –effort taken by an employee to be retained within an organization.
8. To recommend various practices to focus more as per study of current employee retention strategies of the company.
9. To suggest a model of Employee retention Strategy in selected IT Industry.

2.5 Research Design

Research Design is the conceptual structure within which research is conducted; it constitutes the collection, measurement and analysis of data.

This study examined IT sector employees in different IT Companies in order to collect information required to meet the objectives of the study. Researcher has used descriptive research design in this present study.

A researcher must have a clear understanding of the various types of research design to select which type of research design to implement for a study.

2.5.1 Type of research design

Research design can be broadly divided into four types –

1. **Descriptive Research Design:** In a descriptive research design, a researcher is solely interested in describing the situation or case under his/her research study. It is a research design which is created by gather, analyse and presents collected data. By implementing an in-depth research design such as this, a researcher can provide insights into the why and how of research.
2. **Experimental Research Design:** Experimental research design is used to establish a relationship between the cause and effect of a situation. It is a causal research design where the effect caused by the independent variable on the dependent variable is observed. For example, the effect of an independent variable such as price on a dependent variable such as customer satisfaction or brand loyalty is monitored. It is a highly practical research design method as it contributes towards solving a problem at hand. The independent variables are manipulated to monitor the change it has on the dependent variable. It is often used in social sciences to observe human behaviour by analysing two groups effect of one group on the other.

3. Explanatory Research Design

In explanatory research design a researcher use his/her own visualization and ideas. It is based on the researcher personal judgments in obtaining information about something. He/she is looking for the unexplored situation and brings it to the people. In this type of research there is no need of hypothesis formulation

4. **Diagnostic Research Design:** In the diagnostic research design, a researcher is inclined towards evaluating the root cause of a specific topic. Elements that contribute towards a troublesome situation are evaluated in this research design method. There are three parts of diagnostic research design, Inception of the issue, Diagnosis of the issue, Solution for the issue.



Figure 17: Types of Research Design

Descriptive Research Design will be used for this study

This design is found suitable because the study deals with a problem that extensively exists and challenges especially the Human Resource Managers and the organisations to develop different strategies to keep people with the organisation for a sufficiently longer time. In fact, during the last two decades in almost all industrial economies that depend on the manpower frequent studies have been conducted and volumes have been written on the strategies to retain people. So also Human Resource Managers from different industries and organisations have written on the employee retention strategies. Yet there is a vast scope for further research. This research is descriptive in nature.

Descriptive research involves hypothesis formulation and testing. All variables and procedures used in descriptive research are described as completely and accurately as much as possible.

2.5.2 Name of the IT Organisations selected for this Study

- Tata Consultancy Services Limited (TCS Ltd)
- Infosys Limited
- Wipro Limited
- National Institute of Information Technology Limited (NIIT Technologies Ltd.)

These companies will be studied, in terms of Human resources management policies and practices with reference to their retention policies. The employees from these four organisations will be surveyed through questionnaire to know their perceptions about the employee retention strategies in their respective companies.

2.6 Sampling Design

Sample design is a plan for obtaining a sample from a given population. It refers to the procedures the researcher adopts in selecting items for the sample. It has to determine before data needs to be collected. It includes many things like the universe, size of sample, sampling frame and sampling method.

2.6.1 Universe

Defines about the set of objects for the study. The universe of the study is Employees of Selected IT Companies in Mumbai and Pune area/region.

2.6.2 Sampling Unit & Area of Sampling

After keeping in view the cost, time and effort involved for the study, it was decided that the study will be conducted in two main cities which were Mumbai and Pune for the evaluation of Retention factors which affect employees of IT Companies. Researcher has taken a lots of effort and care to ensure that the samples are suitably random and as representative as it could have been. By selecting the respondents from different Areas and Different branches.

2.6.3 Framing of Sampling

Sampling frame is the frame which helps knowing about all items of a universe. As, this study is revolves around IT sector, so two cities were taken as sample to study i.e., Mumbai and Pune.

Lastly on a convenient basis few of the respondents from different branches of the companies from the Pune area and few of the respondents were selected from the Mumbai area of IT Sector.

2.6.4 Sample Size and Criteria

Researcher has surveyed 310 respondents collectively who were working in IT Sector which were conveniently selected and they were selected as the sample for the study.

Table 3: Sample Size and Criteria

IT Companies	Total No of Respondent
Tata Consultancy Services	70
Infosys	64
Wipro	65
NIIT Technologies Limited	64
Ex TCS/Infosys/Wipro/NIIT	47
Questionnaire Given	310

Respondent who have provided details of their companies during response will be considered for Further Research.

Sample Design Method: The researcher had selected **Non- probabilistic Convenience sampling** for this study.

2.7 Sources of Data

This Study used Primary and Secondary; both sources for the purpose of collection the data.

2.7.1 Primary data collection

The Researcher used questionnaire method, observation and unstructured interview method (where it was required). For determining the factors to measure retention level in IT sector, the pilot study method was administered.

The Primary data was collected through the following:

1. Observation Somewhat: During visits to the company.
2. Unscheduled one to one personal interview: Unscheduled personal interview during visits helped knowing company policies, and their perception for these policies of the company.
3. Structured questionnaire:

Type of Question
Demographic / Basic information
Likert's scale (1 to 5)
Open Ended Question

The questions covered the respondents perceptions on working contents, and context and their evaluation in terms of employees retention through Five Rating scale (called Likert Scale), and its impact on IT companies activities and performance.

Since, Researcher adopted the questionnaire as a tool for Data Collection. The questionnaire contained different number of statements (questions) relating to different strategies as shown in the Table below:

Types and Number of Statements Covered under the Questionnaires:

Table 4: Retention Category type and number of questions

Retention Policies/ Categories Name	Likert	Descriptive	Total
Management Policies	10	-	10
Compensation Policy	7	-	7
Non-Financial – a)Quality of Work Life	16	-	23
Non-Financial – b)Rewards & Recognition	4	-	
Non-Financial – c)Ideas and Suggestion	2	1	
Career Development Education Training Skill Enhancement	16	-	16
Female Oriented Policy	9	1	10
External Market Factors	4	-	4
Employee Self Effort	4	-	4
Employee Job Satisfaction	5	5	10
Ex- Employee	2	2	4

There are 9 subjective statements and 79 Objective statements using Likert scale.

2.7.2 Classification of Data

Table 5: Variables Parameter details

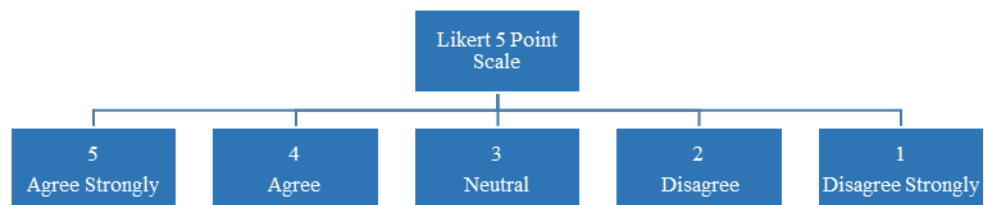
Variable Parameter	1	2	3	4	5	Total Counts
Age Group	18-30 Years	31-40 Years	41-50 Years	50 + Years	-	4
Company Name	TCS	INFOSYS	WIPRO	NIIT TECH	EX-EMPLOYEE	5
Gender	Female	Male	-	-	-	2
Management Level	Top Level	Middle Level	Entry Level	-	-	3
Total Experience	0-1 Year	1-5 Years	5-10 Years	10 – 15 Years	15 + Years	5

Measurement:

Likert 5 Point Scale Measurement was used.

The scale used a five-point rating scale with 5 = Agree Strongly; 4 = Agree; 3 = Neutral; 2 = Disagree and 1 = Disagree strongly

Table 6: Likert Table



2.7.3 Secondary Data

Secondary Data will be collected through the following:

1. Books, Literatures and Papers
2. Dataquest Journals, NASSCOM Reports and Articles of IT Sector

3. IT Companies Annual Reports
4. IT Companies Websites and Blogs
5. Bulletins and Newspaper such as NDTV.com, Economic times, etc.

2.8 Scope of the Study

This study can be useful for IT Industry companies or other industries also as employee retention is a burning issue with almost all industry.

Selected IT companies are world class companies and possess state of the art policies, still they face attrition problem but through their proven retention practices they are able to control their attrition rate and at present below IT industry attrition rate.

Evaluating their HR practices and getting suggestions and feedbacks from their employees on these practices will help in knowing satisfaction and agreement levels for HR Practices and policies with relevance to employee retention. The study is categorized in nine segments and these are Management Policies ,External IT Market and Internal Organisational Factors like compensation policies, Non-financial policies, Female oriented policies, Career and Development policies, Self-efforts of the employees, Ex-employees Feedback.

2.9 Hypothesis

Hypothesis of the Study are as follows:

a) H₀: The Employee's perception does not differ significantly on employee Retention policies adopted by the company.

H₁: The Employee's perceptions differs significantly on employee Retention adopted by the company.

b) H₀: Perception of entry level employees and experience employees' does not differ significantly for employee retention policies adopted by the company.

H2: Perception of entry level employees and experience employees' differs significantly for employee retention policies adopted by the company

c) **H0:** Male and female employee's perception does not differ significantly on employee retention policies adopted by the company.

H3: Male and female employee's perception differs significantly on employee retention policies adopted by the company.

d) **H0:** There is no linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

H4: There is a linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

e) **H0:** Favourable and Unfavourable External IT Market does not significantly impact Employee Retention policies of the company.

H5: Favourable and Unfavourable External IT Market significantly impacts Employee Retention policies.

f) **H0:** Employees perception dose not differ significantly on employee retention policies based on their Age group.

H6: Employees perception differs significantly on employee retention policies based on their Age group.

g) **H0:** Compensation Policy of the company does not impact Employee Retention significantly.

H7: Compensation Policy of the company impacts employee retention significantly.

2.9.1 Data Analysis and Interpretation

After collecting the data, researcher classified and grouped all the data in suitable categories (heads). And that classified data had been analysed using statistical

techniques and tools to test the hypothesis and to interpret the results in a meaningful manner.

2.9.2 Statistical Tools and Techniques

Frequency Tables - A frequency is the number of occurrences in a single variable. In other words, it is a count of individual responses.

Percentage Analysis - Percentages explain information as a proportion of the whole

Descriptive statistics - Score or Range of Employees Response: Total number of any variables is Score.

Mean and Standard Deviation Analysis

Kruskal Wallis Test

Chi-square Test

Simple Regression

Correlation coefficient analysis

MS Excel, R studio and SPSS has been used for the purpose of analysis.

2.9.3 Reliability Co-efficient Test

Table 7: Reliability Coefficients – Cronbach Alpha test

Nos.	Strategy/Category Types	Reliability Coefficient – Cronbach Alpha
A	Management Policies	0.7704
B	Compensation Policies	0.9179
C	Non-Financial Factors	0.9276
D	Employees Career and Development Policies	0.8171
E	Employee Job Satisfaction	0.7682
F	Self-Efforts tactics of Employees	0.9555

G	External Market Factors	0.8060
H	Female oriented policies	0.8535
I	Ex -Employees Feedback	0.9178
	All CATEGORIES	0.9640

Reliability: Scale Reliability Tool (Psychometric Properties)

The question of reliability addresses to the issue whether this instrument produces the same results each time it is administered to the same person in same setting. In psychometrics analysis, reliability is often used to describe the overall consistency of a measure. To measure the internal consistency and reliability of the instrument, Cronbach Alpha is used. Cronbach Alpha is measured on the same scale as a Pearson's Coefficient of Correlation and typically varies between 0 and 1. The closer the alpha is to 1, the greater the internal consistency of the items in the instrument being assessed. The threshold value for considering scale to be reliable is 0.7. (Hair et al, 2006)

When Cronbach alpha technique was employed in the present investigation, they were varied from 0.768237 to 0.964022 in different dimensions.

Since all the calculated reliability values (Cronbach's Alpha Value) for the scales used were much higher than 0.7 which came out to be excellent and therefore all item scales used in the respective questions were considered reliable, indicating the acceptance of research testing.

2.10 Respondent Frequency Distribution

2.10.1 Profile Analysis of Respondent

A percentage frequency distribution is a display of data that specifies the percentage of observations that exist for each data point or grouping of data points. It is useful analysis for expressing relative frequency of survey responses. Percentage frequency distributions can be displayed in tables or as bar graphs or pie charts.

The process of creating a percentage frequency distribution involves first identifying the total number of observations to be represented; then counting the total number of observations within each data point or grouping of data points; and then dividing the number of observations within each data point or The sum of all the percentages corresponding to each data is calculated by grouping data points by the total number of observations.

2.10.2 No. of Respondents in Different Age Group

Table 8 : Profile Analysis - Respondent Age Group

Age Group	Frequency	Percent	Cumulative Percent
18 -30	83	26.77%	26.77%
31-40	84	27.10%	53.87%
41-50	77	24.84%	79%
50 Years and Above	61	19.68%	98.4%
Information Not Provided	5	1.61%	100.0%
Total	310	100 %	

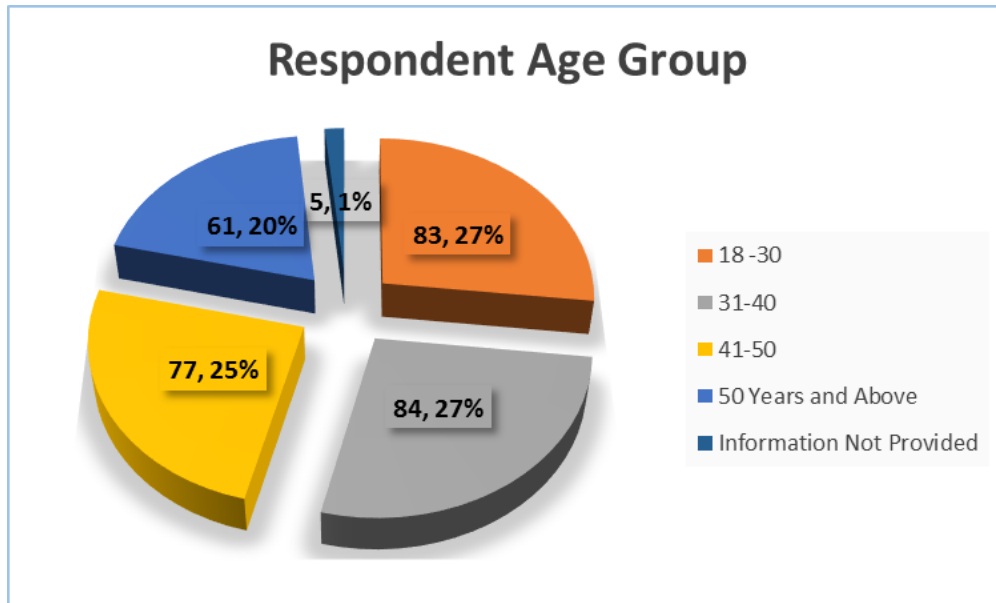


Figure 18: Profile Analysis - Respondent Age Group

INTERPRETATION

83 (26.7 %) Respondents are among the age group of 18 -30 years.

84 (27.1%) Respondents are among the age group of 31-40 years.

77 (24.84 %) Respondents are among the age group of 41-50 years

61 (19.68 %) Respondents are among the age group of 50 years and above.

5 (1%) Respondents have not given Information

2.10.3 No. of Respondents for Gender

Table 9 : Profile Analysis – Gender Respondent

Gender	Frequency	Percent	Cumulative Percent
Female	85	27%	27%
Male	203	65%	93%
Information Not Provided	22	7%	100%
Total	310	100%	

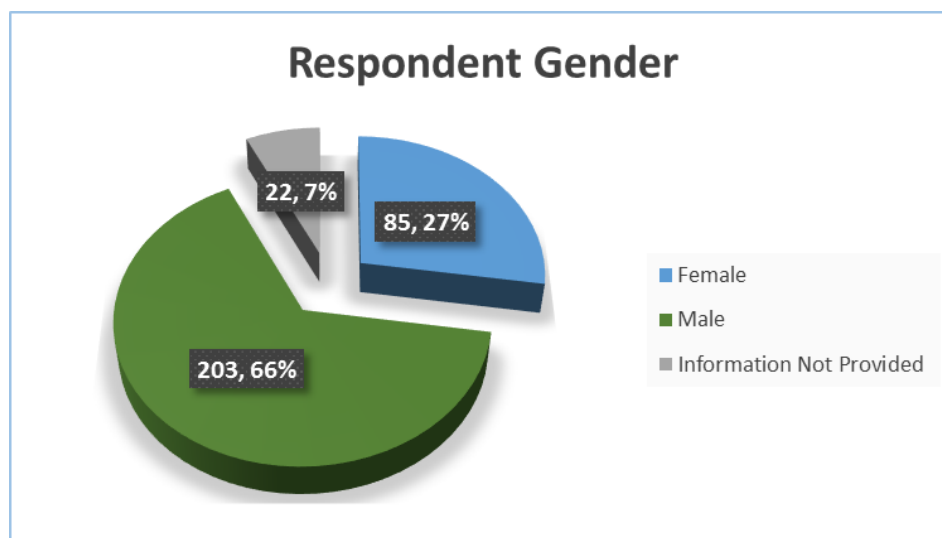


Figure 19: Profile Analysis - Respondent Gender

INTERPRETATION

85 (27%) Respondents are Female Respondents.

203 (65%) Respondents are Male Respondents

22 (7%) Respondents have not given Information

2.10.4 No. of Respondents for Educational Qualification

Table 10: Profile Analysis – Respondent Education Qualification

Education Qualification	Frequency	Percent	Cumulative Percent
Diploma	5	1.61%	1.61%
Non Engg – Graduation	6	1.94%	3.55%
Engg – Graduation	157	50.65%	54.19%
Post-Graduation	129	41.61%	95.81%
Others	13	4.19%	100.00%
Total	310	100.0	

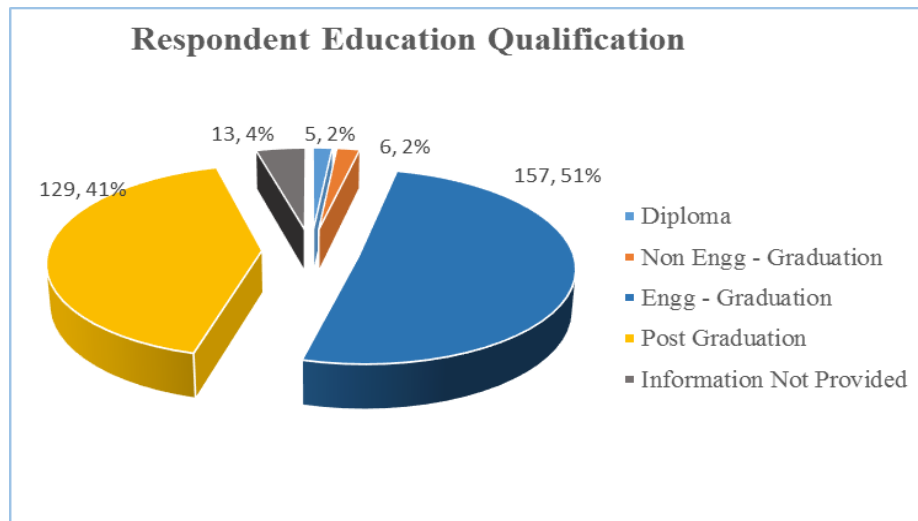


Figure 20: Profile Analysis – Respondent Education Qualification

5 (1.61%) Respondents have done Diploma

6 (1.94 %) Respondents have done Non Engg graduation

157 (50.65%) Respondents have done Engineering Graduation.

129 (41.61%) Respondents have done Post graduations.

13 (4.19%) Respondents have responded as others.

2.10.5 No of Respondents in Different Level of Management

Table 11: Profile Analysis – Respondent Management Level

Designation	Frequency	Percent	Cumulative Percent
Top Level	82	26.5 %	26.5 %
Middle Level	97	31.3 %	57.7 %
Entry Level	84	27.1 %	84.8 %
Information Not Provided	47	15.2 %	100.0 %
Total	310	100%	

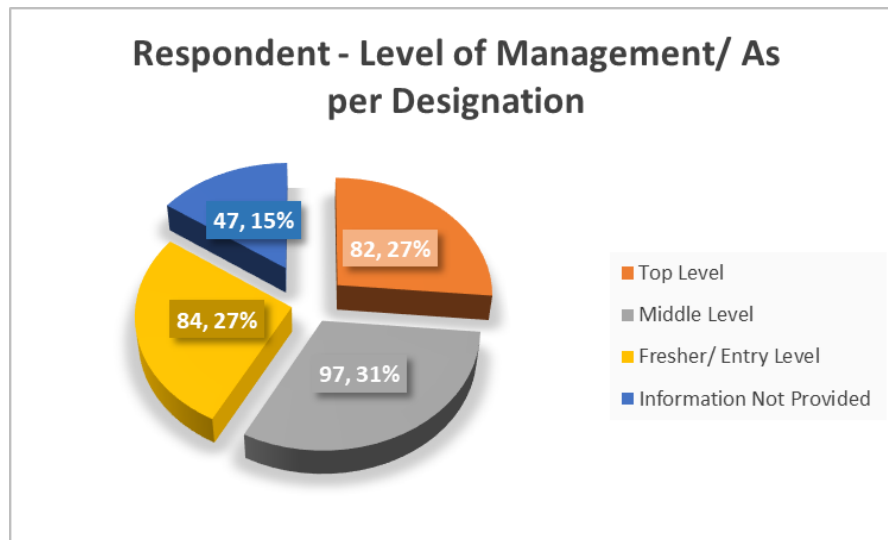


Figure 21: Profile Analysis - Respondent Level of Management

INTERPRETATION

82 (26.50%) respondents are of Top Level.

96 (31.3%) respondents are of Middle Level.

82 (27.10%) respondents are of Entry Level.

50 (15.2%) respondents have not provided Information.

2.10.6 No. of Respondents Experience with Current Company

Table 12: Respondents Experience with Current Company

Experience in Yrs	Frequency	Percent	Cumulative Percentage
0-1 Yrs	11	3.5%	3.5%
1-5 Yrs	67	21.6%	25.2%
5-10 Yrs	51	16.5%	41.6%
10 and More	177	57.1%	98.7%
Information Not Provided	4	1.3%	100.0%
Total	310	100	

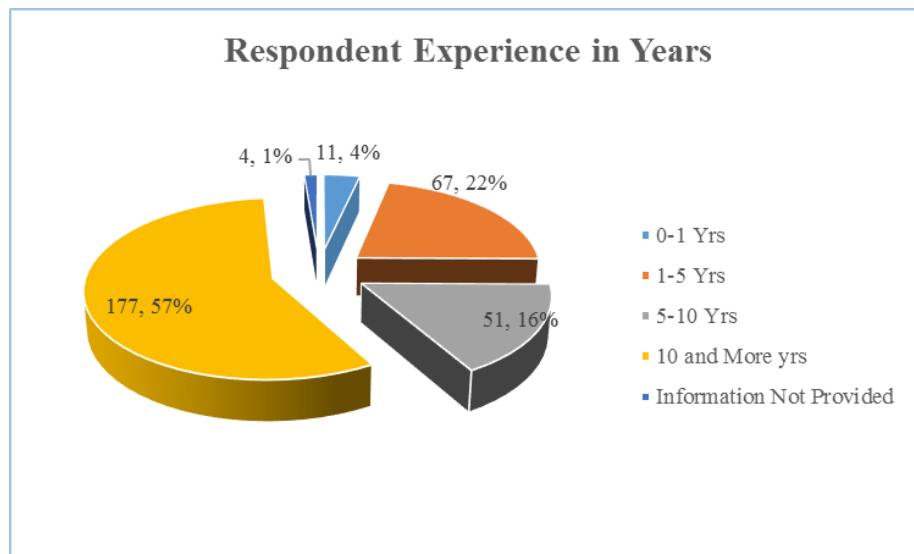


Figure 22: Profile Analysis - Respondent overall Experience in IT Company

INTERPRETATION

11 (3.5 %) Respondents are of 0 to 1 Yrs Experience Group.

67 (21.6%) Respondents are of 1 to 5 Yrs Experience Group.

51 (16.5%) Respondents are of 5 to 10 years' Experience Group.

177 (57.1%) Respondents are of 10 and above years' Experience Group.

4 (1%) Respondents have not given Information.

2.11 Assumptions of the study:

Assumptions of the present study include the following:

- Researcher assumed research objectives mentioned in the study can be meaningfully examined.
- Researcher assumed that the number of the sample population was willing to participate in the research study. Researcher assumed that the survey instrument questionnaire/schedule is a meaningful method for gathering the range of data needed to answer the hypothesis

2.12 Limitations

Following are few limitations of the study:

1. Findings of the study are completely based on the information provided by the respondents only.
2. The accuracy of the findings is limited by the accuracy of statistical tools and techniques used for Data analysis.
3. Managers were not interested to give any confidential information according to Companies policies especially in Human resource related information.
4. Some respondents hesitated to give data on the actual situation; they feared that management would take any action against them. Even they had not disclosed their names on questionnaire form.
5. The policies were not completely disclosed to the researcher so research had been done with in limited available resources.
6. In some cases, Researcher was not permitted to meet directly to the employees for interviewing them because of working and business hours.
7. The present study covered only IT industries, other related companies like BPO and others are not included in the present study

8. IT companies are very stringent for Data Leaking so it was difficult to gather data regarding IT Companies.

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Chapter 3. **Profile of some selected IT organisations**

This chapter focus on the Top IT organisations which have been the leaders in their chosen domains and have been in the IT business for the last several decades.

3.1 TCS – Tata Consultancy Services Ltd.

3.1.1 About Company

TCS is an information technology company providing IT Services, Consulting services and business solutions provider. TCS is partner with the world's largest businesses in their transformation journeys for the last fifty years.

Tata Consultancy Services (TCS), headquartered in Mumbai, India was founded in year 1968. TCS is Public listed company. TCS offers a consulting led, cognitive powered, location independent agile delivery model, a benchmark of excellence in software development.

A part of the Tata Group, India's largest MNC Group, and TCS has over 394000 of the world's best –trained consultants in 46 countries. The Company generated consolidated revenues of US\$ 19.1 billion for the year ended March 31, 2018 and is listed on the BSE (formerly Bombay Stock Exchange) and the NSE (National Stock Exchange) in India.

A global delivery footprint that covers over 141 solution centres across 19 countries, TCS is among the world's top 10 IT service providers. The Company's compounded annual growth rate (CAGR) since FY 05 is 21.6%, with industry-leading operating margins.

TCS' proactive stance on climate change and award winning work with communities across the world have earned it a place in leading sustainability indices such as the MSCI Global Sustainability Index, FTSE4 Good Emerging Index and Dow Jones Sustainability Index (DJSI).

TCS' culture and people practices continue to differentiate it from the rest. They firmly believe that there are no legacy people, only legacy technologies. TCS had 394,998 employees at the end of FY 2018. While they continue to hire talent from outside, TCS has doubled down on investing in internal talent development at scale, empowering individuals to acquire skills that will keep them relevant in an evolving technology landscape. In Financial Year 2018, over 247,000 employees trained in digital and new age technologies, TCS employees acquired 861,000 competencies in digital domain. The workforce continues to be young, dynamic and diverse. Women make up 35.3% of their workforce.

They continue to attract, retain, and engage top notch talent across the world. For the third consecutive year, TCS was recognized as a Global Top Employer by the Top Employer Institute, and as one of the Best Employers globally in the Forbes 2000 list.

The most gratifying validation of their employee-friendly practices however, is the best-in-class retention rate they continue to enjoy.

3.1.2 Key Highlights

Founder - JRD Tata, F. C. Kohli

CEO - Rajesh Gopinathan

COO - N. Ganapathy Subramaniam

TCS employs around 75,000 in Maharashtra across Mumbai, Pune

No of Branches in Mumbai and Pune – 24 branches

Annual Turnover – Revenue US\$19.08 billion - 2018

3.1.2.1 Vision

"TCS' vision is to decouple business growth and ecological footprint from its operations to address the environment bottom-line. The green approach is embedded in their internal processes and services offerings. From green buildings to green IT to a green supply chain, their mantra is to grow sustainably and help

their customers to achieve sustainable growth through their green solutions and service offerings"

3.1.2.2 Mission

TCS mission reflects the Tata Group's longstanding commitment to providing excellence:

- To help their customers to achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services.
- To make, working with them a joy for all stakeholders.

3.1.3 Image of the Company in the employment market in India.

Indian IT Sector is represented by Top 3 Indian IT Company i.e. Tata Consulting services, Wipro and Infosys.

TCS has added the largest number of Employee in last few Quarters in 2018 when compared to Wipro and Infosys. As per quarterly financial report. TCS net addition is 10,227 employees in Q2 FY19

3.1.4 Annual average addition of employees:

Net average addition by TCS is 7,775 employees in the year 2018

3.1.5 Salary and Benefits' of the employees:

Compensation:

Systems Engineer – INR 440,000 /Yr.

IT Analyst - INR 7, 00,000/ Yr.

Software Engineer – INR 3, 90,000/YR

Fresher with Digital Technologies Skill, TCS has revised their Salary to INR 6, 50,000 per year. (Source: Information is as per website – Glassdoor)

3.1.6 Employee Benefits:

The best one is Job security as compared to other IT industries. I haven't heard of any case in TCS where employees is asked to resign on the basis of company cost cutting and poor performance.

If Employees are on bench in TCS, They report the RMG (Recruitment Manager Group) once a week for an hour and go back home. Also there is internal site name KNAME (TCS internal Facebook), here employee can post what kind of project they are looking for and people with suitable openings in their project with contact them.

Leaves – Employees have around 33 days' leaves (Other than the public and National holidays) which is better than the leaves offered by other IT industries.

Extracurricular activities – TCS Campus has one of the best Infrastructural facilities along with Volley ball court, Basketball court, Table tennis , Badminton, Gym(with good instructors), Yoga and Dance room etc. TCS also has frequent events held. So it's not just about work all the time in TCS.

Discount - TCS employees mostly get 5 to 10% discount on other Tata products.

Extended Maternity leaves for women other than the mentioned 6 month paid maternity leave for 6 month in special cases.

Long non paid leaves (Like sabbatical)

IRC - Information resource Centre which is nothing but a library available in TCS Campus. Also TCS employees have access to Safari Books website which is extremely helpful to find the soft copy of the book. And there are thousands of good books available in it.

Employee have to enrol for it and join the WebEx or attend the class room training to attend these sessions. If Employee give any external certification, and clear the exam, the project Employee work for will reimburse the amount they paid for Certification exam.

TCS e commerce site like Soft Mart (Like quikr), Emart (Like flipkart, amazon) etc

Recruitment and employment systems in the organisation

One of the very tough recruitment process followed by TCS which include:

1. Written exam.
2. Interview Technical and Non-Technical as per job role

3. Case Study Analysis, Aptitude Test
4. Group Discussions

They strongly believe that the quality of performance by the companies are always directly proportional to the quality of resources working in the companies, because of all that reasons TCS is very careful in selection and recruitment of employees. TCS evaluate candidates based on their attitude and technical and behavioural skills also communication skills.

3.1.7 Training, Learning and Development, and career development:

In TCS there is ILP – the initial learning program for few weeks at their main training centres that is induction after that they will be sent to the locations where they are recruited for stream specific training. There are exams in between and their performance will affect their salary. The most effective learning and development programs have following features in corporate.

Performance Appraisal and Management system in the organisation.

TCS conducts two appraisals

1. At the end of the year
2. at the end of a project.

Appraisals are based on Balanced Scorecard, which tracks the achievement of employees on the basis of targets at four levels — financial, customer, internal, learning and growth. The financial perspective quantifies the employee's contribution in terms of revenue growth, cost reduction, improved asset utilization and so on. The customer perspective looks at the differentiating value proposition offered by the employee; the internal perspective refers to the employee's contribution in creating and sustaining value; the learning and growth are self-explanatory

3.1.8 Awards and Accolades:

- Ranked as the fastest growing IT Services brand by brand value, and as one of the Top 3 Global Brands in IT Services globally in 2018 by Brand Finance

- Recognized as one of the Top Regarded Companies and one of the World's Best Employers in the Forbes 2017 Global 2000 list
- TCS receives HR Brilliance Award for Recruitment and Retention strategy
- TCS' Gamified Hiring was (2017) awarded the HR Brilliance Award for Recruitment and Retention Strategy by BOC, UK in London.
- Ranked as a Top Employer globally for the third year running by the Top Employer Institute, including in leading regions such as North America, UK, Europe and Latam.
- Named among the Top job creators in the US IT Services Sector by The Cambridge Group
- Recognized as one of the Achievers 50 Most Engaged Workplaces™ in North America, for the fifth consecutive year
- Won the Editor's choice Award for Best Learning Execution at the Chief Learning Officer Magazine's 2017 Learning Elite Awards
- Won the 'Innovation in Talent Development' Award and 'Excellence in Practice' recognitions at the Association for Talent Development (ATD) Conference in Atlanta
- Won a Gold Stevie® for Achievement in Employee Engagement in the Americas, and two Silver Stevies® for Achievement in Recruitment and Employer of the Year at the Stevie® Awards for Great Employers (SAGE)
- Won the 2017 Canadian National HR Award for 'Best Recruitment Campaign' from the Canadian HR Reporter for the third straight year
- Named as one of the 'Best Companies to Work for Women in India' by Working Mother Media and Avtar Group
- Won the 'WILL Best Employers for Women' award from the WILL Forum India
- Received Eight Brandon Hall Group Awards covering Excellence in Learning, Leadership Development, Talent Management and Talent Acquisition
- Named as Best Company for Diversity and Inclusion at the 2018 Women in Technology and Data Awards, hosted by Waters Technology

- Recognized as Most Admired Knowledge Enterprise at the KM India Summit organized by CII Sustainability

3.1.9 TCS Services Offerings:

Table 13: TCS Services Offerings

Sr. No.	Industry	Sub-Industry
1	Banking and Financial Services	Integrated Block chain IFRS 9 Compliance services Payment Advisory Core Banking solution
2	Communication ,Media and Technology	PE services for Next Gen Network BSS/OSS transformation Contract rights and Royalties services
3	Insurance	Forms modernization solution Digital Insurance Telematics Solution Business Rule extraction offering Customer 720 view solution
4	Manufacturing	Supply chain Transformation Manufacturing Industry solution Manufacturing advisory solution

5	Retail	Retail supply chain Management solution Omni store Point of Sale solution
6	Hitech	Software product engineering services Block chain Adoption in Hitech
7	Consumer Goods and Distribution	Plant Engineering services Advanced Business analytics solution Sales and Marketing Solution
8	Energy, Resources and Utilities	Supply chain transformation RIG simulator Energy Value ecosystem
9	Life Sciences and Health care	Life science digital solution Pharma covigilance Genomic research services
10	Public Services	Public Healthcare solution Unemployment insurance offering Revenue and Taxation solution
11	Travel Transportation and Hospitality	Shipment misroute management solution Freight solution Cargo Monitoring solution Connected Mailbox Solution

3.1.10 Services and Technologies:

Table 14: Services and Technologies

Sr .No.	Industry	Sub-Industry
1	Analytics	Advanced Analytics and ICT Wealth Advisory Solution
3	Cloud Infrastructure	Cloud Consulting Services Infrastructure services Platform Services Application Services
5	Cognitive Business	TCS Enterprise Business Operation Professional Services for Intelligent Network Transformation services for Intelligent work.
6	Consulting	Digital Integration Services Front Office Transformation Finance and Global Shared services transformation
7	Cyber Security	Cyber Security Advisory Services Cyber Security Implementation Services Cyber Security Managed Services
8	Engineering	Plant Solution and Services Product Lifecycle Management Embedded code analyzer New Product Development
9	Enterprise Applications	Enterprise Application Transformation Services SAP HANA Services

		OFSAA data management solution
10	Internet of Things	Smart City Services for Global City Sensor Data Analytics
11	Quality engineering	QA and Testing Services for Risk Mitigation Implement agile and devops seamlessly On demand CX assurance Platform Services

3.1.11 TCS yearly review on attrition rate:

Table 15: TCS Attrition Rates for five years

Sr. No.	Year	Attrition Rate	No. of Employee
1	2018	11%	3,94,998
2	2017	10.5 %	3,87,223
3	2016	14.7%	3,53,843
4	2015	14.9%	3,19,656
5	2014	11.3%	3,00,462

(Source: TCS annual reports-2014, 2015, 2016, 2017, 2018)

3.2 Infosys Ltd.:

3.2.1 About Company

Infosys, founded in the year 1981 has been headquartered in Bengaluru, India.

Infosys is a NYSE listed global consulting and IT services company with more than 165,000 employees. In the journey of over 30 years, they have catalysed some of the major changes that have led to India's emergence as the global destination for software services talent. Infosys got the Global Delivery Model and became the 1st IT Company from India to be listed in NASDAQ. Their employee stock options program created some of India's first salaried millionaires.

They have successfully defined, designed and delivered business value to global corporations across industries such as financial services, insurance, retail, CPG, logistics, healthcare, life sciences, energy, utilities, manufacturing, telecommunications and services such as airlines and hospitality across the US, Latin America, Europe and Asia Pacific.

Infosys is Indian Multinational Company that Provides Information Technology, Business Consulting and Outsourcing services. Infosys is head quartered at Bengaluru, Karnataka, India. Infosys is the second largest Indian IT Company by 2017 revenue, in 2018, company has a market capitalization of \$ 44.5 Billion dollar. Infosys is a global leader in next-generation digital services and consulting

3.2.2 Key highlights

Founders - N. R. Narayana Murthy, Nandan Nilekani, S. Gopalakrishnan, S. D. Shibulal

CEO - Salil S. Parekh

COO - UB Pravin Rao

Number of Employee – 35,000 in year 2018

No of Branches in Mumbai and Pune - 4

Annual Turnover - revenue US\$10.93 billion – 2018

3.2.2.1 Vision

“To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people.”

Infosys does not just want to be just a corporation which just focuses on increasing the business and revenues, rather it has a vision to be such organization which provides best business solution by indulging best talented people and eventually to become a reputed and respected organization.

3.2.2.2 Mission

“To achieve the objectives in an environment of fairness, honesty, and courtesy towards the clients, employees, vendors and society at large.”

Infosys focuses on maintaining fairness, honesty and courtesy always towards their clients, vendors, employees, and society in their way of achieving their objective. They believe that these three key aspects are the main factors in achieving their vision.

3.2.3 Image of the Company in the IT employment market in India

Indian IT Sector is represented by Top 3 Indian IT Company i.e Tata Consultancy services, Wipro and Infosys.

Infosys is second largest Indian IT Company.

Infosys had 7,834 joined new employees in the September quarter. This addition is second largest by an Indian IT company. Infosys is growing at 6-8 % per annum.

3.2.4 Compensation –

Project Engineer – INR 383,000/ Yr.

Software Engineer – INR 420,071 /Yr.

Senior Software Engineer – INR 610,575 /Yrs

3.2.5 Annual average addition of employees

Net average addition by Infosys is 3,743 employees in the year 2018

3.2.6 Salary and Benefits' of the employees

Compensation –

Systems Engineer – INR 400,000 /Yr.

Senior Systems Engineer – INR 450,000 /Yr. (as of march 2018)

3.2.7 Employee Benefits

- It's not a work place, it's a knowledge hub where Employee can learn many technologies during their work period.
- Facilities like gym, swimming pool, badminton, basketball court, yoga classes and Aerobics comes under employee recreational center are there. Infosys provides all this to its employees at lowest cost.

- For fresher – Company provides stay in company luxurious Guest house for 4–6 months and it gives 16k as stipend to live and enjoy the training period and employee can learn different technologies during training period.
- Provides security through Android/iOS applications sometimes Infosys monitors and take cares of their employees if he/she missing for more than one day.
- Employee can work on best technologies in Infosys such as Data analytics, SAP, Big data and cloud related projects.
- Good projects and good growth Employee can expect with lavish lifestyle because of its food courts, working environment etc.

3.2.8 Training, Learning and Development, and career development:

New Joinee needs to do a project in Infosys the joinee are divided as technical and non-technical , training occurs training campus and it is of around 16 weeks. At the end of training they have comprehensive exams and their performance will impact compensation packages.

For career, learning and development they have got their internal portals and internal training schools and colleges and tie ups with best institutes.

3.2.9 Awards and Accolades:

Infosys received awards for Best CFO, Best Investor Relations Professional, Best Investor Relations Program, Best Corporate Governance, Best ESG SRI Metrics, and Best Analyst Day in the 2018 All-Asia Executive Team rankings in the Technology/IT Services and Software sector.

Infosys has won the 'Best ESG Metrics' award from Bloomberg. The award is given in association with BNY Mellon and IR Society of India and is in recognition of Infosys' effort towards environment, social, and governance.

Infosys CFO, M.D. Ranganath awarded CFO100 Roll of Honour as a tribute to his exceptional contribution to investor relations and corporate finance.

Infosys Tax team won the coveted “Asia’s best In-house tax team” of the year 2017 awarded by Euro money, a leading publisher in the field of business and finance. The award is a testimony and recognition of the manner in which tax complexities are managed in an ever challenging and uncertain tax environment across the globe.

Infosys – a Pioneer and an Innovator

- Pioneered the global delivery model for IT services, which is today a **sustainable competitive advantage** for the entire Indian IT industry
- The first Indian company to recast financials in accordance with US GAPP standards
- The first Indian company to be listed on an American stock exchange
- The first company to conceive and implement ESOP – emulated by many companies in India
- The first Indian company to be assessed at SEI-CMM Level 4

3.2.10 Infosys Service Offerings:

Table 16: Infosys Service Offerings

Sr. No.	Services	Functions
1	Strategy and Architecture	IT Strategy Application and Infrastructure Optimization IT Operations Technical Architectures Business Transformation Transformation Strategy Transformation Program Management Transformation Program QA
2	Enterprise Processes	Business Process Optimization Supply Chain and Operations Processes Finance and Controlling Processes HR Processes
3	Enterprise Applications	HANA SAP Template Design and Implementation SAP Operational Excellence SAP Technical Services

		SAP (and associated applications) Implementation Oracle-enabled Business Transformation
4	Digital Transformation	Multi-Channel Commerce Customer Experience Management Digital Marketing Agile Enterprise Insights and Analytics Information Strategy and Governance Master Data Management Business Analytics & Big Data Content Management Learning Gamification
5	Change and Learning	Strategic Change Change Enablement

3.2.11 Infosys Yearly Attrition Rate

Table 17: Infosys Yearly Attrition Rate

Sr.No	Year	Attrition Rate	No. of Employees
1	2018	16.4%	204107
2	2017	15%	200364
3	2016	13.6%	194044
4	2015	18.9%	176187
5	2014	18.7%	160405

3.3 Wipro Ltd.

3.3.1 About Company

Wipro, founded in 1945 entered into the IT domain in the year 1980

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. Wipro harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help clients adapt to the digital

world and make them successful. Wipro is recognized globally for its comprehensive portfolio of services, strong commitment of sustainability and promising corporate citizenship. Together, Wipro discover ideas and connect the dots to build a better and a bold new future.

Wipro started a business as a vegetable oil manufacturer in 1945 at Milner, which is a small town in Western India and thereafter, which was into soaps and other consumer care products. During the early 1980s, Wipro entered the Indian IT industry by manufacturing and selling mini computers. In the 1990s, Wipro leveraged hardware R&D design and software development expertise and began offering software services to global clients.

In 2013, Wipro demerged the non-IT Diversified Businesses. With a track record of over 25 years in IT Services, Wipro, today, focused entirely on the global Information Technology business. Wipro is headquartered in Bengaluru, India .Wipro is listed on National Stock Exchange and Bombay Stock Exchange in India and New York Stock Exchange in the U.S.A.

163,827 Total Employees

110 Nationalities

35% women employees

65 Onsite personnel - locals

442 persons with disabilities

72.2% Gross utilization

3.3.2 Key Highlights

Founder - Mohammed Hashim Premji

CEO - Abidali Neemuchwala

COO - Bhanumurthy B. M.

Number of Employee – Around 50,000 in year 2018

No of Branches in Mumbai and Pune - 15 branches across Mumbai and Pune

Annual Turnover – Revenue US\$8.4 billion

A Sustainable, Empowering Workplace has:

90,000+ employees trained in digital skills as of FY 2018

52,000+ employees are using Top Gear, a social learning and crowdsourcing platform to learn emerging technologies

136,000+ employees, contractors and service providers trained in Health & Safety.

Wipro announced improved revenue growth in the first quarter of fiscal 2018 beating market estimates buoyed by the revival of business in its US market.

3.3.2.1 Vision

Contribute for global e-society, where a wide range of information is being exchanged beyond time and space over global networks, which breaks down the boundaries among countries, regions, cultures, allowing employees to take part in various social activities in an impartial, secure way. Continuous effort to enhance people's lifestyle and quality by means of developing new technology in wireless communication.

3.3.2.2 Mission

The Spirit of Wipro is the very core of Wipro. These are their Values. “It is about who they are. It is their character. It is reflected consistently in all their behaviour. These Spirit are deeply rooted in the unchanging essence of the Wipro. But it also embraces what Wipro must aspire to be. It is the indivisible synthesis of the four values. The Spirit is a beacon. It is what gives them a direction and a clear sense of purpose. It energizes them and is the touchstone for all that they do”

3.3.3 Image of the Company in the employment market in India.

Wipro's employee's strength in 2018.1,64,659

Wipro saw the highest net employee addition during the last quarter this fiscal at 10,687.

3.3.4 Annual average addition of employees

Net average addition by Wipro is 4,108 employees in the year 2018

3.3.5 Salary and Benefits' of the employees

Compensation:

Information is as per website – Glassdoor

Project Engineer – INR 383,000/ Yr.

Software Engineer – INR 420,071 /Yr.

Senior Software Engineer – INR 610,575 /Yr.

3.3.6 Employee Benefits

Wipro's benefits package has unique value factor for each employees at all levels and stages of their life. This includes a variety of tax-managing options, insurance & medical packages, assistance in managing financial and personal issues, retrials, etc. Wipro's programs are reviewed intermittently to ensure relevance to today's changing workforce and mirrors the latest industry offerings.

The organisations doesn't let Employees stagnate, take trainings, go for campus hiring or simply hit the gym. Employees can always explore nonprofessional areas of interest too.

Policies are generally flexible and can be worked around with a good boss, without interfering the integrity.

Onsite opportunities are plenty.

Encouragement to get employees certified on the domain and technology and of course the reimbursements for it. Cafeterias with discounted food are available, gym and lots other games and activities are available here.

3.3.7 Training, Learning and Development, and career development:

Wipro spends almost one per cent of its total revenue on training. The company has ten dedicated best learning facilities across many cities where around 5000 people can be trained in a single day. These centres provide training in different segments like HR, leadership, behavioural skills, also cross-culture training. Etc. The Talent Transformation Team at Wipro comprises more than 110 trainers.

3.3.8 Accolades:

- Association for Talent Development (ATD) – Best of Best Award for FY 2017
- Society for Human Resource Management (SHRM) India HR Excellence Awards 2017- Excellence in Diversity and Inclusion - Winner
- Society for Human Resource Management (SHRM) India HR Excellence Awards 2017 - Excellence in HR Analytics – Winner
- United Nations Global Compact Network India (UN GCN) – Women at Workplace Awards 2018 – 2nd Runner Up
- Member of Dow Jones Sustainability Index (DJSI), World for the eighth time in a row
- Member of Vigeo Eiris Emerging Market Sustainability Index (comprises of the 70 most advanced companies in the Emerging Market Region)
- Named as 2018 World’s Most Ethical Company for the 7th successive year by the Ethisphere Institute
- National Intellectual Property (IP) Award 2018 in the category “Top Public Limited Company/Private Limited Company for Patents & Commercialization in India” and the World Intellectual Property Organisation (WIPO) Enterprise Trophy
- Recognized among India’s most innovative companies by CII Industrial Innovation Awards 2017

3.3.9 Wipro Offerings:

IT Services Industry Verticals

For the year ended March 31, 2018, the IT Services business was organized into six industry verticals. Effective April 1, 2018, in order to provide strategic focus, Wipro are realigning Manufacturing and Technology (MNT) industry vertical into two separate verticals: the Manufacturing industry vertical and the Technology industry vertical. The Healthcare and Life sciences industry vertical is being renamed the Health Business Unit.

Focused Industry

Table 18: WIPRO Industry Focus

Sr NO	Industry	Sub-Industry
1	Banking, Financial Services and Insurance (BFSI)	Retail Banking, Investment Banking, Capital Markets, Wealth Management and Insurance
2	Health Business Unit (Health BU)	Solve real world health problems to improve people's lives
3	Consumer Business Unit (CBU)	Retail, consumer goods, media, travel and public sector
4	Energy, Natural Resources and Utilities (ENU)	Generation and Renewables, Transmission and Distribution, Retail, Smart Grid, Energy Trading and Risk Management
5	Manufacturing (MFG)	Aerospace & defense, Automotive, industrial and process manufacturing

6	Technology (TECH)	Semiconductors, Compute and Storage, Networking, Peripherals, Electronics
7	Communications (COMM)	Communications Service Providers

3.3.10 IT Services Offering:

Table 19: Wipro Services Offering

Sr NO	Industry	Sub-Industry
1	Cloud and Infrastructure Services (CIS)	<ul style="list-style-type: none"> · End-user computing, · Software Defined Everything (SDx), DevOps, · Data center, networking and IoT
2	Product Engineering Services Group (PES)	<ul style="list-style-type: none"> · Digital Transformation · IoT, Cloud platforms, · 3D Printing, Virtualization, · Smart devices and Artificial Intelligence
3	Data, Analytics and AI	<ul style="list-style-type: none"> · Cloud & Data Platform (CDP) · Big Data Analytics
4	Business Intelligence (BI)	<ul style="list-style-type: none"> · Database & Data warehouse practice
5	Business Process Services (BPS)	<ul style="list-style-type: none"> · Robotics process automation, · Cognitive technologies · analytics to offer powerful business intelligence
6	Enterprise Operations Transformation (EOT) Framework	<ul style="list-style-type: none"> · central business essentials of achieving process efficiencies
7	Wipro HOLMES for Business	<ul style="list-style-type: none"> · Artificial Intelligence platform that focusses on hyper-automating business
8	BPaaS	<ul style="list-style-type: none"> · BPaaS portfolio across industries and service lines

3.3.11 Wipro yearly review Attrition review

Table 20: Wipro attrition rate

Sr. No.	Year	Attrition Rate	No. of Employee
1	2018	16.6%	1,63,827
2	2017	16.3%	181484
3	2016	16.1%	172912
4	2015	16.5 %	1,40,000
5	2014	15.4%	1,33,425

3.4 NIIT Technologies Ltd.:

3.4.1 About Company:

NIIT Technologies is a global IT solutions company which is addressing the requirements of clients across the Americas, Europe, Asia, and Australia. Differentiated on its domain strength, NIIT Technologies serves clients in travel and transportation, banking and financial services, insurance, manufacturing, and media verticals, offering a range of services including application development and maintenance, infrastructure management, and business process management. It focused on digital services, the Company is helping businesses design in agile, Scalable, and digital operating models. NIIT Technologies has been assessed across leading global quality benchmarks and standards including the ISO 9001:2000, ISO 27001 (an Information Security Management accreditation),

Level 5 of SEI CMMi version 1.2, COPC, also PCMM level 5, and also the international ISO 20000 (IT management standard).

NIIT Technologies was founded in 1981 with the mission of “Bringing People and computers Together”. NIIT Technologies is a part of NIIT Group focussing on Software and Services space

NIIT Technologies growth was led by banking, financial service and insurance (BFSI) as well as manufacturing/media that together contributed close to 74 percent of total revenue. In terms of geographies, the stand outperformer was Europe, Middle East and Africa (EMEA) region

3.4.2 Key Highlights

Founder - Rajendra S. Pawar, Vijay K. Thadani

CEO - Sudhir Singh

Number of Employee – 2,500 in year 2018

No of Branches in Mumbai and Pune - 4

Annual Turnover - 2,991 cr (approx. 419 million USD)

3.4.2.1 Vision

Be the First Choice

SERVICE VISION

They will grow in the recognition and respect they command, through pioneering and leading in its effective deployment of technology. They will seek to play a key-role in the directions and deployment of technology and know-how for the benefit of mankind

3.4.2.2 Mission

Enable Enterprises Manage Information Better

3.4.3 Recruitment and employment systems in the organisation:

Recruitment Polices included Technical and Non-Technical Tests.

Which has several layers and Rounds .After Aptitude and psychometric test, technical Round than HR Round of Selection then company takes final call to select to retain good people in the company for longer period of time.

3.4.4 Image of the Company in the employment market in India.

NIIT Technologies (NIIT) was incorporated in 1981 as an IT training company. It started its software services business in 1984, with a focus on the domestic market. In 2004, the company split its software services business and its IT training business into NIIT Limited (NTL) and NIIT Technologies Limited. NIIT Ltd. continues to focus on IT training, while NIIT Technologies provides services in the spheres of software development and Business Process Outsourcing (BPO). NIIT Tech holds 25% stakes in NTL through a wholly owned subsidiary, scantech Evaluation Services Ltd. IT is the fastest growing IT company since its inception.

3.4.5 Annual average addition of employees:

Net average addition by Infosys is 3,743 employees in the year 2018

3.4.6 Salary and Benefits' of the employees:

Compensation –

Information is as per website – Glassdoor

Software Engineer – INR 375,000 /Yr.

Senior Software Engineer – INR 550,000 /Yr.

Technical Analyst – INR 10, 00,000/ Yr.

3.4.7 Employee Benefits:

NIIT has a very huge campus in Noida and it's a lot more fun there.

Noida Location have shuttle services to and fro from the city.

Provides Cab facility and Meal to Odd shift timing employees.

Provided required trainings to upgrade

Supported and mentored the staff members

Good work culture, transparent and accessible management

3.4.8 Training, Learning and Development, and career development.

The role of technology in HR has radically changed in the last five years and will continue to evolve at a rapid pace. NIIT has entered the world of cloud in the last

few years, where companies started to migrate from in-house software to cloud-based HR solutions, and now started focusing on 'Digital HR'. One of the initiatives in this direction was the creation of Digital Diary App which enables communication between team members and supervisors in a structured manner.

From a policy perspective, some initiatives have been in letting the individuals take ownership for their development and sustained employability, while the organisation provides access to curriculum. In some of the businesses they have also brought in significant emphasis on their compensation being tied into their demonstrable skilling.

3.4.9 Awards and Accolades:

The Company has been recognized in several important ways at the national and global levels, related to its Human Resources leadership and its robust HR practices

- Number one in 'Business Understanding' by clients in the 2018 UK IT Outsourcing Study conducted by Whitelane Research and PA Consulting Group
- Only 'Star Performer' amongst 'Major Contenders' on the 2018 Everest Group PEAK Matrix™ Insurance Application Services
- Leader in NelsonHall 2018 Wealth & Asset Management BPS NEAT
- Leader' in the Cloud Advisory Assessment & Migration Evaluation by NelsonHall
- 2018 Partner of the Year for Quality by AFLAC ☞ Won International Airport Review award for Terminal Operations
- Best Service Provider Award from DB Systel for two consecutive years
- Winner of 2018 Pega 'Partner Excellence in Driving Customer Success' award
- 2018 EE Employee Engagement award in UK
- Among Top 5 Large Organisations in IT - BPM by "Great Place to Work® Institute.

3.4.10 NIIT Technologies Solutions and Services

Table 21: NIIT Focused Industry

Sr.No	Industry	Sub-Industry
1	Banking and Financial Services	Retail and Corporate Banking Asset and wealth Management Co-operative and Rural Banks
2	Insurance	Property & Casualty Life and Annuities Reinsurance Large Commercial Sub Vertical
3	Travel and Transportations	Airlines Airports Travel Distribution Surface Transport Hospitality Segments

3.4.11 NIIT Technologies Services Offering

Table 22: NIIT Services Offering

Sr. No.	Services	Functions
1	Application Development and Management	End-to-End custom solutions End to End Testing Application Management Services
2	Business Process Services	Back Office, Front Office and Mid Office Operations Data management Finance and accounting management Contract loading services Airline passenger revenue accounting

3	Enterprise Application Integration	Development, Testing and Maintenance of API Micro services Reference Architecture Integration Advisory Services
4	Geographic Information Systems GIS	Geospatial image processing Consulting solutions.
5	Infrastructure Management Services	IT infrastructure advisory End-to end infrastructure services Design, implementation and end-to-end business driven IT SLAs
6	Testing Services	Automation Testing Non-functional testing, Digital testing, and Domain testing
7	Services	Cloud Enablement Data and Analytics Digital Process Transformation Digital Services Intelligent Automation Services Robotics Process Automation

3.4.12 NIIT Tech yearly review on attrition rate:

Table 23: NIIT Technologies Attrition Rate

Sr.No.	Year	Attrition Rate	No. of Employee
1	2018	15.8%	9423
2	2017	12.7 %	8853
3	2016	12.7%	9476
4	2015	10.47%	8494
5	2014	14.37	8290

Chapter 4. **Strategies for Employee Retention in some selected IT Organisations**

In this Chapter, an attempt is made to present the Employee Retention Policies of selected IT companies while referring to different aspects of employee management – with an overview approach. An attempt is also made to identify several present retention Policies and Practices of these companies to retain their employee.

4.1 TCS Employee Retention Strategies:

This study highlights many best practices of TCS in human resource management, Also examine some of the major retention strategies adopted by the company:

1. Interesting & challenging Work Profile:

Keeping employees engaged –providing opportunities for continuously upgrading skills by rotation across Technologies

2. Geographies

Onsite Offshore Rotation: On-site opportunities and exposure to cutting edge technologies on challenging projects entices associates to take career decisions and they manages this rotations very well .

3. Growth in Responsibilities:

There is consistent focus on performance & results. Employees are given higher levels of responsibilities depending on their performance & potential, managed through an objective system of performance Management (SPEED).

4. Attractive Career Opportunities:

Their geography spread and diversity creates challenging opportunities for Employee in a wide variety of roles in all the three streams of business, namely, IT services, Business solutions and Outsourcing.

5. Training and Competency Development:

TCS spend more than 4% of the revenues on training and competency development. About 15 days of every individual's calendar is marked for hard skills and soft skills trainings like team building, cross cultural adaptation etc. Employees at onsite continue their learning experience through large collection of Computer Based Training, Best-in-class professional training at Trivandrum, India.

6. Leadership development programs

- Encouraging staff to participate in industry initiatives like LOMA, PMI, MCSE, J2EE certification etc

- Membership for professional bodies fully paid by the Company
- Self-learning programs through CBT (Computer based training)

7. Employee Welfare and Managing Employee Relationship

TCS pro-actively seek opportunities for ensuring the well-being of the employees and over the last few years has enhanced their attention on stress busters including, but not limited to Yoga, Gyms, sports, cultural activities etc. They have also instituted a welfare trust for employees together with two other companies within the TATA group. This trust provides financial support to employees who are in need of funds to meet any emergency.

8. Employee Welfare measures like healthcare, Provident Fund, Gratuity.

- Ensuring work-life balance
- Career planning and counselling
- Employee mentoring programs
- Transparency in policies
- Grievance handling
- Employee Satisfaction Survey. Action plans based on feedback
- Regular feedback & communication mechanism

9. Employee Engagement

Engaging employees through leisure time interests and hobbies in addition to professional development

Social Gatherings: TCS sponsor picnics and cultural gatherings at all locations in India and overseas. All projects have budgets for parties & entertainment.

Maitree: They have instituted an association for the extended family of its employees, which has been founded with the objective of fostering a sense of belongingness & companionship. Maitree gatherings bring the TCS families

together within and outside the organization. They also encourage employees to make effective contributions towards community development initiatives.

Sharing of Knowledge & Information: They have embarked on Ultimatix – Cyberspace office, wherein all employees spread across the globe share information, knowledge, collaborate, cooperate, combine, learn, communicate and tele-work without geographical boundaries.

10. Performance Driven Culture

- Performance-driven career paths (Fast track careers for deserving). Using the Performance Management System as a means of career planning
- Performance-related incentives in the form of a variable component of remuneration linked directly to the individuals' Economic Value Added (EVA)
- Flat organization structure with high empowerment in day-to-day working.
- Comprehensive compensation, reward and recognition scheme

11. Performance Management and appraisal process

TCS has adopted the Balanced Score Card model for Performance Management & every individual associate's performance goals are aligned to the Organizational goals. The Vision of the Organization, translated as yearly Business Goal of the CEO, is then cascaded effectively to the level of every Individual Associate. The tool used 'SPEED' (System for Performance Evaluation & Employee Development) facilitates setting of Yearly goals at the beginning of the year & periodic reviews. The performance of every associate against the goal is reviewed on a half-yearly basis. As part of review, feedback is shared about performance against objectives, key achievements & improvement areas.

SPEED – the TCS employee appraisal process has goals on axes of Balance Score Card.-

- Customer
- Finance
- Learning and Development
- Internal Processes

The Goal Sheet of each employee at each level in the organization consists of Goals on the Customer axes which include – customer satisfaction index, customer appreciation, on schedule delivery to customer, defect free delivery to customer, etc. The Balance Score Card rolls down the organizational objectives at each level with respect to Customer orientation.

TCS BPO also follows TCS standard performance management and appraisal process as outlined above. The only refinement being in the promotion process where in the promotion process has been designed to assess potential beyond associate's performance and is assessed through Assessment Centre mechanism as depicted in the figure below:

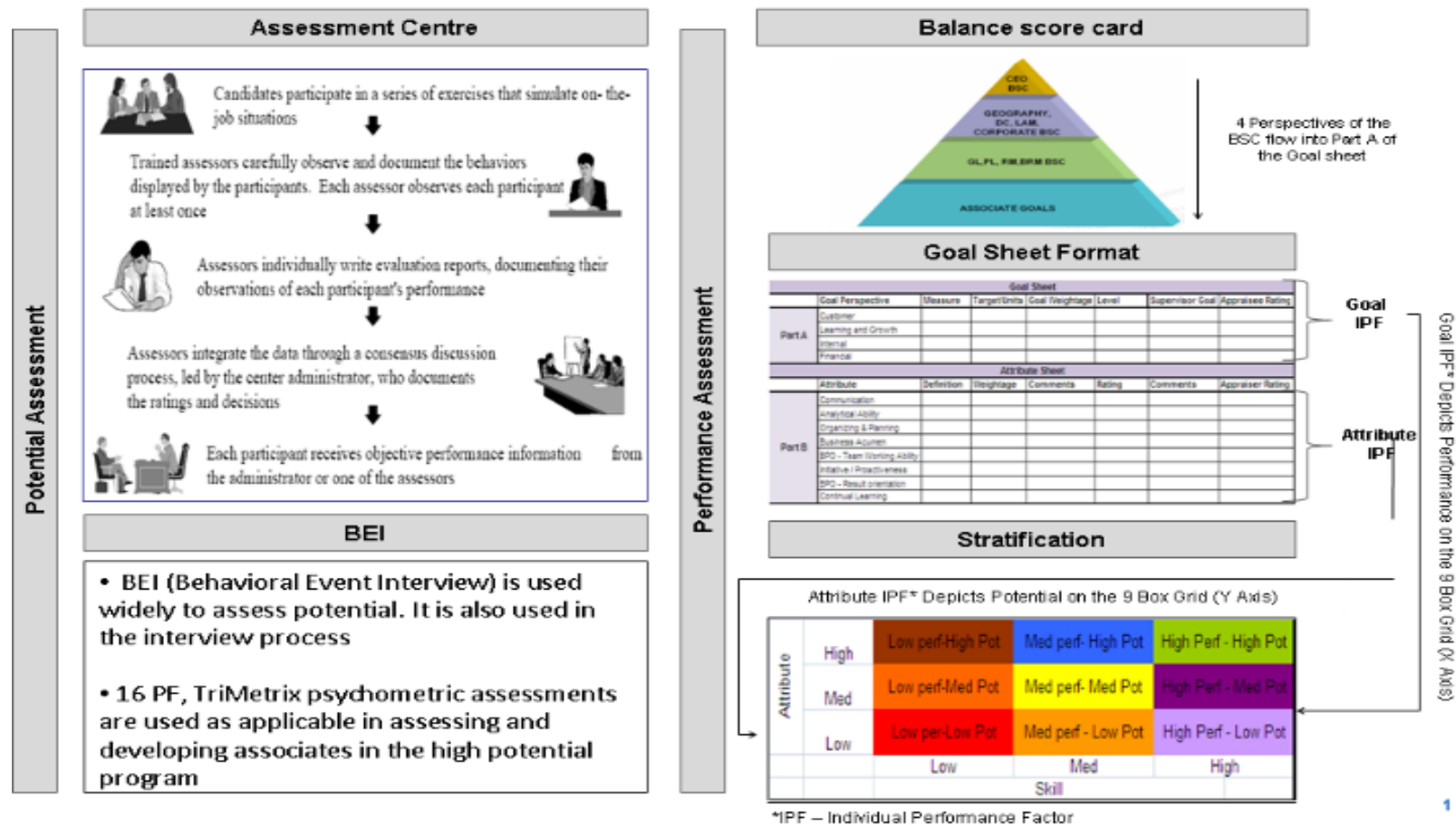


Figure 23: Performance Assessment

Human resource development which helps in low attrition at TCS:

The speed of change in today's world makes it imperative to focus on forward-looking policies, lean processes, shaping talents for tomorrow and invest in futuristic systems and applications. TCS' continual pursuit of innovation and progressive processes for creating organization of tomorrow are yielding desired results as is evident from market leading retention rates.

Outside India, trainees were recruited from established institutes in USA, Canada, China, Uruguay and Hungary. The Company continued its effort to strengthen relationship with key institutes globally through its academic interface programme (AIP). Effective competency development programmes ensure preparedness of TCS work force to effectively manage fast paced changes in the industry and build leaders to manage growth.

The focus is on 'Anytime Anywhere Learning' using digital technology has opened new horizon of learning experience. TCS has a well-established framework of engagement and collaboration across diverse workforce segments. The 'Vivacious TCS' initiative, using social platforms, provide avenues for collaboration for a diverse and globally spread employee base bringing about a transformation in communication and employee connect initiatives.

The annual employee satisfaction survey, 'Pulse', along with other engagement initiatives, provide necessary insight and help in understanding distinct employee needs and developing appropriate interventions. The performance driven culture challenges every employee to scale up and grow.

A wide range of competency enhancement opportunities, challenging assignments and rotation across units and countries help employees in their career progression and meeting aspirations. The coaching and mentoring programmes enable employees to get constant feedback and career guidance to achieve and exceed their performance targets thus realising their potential.

TCS' commitment to employee health, safety and security extends beyond accidents and occupational health hazards to social wellbeing of employees. The Fit4life initiative is gaining popularity and people are getting conscious of their health. The 'Employee Assistance Programme' helps employees to manage stress and lead a healthy life

The 'workforce management strategy' is executed optimally to fulfil business demand, deliver consistently high utilization rates and keep manpower costs within the desired range.

The Company has created a performance driven environment where innovation is encouraged, performance is recognized and employees are motivated to realize their potential. Its relentless pursuit to connect with employees on a regular basis, communicate in an open and transparent manner, provide opportunities to learn and grow within the organization have yielded desired results as is evident from the high retention rates and the motivation and engagement levels of its employees.

A small experiment called —Ignite was started in December 2006 to strengthen the company's talent base. It was launched to hire, train and deploy two batches of trainees from non-technical science background. Initially, TCS recruited engineers to meet its needs at the business front. But, later on to expand and increase its scalability, the company felt the need to have a more diverse team in terms of intellectual, social and culture context.

TCS changed its hiring strategy and started focusing on just-in-time hiring or real-time talent management. To build a quality talent pool, TCS started a programme called Academic Interface Programme (AIP). Also, various kinds of training programmes re conducted at TCS - Learning and Development, Initial Learning Programme, Continuous Learning Programme, Leadership Development Programme, Foreign Language Initiative and Workplace Learning. Compensation management system at TCS is based on the economic value added (EVA) model.

The company conducts appraisal of its regular employees twice in a year, and also at the end of the project in case of employees hired specifically for various projects. In order to identify its outstanding talent, TCS has been recognizing the contribution of its people in many ways.

TCS has a Manpower Allocation Task Committee (MATC) which determined the career path for employees.

- Learning and Development

The Company continued to invest in enhancing its human capital through building skills and competencies for its associates. It has brought a paradigm shift in the learning process which is called the next-gen learning & development (L&D).

The learning eco-system has been transformed by investing in interactive classrooms, video based training and social media enabled social learning. 'Any Time-Any Where' learning has become a reality in TCS. The new recruits from colleges are trained to be IT professionals through its elaborate initial learning programme.

Management. Leadership development and Talent Retention:

The performance and career management processes of TCS are fully globalised.

Digitized systems have been enhanced and new 'Career Hub' has been launched for streamlining the process of recording aspirations, identifying high potentials, mentoring and tracking career movement of employees.

The culture of reward and recognition in TCS is aided by 'TCS Gems', the global reward and recognition tool, with defined criteria and processes to enhance performance.

The Company participates in multiple compensation surveys in India and other geographies to ensure that its compensation and rewards strategy remains competitive. A healthy leadership pipeline is maintained through the layered framework of Leadership Development Programmes (LDP), focusing on developing behavioural, business and people competencies. Potential leaders are identified and are nurtured through LDPs, and given challenging roles to build leadership capability. TCS has tied up with globally recognized coaching agencies to provide coaching intervention to its leaders. The organization culture of open communication is supported through a highly flexible and transparent internal social networking platform. It empowers employees to articulate their feelings freely, exchange ideas and contribute to the organizational growth.

Human Capital Development and sustenance:

The largest factor that goes into IT business is human capital and therefore, sustainability of revenue growth in the IT Services industry is directly dependent on the organization's ability to attract the right talent in the right quantity and thereafter, up-skilling, motivating and retaining them in the organization.

TCS's highly educated and technically sound workforce is highly valued globally.

Recognizing the criticality of human capital to the business and its sustainability, TCS has mature processes devoted to attracting, retaining and developing this human capital, assessed at PCMM Level 5.

A critical component of sustaining TCS' growth trajectory has been the company's ability to attract talent in sufficient numbers and to successfully scale up the talent acquisition process. Experienced professionals are recruited through online jobsites, head hunters, recruitment agencies and through

employee reference schemes. Other sources of experienced talent include strategic initiatives like M&A and In-sourcing.

On-campus recruitment of fresh engineering graduates plays a very significant part in TCS' talent acquisition strategy, so the company is invested in building strong relationships with universities across the world and in improving the quality of academic training at engineering colleges through Faculty Development Programmes, Student Workshops and Project Support and Internships. TCS maintains a b portal linked to the TCS b site for continuous dialogue with academia on the performance of their alumni and on the curriculum, with useful resources for students deciding on their career. In addition, TCS hosts —Sangam , which is an annual meet with academic leaders from major engineering and management institutes.

IT Industry being totally dependent on its employees, the employees should be given the first priority among all the factors of production. Talent retention is another critical success factor – as important as talent acquisition – and TCS has invested heavily in building an employee-friendly culture and developing mature people-processes toward improving it. TCS has been assessed enterprise-wide at PCMM Level 5 and its retention programs are considered the best-in-class in the industry. Its career development, training, and rewards and recognition programs ensure continued motivation for its associates.

iRetain for Employee retention:

The human resources strategy of Tata Consultancy Services (TCS), the largest provider of information technology (IT) and business process outsourcing (BPO) services in India has enabled the Company to attract, integrate, develop and retain the best talent required for driving business growth. The sustained strategic focus to enhance employee capability, improve efficiency and groom future leaders has helped TCS to maintain its benchmark status in the IT industry.

With regard to Employee retention strategies which will have a significant impact on the functioning of any organizations, it is being observed that proper planning and will formulated employee retention strategies will greatly assist the company to not only to retain the employees, but also helps to reduce the attrition rate significantly.

Especially, in the current competitive market with a cut throat competition existing in IT industry, the retention of talented resources helps the IT companies to grow at multiple levels. Since employees contribute to direct growth, the employees also reduce the cost, time, and effort in finding alternatives. Hence, prevention attrition leads to reduced talent-discovery costs, and subsequent costs of training. To curb attrition, therefore, enterprises seek a solution that predicts employee attrition and helps take corrective action.

Addressing these needs, the Tata Consultancy Services (TCS), has been offering an unique strategy called 'Retain' which is regarded as human resource management solution for talent retention. The company's offering comprises a tool that helps the employee to obtain thorough and rigorous understanding of attrition within your organization. This is gained from data, which is based on the work history, among other employee-related data. An automated tool, the solution follows a simple, accurate, and efficient method for predicting attrition, enabling the employee to take appropriate corrective actions, in time.

The Voluntary attrition or employee churn which is a prevailing practice considered as challenge that many industries attempt to overcome. As a result, controlling attrition costs and minimizing the impact of attrition on projects and services, have evolved into the key objective for managers and HR executives. Ensuring employee retention not only alleviates the costs and efforts involved in new employee acquisition and training, but also retains customer confidence, ensures project-flow, and enhances revenue in-flow. Based on the work history and other data about employees, the strategy titled 'Retain' tool helps to obtain a thorough and rigorous understanding of attrition in the organization.

Harnessing the power of machine-learning technologies, I Retain automatically discovers a statistical and predictive model of attrition from the given data. TCS solution uses the predictive model to accurately identify high-probability individual employees for attrition in the near future. For each such prediction, I Retain also provides a confidence measure along with the likely root-causes for attrition. Equipping managers and HR executives with these detailed predictions, the company is enabling to design optimal retention strategies, plan recruitment, and improve team management.

I Retain includes cutting-edge data mining technologies, which can discover logical patterns for subsets of employees, who may impact attrition numbers. I Retain also has standard slice-and-dice facilities to create summary reports and charts for understanding attrition from different perspectives related to location, age, personal causes, work environment, and market opportunities.

a) Predictive modelling

According to Predictive Modelling being implemented by TCS, the company make use of SVM, decision tree and multiple techniques for successive prediction of the requirements and the expectations of the employees. The company thus formulates the causal analysis of attrition.

By discovering the logical groups having high attrition, the TCS has been automatically creates statistical predictive models from historical employee data and uses them to make highly accurate predictions about employees at high-risk of attrition. I Retain simplifies the task of understanding individual attrition cases, by providing confidence measures and likely hood root causes.

b) Analytics

Advanced statistical tools including slice and dice charting and reporting system being implemented in all the branches of TCS. Further, the As-is analysis of attrition is measures time and again with the Time plots of attrition. The Dashboard with current and predicted attrition for planning has been done.

iRetain identifies deep insights regarding patterns, trends, and factors, which influence attrition.

c) Decision support

The following issues have been given due importance in the decision support.

They are:

- a) Personal profile of employees
- b) Project assignment
- c) Allocation
- d) Career profile
- d) Educational details
- e) Skill profile data.

Predictions and insights produced using iRetain are used for making business decisions. Such decisions include reduction of cost by identifying optimal retention strategies, reduction of impact by planning talent acquisition, minimizing risk by building attrition-proof[®] teams.

d) Usability

iRetain is easy-to-use, efficient, accurate, and flexible, and works with data from a variety of sources. This solution may be used both as a stand-alone component and in integration with enterprise HR systems.

4.2 Employee retention strategies of Infosys:

Infosys have started implementing innovative strategies that would be helpful in retain the employees in the organization. There are several employee engagement programs that being implemented in Infosys:

- Some of the major steps includes improvised promotion cycles, structuring career development programmes, travel benefits and improvised pay scales

- Infosys has also started offering room for experimentation and innovation to make the employees motivated towards organization. Source- (Goud, 2013)
- Sustainability Model at Infosys Moreover, Infosys has moved itself in offering attractive perks and benefits system such as holiday travels, financial benefits and supporting higher study subsidies.
- Employee in the age range under 30 are being provided with flexible work arrangements, given opportunity to work abroad and given high preference while career advancement opportunities.
- The various employee engagement strategies include the various employee clubs, employee committees and communication design group made for employees at Infosys. The model helps in the strategy followed by Infosys to link sustainable development with the employee engagement and thereby endeavouring to reduce the employee turnover in the organization. Infosys has taken a several measures to tackle the problem of employee turnover. It has focused a lot on providing employee satisfaction to all its employees.
- Creating an excellent corporate culture is one the key aspect at Infosys that has been undertaken to improve employee satisfaction. Various benefits and increments is being given to employees.
- Infosys belief that employee retention has a direct impact with the value creation and sustainable development at the organization. The implementation of this cyclic model is more focused on benefiting both the employee's satisfaction level as well as the organization sustainable development. Source- Sustainable Development and Employee Retention (A-Cyclic Model) (Goud, 2013)

- Employee engagement has always been an important topic for concern for organization and the employees. From an organizational point of view, it is the organizational commitment that allows emotional attachment and intellectual connect to develop within both the employees with their manager, peer members
- Infosys has also implemented the shared services to develop employee engagement in an optimistic approach. The shared service has been implemented to bring a huge satisfaction level among the employees regarding their job needs. The services have been supported with various technologies to reduce the hurdles for the employee while implementing their task. Infosys understands the fact that increasing hurdles for the employees can hamper the emotional attachment of employees towards the organization. Source- Shared Services Enhancing Employee Engagement (Manish Godse, 2008)

Some the major employee retention strategy followed by Infosys can be described as follows:

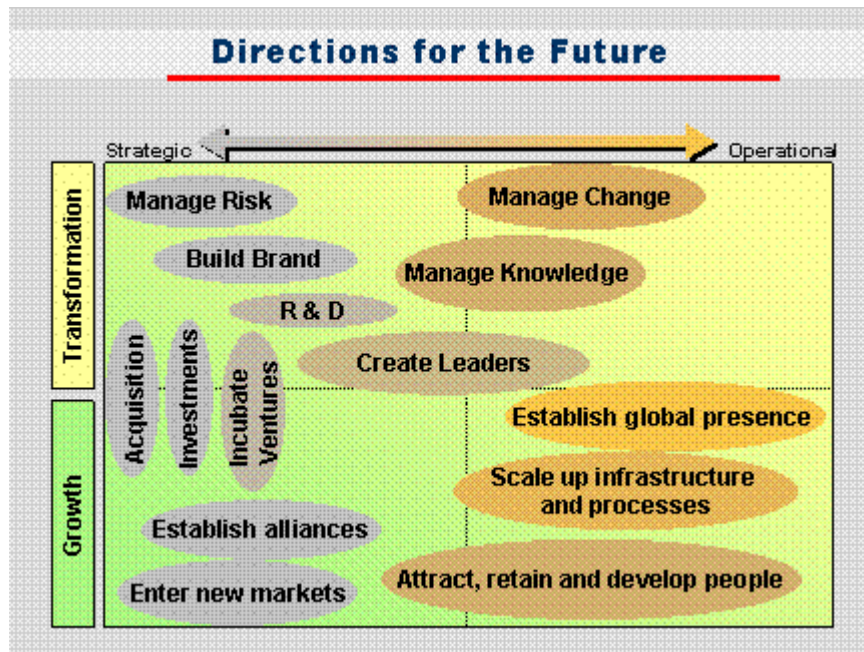
- The idea of giving the employees to implement and innovate their own strategy is one the key advantage for Infosys.
- It has been able to provide a greater amount of flexibility to all its employees that has a positive effect on satisfaction level of the employees. Infosys has also started providing benefits and incentives its employees.
- Career workshops and training programmes conducted by Infosys has been able to bring a positive impact on its employees. It recently launched a career movement programme known as 'Pathfinder' that was able to provide a good depth of knowledge to its employees (Shreya Roy, 2010). More than 20,000 people had gone in this career workshop to get a deep understanding on the further opportunities available in Infosys as their backup options.
- Infosys has also taken deep insights in to the promotions sector so as to motivate its employees. It offered around 20,000 promotions to its employees

in the year 2012. This was almost 13% the total company strength in the year 2012 (Tejaswi, 2012).

- The management team of Infosys is looking to impart the best internship programmes to its employees so that they would be able to choose their own fields of interest and then move around within the organization according to their ability.
- Infosys has tried to improve its recruitment stages so as to bring skilled employees to the organization. In the recruitment process of Infosys, the employees are being looked highly upon the diversity of skills present among themselves. A huge importance is given to employees having a high degree of “learnability” skills. This skill set defines the ability to implement a specific set of ideas and skills that had been grasped over the years of previous experiences. Professional competence and academic excellence is also one the major priority been given by Infosys in the recruitment and selection of the new candidates in the organization. Apart from the academic skills, the process of recruitment also helps in refining the candidates that possess skills such as teamwork and leadership abilities, excellent soft skills with innovation skills and problem-solving skills (Infosys, 2006).
- Infosys has also launched quarterly promotion cycle to motivate all its employees. The organization thinks that giving regular compensation benefits to employees was more convincing in motivating them towards the organizational goals. This was one of the major steps that was helpful in reducing the employee turnover in Infosys. Infosys also allows the employees to have a fast track career for the high performers and this was also help in reducing the increasing attrition of employees (Bhatia, 2006). Infosys understands the fact that employee turnover can have negative impacts on the organization in a long run vision. This was making the organization to get a high amount of dependency on the external hiring that will add up to the cost to the company and thus affect the profit maximization.

- Infosys has focused a lot on meeting the expectations of the employees. Infosys also organized programmes such as HALE (Health Assessment and Lifestyle Enrichment Plan).
- HEAR (Hearing Employees and Resolving) that are able to motivate the employees. These programme was helpful in encouraging the employee to share their views on their customers and the innovative ideas they would like to share within the organization (Sikka, 2014).
- Infosys likes to have growth rates but at the same time demands for skilled employees from the market. To reduce the employee turnover rate, Infosys has also started arranging loyalty programmes to promote strong corporate culture within the organization. Acronym of C-LIFE in Infosys represents its value as “Customer delight, Leadership by example, Integrity and transparency, fairness, pursuit of excellence”.
- Infosys has also introduced “Career Clarity”, that allows the new recruits to see their current growth and the further opportunities present in the coming years in the organization.
- Initiative programmes such as “Murmuration” at Infosys has been able to generate new ideas for the organization. These programme was helpful in encouraging the employee to share their views on their customers and the innovative ideas they would like to share within the organization. The launch of the employee engagement strategies are one of the key areas where the organization has been successful over the years.
- Infosys also helped employees for new inventions and motivate for patent filing and helps financially in patent granting.

- These are some of the major steps taken by Infosys so as motivate the employees to stay longer in the organization.
- Infosys understands the need to provide equal opportunities to all persons without discrimination. This policy states the organization's position on equal opportunity in all aspects of employment, including recruitment, training conditions of service, career progression, termination or retirement and acts like a beacon to employees at all levels to act fairly and prevent discrimination.



Infosys strategy for future to attract retain and develop people.

- Infosys's greatest asset is its employees. It is committed to attracting, retaining, and developing the highest quality and most dedicated workforce possible in today's market. It strives to hire and promote people on the basis of their qualifications, performance, and abilities, and is determined to provide a work environment free of any form of illegal discrimination both direct and indirect, including sexual harassment. Further, Wipro is committed to maintaining a workplace where each employee's privacy and personal dignity are respected and protected from offensive or threatening behaviour including violence.

4.3 Employee retention Strategy in Wipro

Human Capital Value Chain – Working ethically and Upholding Human Rights
human capital interventions are driven by the dynamic business landscape Wipro operate in.

Today, innovations like artificial intelligence, automation and analytics are disrupting traditional business models, and opening up newer opportunities and revenue streams for us. Since millennial form a majority of the 163,827 strong employee-base, They are dealing with newer challenges, expectations and employer employee relationships at the workplace.

Competitive labor markets, diverse teams, evolving employee needs and aspirations, coupled with the tectonic shifts in the technology landscape are shaping the way Wipro attract, develop and retain top talent.

Wipro human capital value chain consists of people strategies which are based on current and future business requirements. Wipro policies, processes and systems flow from these strategies which encompass the lifecycle of the employees. Finally, the outcomes of these people interventions are reflected through Wipro people result indicators, which directly or indirectly contribute to the intellectual, social, natural and financial capital of Wipro.

Throughout this value chain, Wipro strategies, processes and policies reflect an unflinching commitment to the Spirit of Wipro, Wipro values as well as globally-recognized principles of business responsibility and human rights.

Wipro's people strategies are geared to create learning opportunities, build careers, and foster an empowering and inclusive culture where employees find meaning in what they do while they create value for Wipro.

Wipro aim to build an inclusive and empowering work environment focussed on enhancing employee experiences.

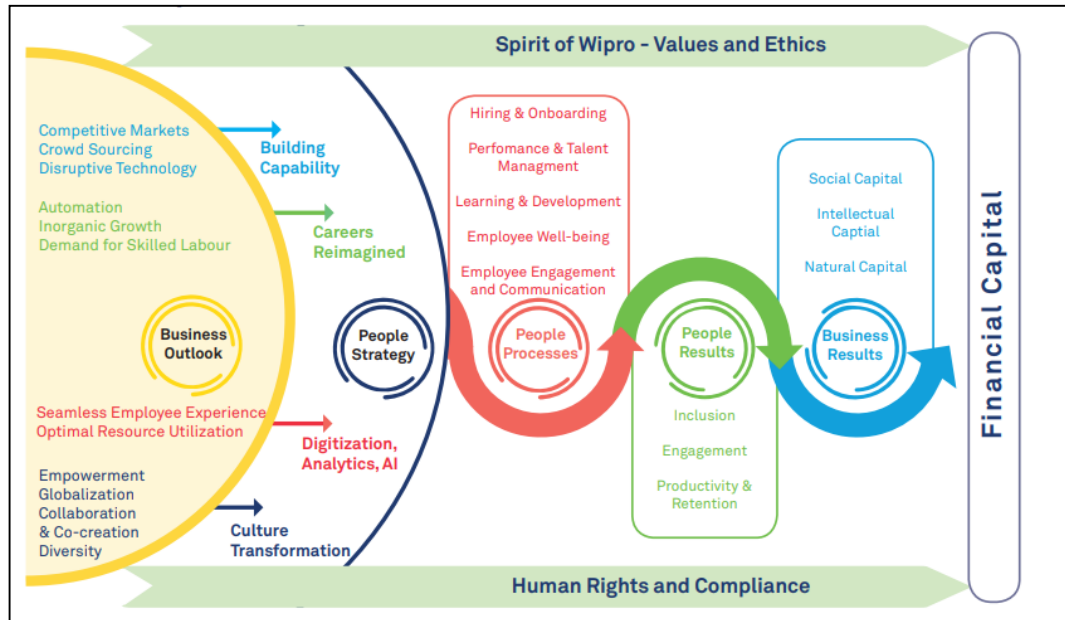


Figure 24 : Human Capital Value Chain

Wipro's people processes, policies and practices help to build a nimble organization which is both performance-oriented and digitally savvy which are mentioned below:

- **Careers Reimagined:** Wipro's focus is to hire the right individuals, assimilate them quickly, assess their performance, facilitate learning, develop leadership and create an internal pipeline of talent to build a future-ready organization.
- **Building Capability:** Anticipating future skill requirements and developing them is vital to Wipro's long term sustainability. Wipro continue to invest in skill enhancement across levels, with a focus on up skilling and building Design Thinking capability to drive innovation.
- **Digitization, Analytics and AI:** Wipro are proactively adopting digital trends. Wipro is using digitization and talent analytics to drive business outcomes and ensure employee delight.

- **Hiring and on boarding:** Wipro is an equal opportunity employer and focus on meritocracy at all stages of the hiring and deployment process, including role-mapping and remuneration. Localization continues to be a strategic focus for talent agenda and they have made considerable progress in this area in key markets. Wipro has a robust process to source and select the best talent, both for entry-level roles as well as lateral hires through website, channel partners, job fairs, campus placements, and internal job postings. Wipro's comprehensive on boarding program helps assimilate new talent seamlessly within the organization.

In FY 2018, Wipro has moved towards digitizing the campus hiring process by using interview bots thus bringing in higher rigour and quality to the selection. Their recruitment process has become more inclusive with diversity-focused sourcing and engaging with veterans in the U.S.A. Global 100 Program continues to be a key focus and has successfully brought in diverse talent across the globe who are engaged in impactful work and are groomed into potential leaders of the future

- **Performance and Talent Management:** Wipro's performance management system is designed to achieve holistic development for all employees through performance differentiation, transparency, and effective evaluation. Wipro's quarterly review process introduced in 2016-17, continues to be a strong platform to encourage feed forward discussions that are candid, constructive and meaningful.

An Agile Performance Management system is in place for specific job requirements of certain roles. Wipro also have an annual 360-degree feedback process for employees in middle and senior management roles where they are evaluated on their leadership competencies. Appropriate development plans and interventions are then charted out based on discussions between managers and employees.

Additionally, each Unit also has a formal Talent Review and Planning process to identify, train and develop key resources.

- Executive coaching is provided to top leadership to facilitate their all-round development. Talent Marketplace, an online platform has enabled internal role fulfilment for senior roles. The objective of the initiative is to connect the right talent to available opportunities within the organization. In FY18, internal redeployment was at 68% for senior/strategic roles.
- Learning and Development: Wipro has a comprehensive Learning and Development program which caters to the behavioural, technical and leadership needs of the workforce. Wipro curriculum includes classroom courses, on-the-job-trainings, blended learning, social learning, mentoring and gamified modules to suit the diverse needs of the participants.

Wipro continuously align learning and development investments with the business imperatives as well as the evolving expectations of the employees. Wipro believes, that these programs help build capabilities in new and emerging technologies, which in turn enables the employees to deliver value to the clients, leading to better Customer Satisfaction Scores (CSAT).

- Equal Opportunity: Wipro has launched one of its biggest employee-retention programmes, aiming to stem the exodus of experienced executives by offering them a chance to study at some of the nation's premier colleges.
- The "Notch Up" programme is the second major initiative by India's third largest software exporter this year to retain employees with five or more years of experience, as the rate of people leaving the company from this group is higher than Wipro's overall attrition level, Wipro offers employees who have put in more than two years at the company a chance to do Masters at Pune based Symbiosis, Pilani's Birla Institute of Technology and Science or VIT University in Vellore. The company has also partnered with ICFA to offer a two-year regular programme in professional accounting. According to Wipro,

more than 500 employees have already enrolled, and its aim is to expand this number tenfold to 5,000 in three years. The company has worked out a fee structure with the institutes, and staff will be reimbursed the fee based on their scores.

- Managing the expectations of employees is one of the biggest challenges in India's IT sector where companies are known to aggressively poach staff from rival organisations. Home grown IT companies see an uptick in attrition levels during the first quarter of every fiscal year, when people either leave their employers in search of better opportunities or quit to pursue higher education. Wipro rewarding the top 20% of its workforce with double the salary hikes compared with the rate given to average performers. "Offering to refund tuition fees for M Tech programmes at BITS/VIT/Symbiosis.
- Wipro has launched a Distinguished Member of Technical Staff programme, under which it offered engineers an equal opportunity with business degree graduates to climb up the ranks.
Wipro recognizes that it is essential to make its policies firm yet people-friendly. This is because these policies provide guidance and encouragement to employees at all levels.
- Discrimination and Harassment: Wipro's policy is that applicants are considered for employment solely on the basis of their qualifications and competencies. Wipro's hiring policy is geared to ensure that Wipro hires employees without regard to their race, colour, religion, national origin, citizenship, age, sex, marital status, ancestry, physical or mental disability, medical condition, socio-economic background or sexual orientation.

Wipro understands the need to provide equal opportunities to all persons without discrimination. This policy states the organization's position on equal opportunity in all aspects of employment, including recruitment, training conditions of service, career progression, termination or retirement.

Wipro's greatest asset is its employees. It is committed to attracting, retaining, and developing the highest quality and most dedicated work force possible in today's market. Further, Wipro is committed to maintaining a workplace where each employee's privacy and personal dignity are respected and protected from offensive or threatening behaviour including violence.

- **Wings Within:** Career at Wipro is what employee make of it. Wings Within, a transparent job posting system is a tool that gives you flexibility to apply for the job of your choice and map your own career. All open positions are made visible to employees, thereby encouraging those eligible for a job change. Very few organizations can match Wipro's capability to offer the kind of flexibility and opportunity to pursue multiple careers and unhindered growth, while a person continues to work in the same organization.
- **Flexible Benefits:** Wipro believe that the employees are entitled to the best of benefits. Hence, the employees are at liberty to choose their flexible benefits plan, to help them plan their taxes through their salary stack; Quarterly Performance Linked. Compensation is a variable component in the salary stack which would be paid out on a quarterly basis. The employees are also eligible for interest-free loans and contingency loans under specific case.
- **Health:** The Medical Assistance Program and the Medical Benefit Scheme cover the employee, his/her spouse and the children and is a reimbursable amount. The employee will also be eligible for the Catastrophic Medical Assistance Plan and Mediclaim benefits. Under the Life and Accident cover, the employees are entitled to the Group Personal Accident Insurance Program,

Group Life Insurance Program and Employee Deposit Linked Insurance (EDLI) Program.

- **Work-Life Balance/QWL:** To give the employee a perfect balance of work and life, Wipro has initiated elements like paid holidays, maternity benefit with extended leave of absence and sabbaticals. The employees are also encouraged to be a part of various Corporate Social Responsibility campaigns under the banner 'Wipro Cares'. 'Mitr', Wipro's counselling initiative, helps the employee cope with crises faced in their personal and professional life. Kids Wipro provides the employees' children a fun way of learning new things. The 'Fit for Life' initiative gives insights into the right diet, best exercises for the body and soul, and a wide variety of useful tips to keep you fit. Wipro is driving a self-transformation initiative to create an ecologically sustainable organization and the 'Eco Eye' campaign continuously tries to influence all its stakeholders and communities to move towards ecological sustainability. They encourage employees to be a part of this green initiative as well.

The policies mentioned here are policies of the company as of today; this is subject to change in future as policies of the company evolve from time to time.

- **Benefits & Growth Prospects:** Wipro offers challenging assignments, world-class working environment, professional management and ample opportunities to train, learn, and execute the most demanding projects, and in turn, get recognition in the form of exceptional rewards. As the employee scales newer peaks of achievements, Wipro provides the employees with many benefits. At every step of success there is a special incentive awaiting the achieving employees. Wipro's responsibility towards new employees does not stop at salaries and compensation alone. They offer all possible help to facilitate the employees' settling down. They provide interest-free loans mainly intended to cover housing deposits or the purchase of a two wheeler. They also provide contingency loans for marriage, illness, or death of a close family member.

- As a part of employee empowerment, Wipro offer stock options to deserving employees. The Wipro Employee Stock Option Plan (WESOP) allows them to make employees share with us the rewards of success.
- **People Investment:** Wipro believes investing in people's growth reaps the best dividend. Wipro provides state-of-the-art programs in Leadership and Learning for its employees. Addressing the ever-changing needs of its employees, Wipro has created an e-learning solution available to all its employees. It is a virtual campus with a 'Training on Demand' facility enabling individuals to be in complete charge of their own learning experience.

Wipro ensures that the education of the employees is never hampered on joining Wipro. The management help the employee build on their existing qualifications as the management are associated with some of the best institutions in the world like BITS Pilani.

- **Opportunities:** At Wipro the management provides the best opportunity to build a flying career with 'Wings Within', a transparent job posting system. It is a tool that gives flexibility to apply for the job of the employee's choice and map their career. All open positions are visible to employees encouraging the eligible to look for a job change within Wipro.

Wipro offers the employees career opportunities in core business divisions such as Enterprise Solutions, Finance Solutions, Product Engineering Solutions, and Technology Services. In Technology Services, there are stimulating jobs in Enabling, ES-eEnabling, Enterprise Application Services, Technology Infrastructure Services and Testing Services.

- **Best Life-Work Values. Beliefs and Morals:** It is Wipro's Life-Work values, beliefs and moral that distinguishes them from others. Pride, passion and integrity are integral features of their everyday life at work. The joy of working on cutting-edge technologies and a sense of ownership of work, set in an

environment of transparency, fun and fair play makes Wipro one of the most desirable workplaces. Wipro's 360-degree appraisal system provides feedback at all levels; from peers, subordinates and superiors, which help in the overall development. This open-minded approach to all their endeavours helps bring out the best in the employees. It ensures that the employee's position is decided upon by a fair and open merit system and not by extraneous factors.

Wipro's energy, free spirit, social responsibility and commitment to human values have played a significant role in their success story so far. They instil these qualities into every new member of the Wipro family. Active, unhindered participation bring them closer to each other and to themselves, making work both fun and fulfilling.

- **Accessibility:** Wipro ensures that all its offices and information systems are constantly revamped to incorporate the accessibility needs and requirements of all its employees. It maintains an open system where employees can requisition reasonable facilities for comfortable working/interview environment.

It provides opportunities to all employees and interview candidates to voice their concerns regarding accessibility to ensure that there is appropriate infrastructural or process oriented changes made to make it an inclusive environment where employees feel their differences are respected and valued, not just tolerated.

People, Practice and Processes are the three cornerstones of Wipro's pursuit of excellence at Wipro. Wipro keenly promotes an open culture, encouraging feedback, and they respond actively to transform it into action. The management believes that excellence is not a destination but a journey of continuous improvement.

- Understanding that in a competitive world the company can neither afford to be complacent nor rest on past laurels, the management at Wipro listen frequently to what the Wiproites have to say. Through formal surveys as well as informal discussion, the managers listen to feedback and suggestion. Based

on the responses of some of these, they cull out the core 'Strengths of Wipro', the key factors that make

- Wipro believe in individual growth and overall development. Potential is recognized and opportunities for further learning are provided. The training programs are on par with elite universities and every year a large number of fresh graduates are galvanized into thorough professionals in their chosen fields. Wipro Academy of Software Excellence (WASE), is the first of its kind in India, it is aiming at preparing some of the best Bachelor of Science students for the applications programming environment. The course can equip fresher graduates with necessary skills to work in applications in a good software company, instilling the need for a quality processes.
- Wipro Infotech Master of Science (WIMS), another unique model of employment offered by Wipro, aims at preparing fresh BCA and BSc graduates for IT infrastructure Management services. It is an effort where trainings in Information Technology/Computer Engineering is offered to the students with practical exposure to the corporates in Service industry.

These programs register every student for an 8 semester Wipro sponsored MS course with the Birla Institute of Technology and Science (BITS - Pilani). Candidates will get to work on live projects and earn a monthly stipend.

- Wipro Leaders Program: Wipro not only grooms employees' talent but also bring out the leader in the employee. Wipro's Leadership Program gears the employee to take the challenge for successfully heading large and strong teams. The program is designed to identify the specific actions and attitudes that constitute the Wipro leader's qualities. It examines how every manager rates against these qualities, provide an understanding of how the required skills and competencies can be developed and plan about what each individual can do to strengthen his or her leadership qualities and skills.
- **WIBGYOR - Competency Framework:** WIBGYOR which stands for Wipro's Career Bands Gives You Opportunities & Responsibilities defines the

behavioural competencies that need to be demonstrated. These competencies are defined role wise.

- Recreation: The best workouts according to fitness experts are the ones that include the mind, spirit and body. Wipro offers the employees a state-of-the-art gymnasium and recreational facility-The Arena. The recreation facilities like basketball/ tennis/ indoor games and mini gym can be availed free of cost here. There are no membership/batches required for utilizing these facilities .
- Work Recognition - Wipro's Equal Opportunity, Employment Policy and Policy Prohibiting Discrimination and Harassment: Wipro's policy is that applicants are considered for employment solely on the basis of their qualifications and competencies. Wipro's hiring policy is geared to ensure that Wipro hires employees without regard to their race, colour, religion, national origin, citizenship, age, sex, marital status, ancestry, physical or mental disability, medical condition, socioeconomic background or sexual orientation.
- Recruitment Strategies: Wipro today employs more than 120,000 persons and every year 25 to 30 thousand persons are employed. Its primary strategy is to recruit non-engineering graduates, in addition to engineering graduates and make them fit into the slot. It is also a strategy to have a mix of 60 % fresher's and 40 per cent experienced in the workforce. The

Company has also the campus recruitment in place. In fact, the Wipro technologies have a sizeable large HR Department with a larger Recruitment division. The number of employees to be recruited every year – both for new jobs created and the vacancies created by the leavers – necessitates the larger recruitment wing within the HR Department.

- It is also a fact that Wipro's HR solution enables end to end Recruitment Process Outsourcing (RPO) model enveloping sourcing to position closure

activities. Wipro's onsite and off-shore campus recruitment supports clients in US, India, UK.

Switzerland, Hong Kong, and Singapore. They help clients on project hiring drives, job fairs, mapping competing organizations, researching niche job boards, etc

- **Employee Attrition and Retention:** The people in employment of Wipro are put -to different job roles and responsibilities and such employee is supposed to be in one role for 1.6 years. After 18 months he/she is required to move to another role. It is a phenomenon in Wipro that after 3 years of stay in Wipro, people move out. This indirectly shows that the company like Wipro is also constantly experiencing the problem of employee attrition.

The attrition rate in Wipro was around 6 to 8 percent a couple of years – during and soon after the global economic downturn. But it has gone up to 18 to 20 percent as of now.

As for the retention of employees in Wipro is concerned, it was found (and also claimed) that the most important retention strategy measures include:

- (1) The Brand name of the Company,
- (2) The career development opportunities the employees have in Wipro,
- (3) The onsite opportunities the employee gets, and various benefits the management provides to the employees in general.

The employees have the benefit from Wipro Academy Software Excellence (WASE); they will continue their studies in BITS Pilani for 4 years in MS program or any other course. Every Wiproites is required to undergo training for 40 hours per annum as designed by the company.

- Retention Strategies also include social security benefits like the : PF, Gratuity, Medical Benefits, and bonus (a small percentage) scheme for high

performers, stock option opportunity, medical insurance, accident insurance, LIC, non-monetary and monetary benefits.

- Personalized rewards are given by teams to anybody in the organization. The employees can decide what reward can be given. Employees are given **service** awards for 5, 10, 15 years. Other than this there are many awards like Business level rewards, best performance awards, CEO Level awards are also given in recognition of the role played by the employees.
- EPS is the formal mechanism to capture employee feedback. This is done through (1) Biennial Employee Perception Survey (EPS), and (2) a shorter dipstick survey (EPS Pulse) which is held between two EPS cycles. The in-house built EPS analytics tool provides breakdown of the results at various levels e.g. geography, business unit, gender, career levels, age, nationality, tenure and enables us to formulate action plans
- Wipro has introduced several initiatives, including a chatbot and a new claims system for partner employees that enable a more simplified and smoother experience at work. Through an online learning system, they can also develop various skills and competencies.
- Occupational Health and Safety Assessment Series (OHSAS) certification coverage = 90% of the employees covered across 22 locations in India
- Wipro on Air – Global Podcast Series: Within a year of its launch, the podcast has received over 280,000 hits. The Wipro on Air group on Yammer is one of the most engaged groups with 27,000 members.
- Yammer – Internal Social Network: Since its launch in 2014, They have had over 103,500 users, who shared over 2.5 million messages, and formed 10,000 groups. It is currently the largest social engagement tool at Wipro.
- Key Gender Inclusion Programs: An exclusive mentoring program launched for young mothers who are returning to work from their maternity break.
- WoW Nxt Career Advancement Program launched to enable women in junior management to take on middle management roles. 1, 000+ women covered through focused women enablement programs including mentoring at various levels.

- 300+ employees sensitized on disability-related issues such, including the Rights of Persons with Disabilities Act (RPWDA), and how to hire and include PWD at the workplace. Sensitization sessions also included speaker sessions from disability advocate organizations.

4.4 Employee Retention strategies of NIIT Technologies:

Employee Retention Framework at NIIT

Retention strategy is based on a framework which covers strong Talent management processes of:

- Reward and Recognition system
- Performance Oriented Culture
- Associate Satisfaction
- Global Mentoring Program
- Attrition Profiling
- Continuous Learning and Competency Assessment
- Work Life Balance

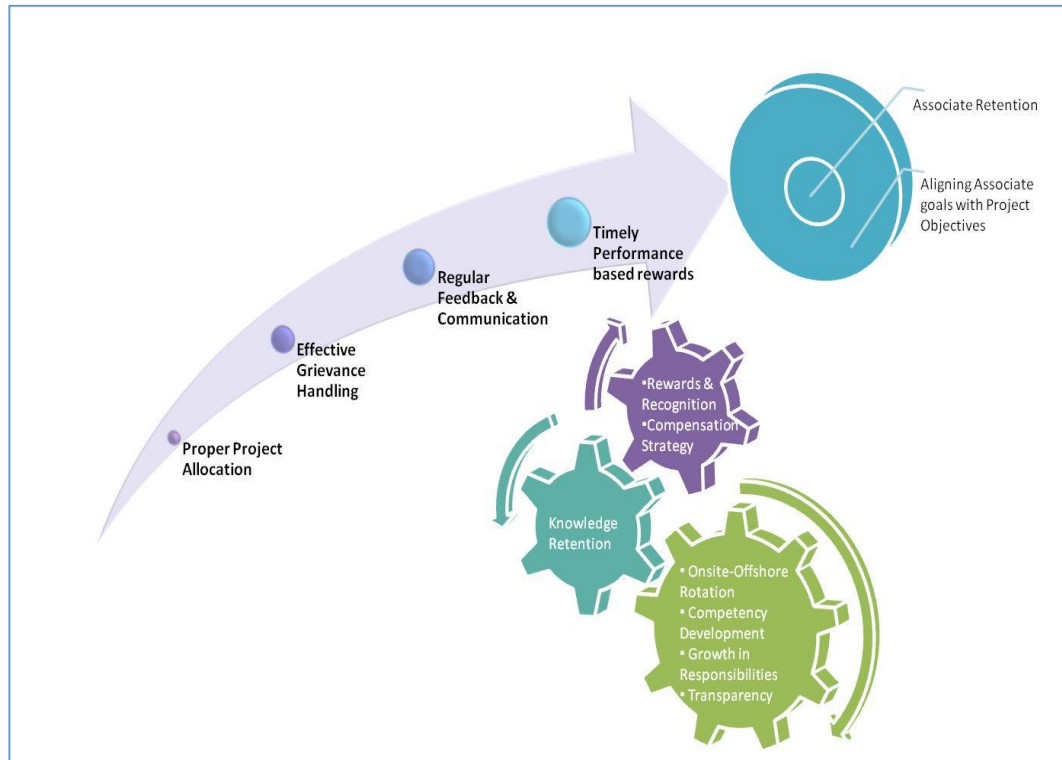


Figure: Resource Retention Strategies

- NIIT Resource Mapping Group (RMG) as explained in the earlier section NIIT Staffing Approach will allocate the associate to Client QA engagement which will matches his/her competencies where the associate is provided with a motivating work environment and ample growth opportunities in the area of his/her interest.
- In NIIT, HR policies are associate friendly enabling them to voice their opinions, views and grievances through multiple channels. Initiatives like, PEEP (Proactive Employee Engagement Program) which is a one-to-one interaction with between the associate and senior management, providing an effective platform for communication.
- Pulse, an employee satisfaction survey will enable NIIT to address the issues and develop action plans on various level. These initiatives will help identify the ground level issues and address them effectively.

- As the 1st step, to enable women continue to be in workforce after maternity, they setup our Cradle, which is the ‘home away from home’ for the little NIITians. Thereafter, they launched EMPOWER, which signifies.
- Sent some of the Returning Mothers for ‘Breakthrough– career resilience’ an external program spanning 8 months.
- Leaders were educated on unconscious biases through the ‘With Due Respect’ program series.
- Key Benefits for NIITians ELSA: Enabling Embedded Learning Give NIITians the ability to search, discover, and learn in the context of their everyday work using the Embedded Learning Synchronized Assistant (ELSA) browser plug-in
- Key Benefits for NIITians ELSA: Enabling Embedded Learning Give NIITians the ability to search, discover, and learn in the context of their everyday work using the Embedded Learning Synchronized Assistant (ELSA) browser plug-in
- “The NTL Global Leadership Program” which is the essential management development program that lays the foundation to step into executive leadership. This is designed to help senior business leaders thrive in a global environment and also help the core team develop holistic leadership skills from a Business and People perspective.
- As part of the culture change journey, which has been driven by the service vision, “New Ideas, More Value”, NIITians have undergone the ‘Uplift Your Service’ Training Program
- Competency Development: Competency Development program is facilitated through several initiatives like, Continuous Learning Program (CLP): CLP is a manifestation of the NIIT’ commitment to the continuous growth of its associates. CLP will enable associates working in Client engagement to be trained on Technologies, Domains, Processes and Soft skills. These programs will be based on Client project needs, technology requirement and business directions.

- **Leadership Development Programs (LDP):** LDP focuses mainly on creating an environment that provides equal opportunities for associates at different levels to take up leadership positions in India and across the globe. Associates will be trained in leadership skills, team building, analytical & decision making skills.
- **Foreign Language initiative (FLI):** Based on Client's requirement, associates will be trained in required Language and workshops on cross-cultural etiquette will be conducted in collaboration with Assurance Academy.
- **Knowledge Retention:**
NIIT will effectively mitigate the risk of Knowledge erosion associated with movement of associates out of the Client engagement owing to inevitable reasons, through robust processes for resource planning, backups, succession planning, induction and transition planning. NIIT will use the techniques given in the figure below to ensure that consistent Test knowledge base is created and retained for Client project.

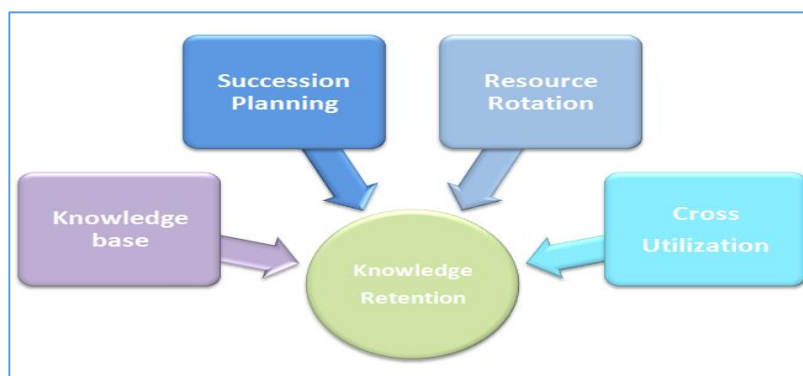


Figure 4.2: Knowledge Retention Strategies

- **Succession Planning:** Backup resources are identified for all Key roles in Client Engagement. Gap analysis on the skills would be done on the backup resource to come up with an appropriate training plan. This practice facilitates smooth process for workforce succession. For Succession Planning, information like role of the associate to be replaced, planned release date, skills and competencies required for the position are gathered.

Based on this an appropriate back up is selected and trained for the replacement.

- **Resource Rotation:** Onsite / Offshore: Resource would be rotated periodically between Onsite and Offshore to ensure there is consistent maintenance of testing knowledge. **Role Movement:** There would be upward movement of associates across Test analyst, Test Lead and Test Manager
- **Cross Utilization:** Flexi resource team for testing will be trained across various processes and applications so that they can be shared across the Client projects. The Flex team will be a logical pool to source a replacement for an associate in core team who has to be released. At such time, NIIT will consider the experience level of the associate in the relevant application area. This will ensure a minimal learning curve and handover time in such eventualities.
- **Benefits:** Effective Resource Retention through the defined strategies. Continuous improvement in the competency level of associates throughout the engagement. Efficient succession planning and replacement of associates in case of absence or release. Reduced time and effort in training a new resource brought into the engagement. Knowledge Retention enabling quick induction and transition of new associates ensuring continuity of testing services.
- The Human Resource initiatives of the Company in the year achieved many significant milestones while continuing to be in constant alignment with the business strategy. The PCMM Re-certification journey that they embarked on has led to increased focus on talent forecasting, fulfilment, succession planning and continuous capability improvement at individual and team level.
- INSPIRE is a reward and recognition portal helping in recognizing and rewarding staff members for each value creation instance
Continuing with the service vision of “New Ideas, More Value” the company launched two new portals INSPIRE & Ignite. INSPIRE is a reward

and recognition portal helping in recognizing and rewarding staff members for each value creation instance, and Ignite is platform to generate, share, brainstorm, evaluate and implement new ideas. In the journey of uplifting the service culture, over 2500 NIITians have already undergone Uplift Your Service training and the next batch of 2500 NIITians will get trained in the coming 12 months.

- Ignite is a platform to generate, share, brainstorm, evaluate and implement new ideas. In the journey of uplifting the service culture, over 2500 NIITians have already undergone Uplift Your Service training and the next batch of 2500 NIITians will get trained in the coming 12 months.
- Close to 864,000 hours of training was delivered by SEED (School for Employee Education Development) using class room, remote and online platforms contributing to average increase of 26% in competency levels of staff.
- Learning initiatives continued to focus on competency building around Business Analysis, Large and Complex Program Management, Agile methodologies & Managed Services areas. Content based training supported with integrated coaching model has enhanced training effectiveness. The NAFL (NTL Academy of Future Leaders) continued to grow this year with the academy introducing personalized coaching for leaders for enhanced effectiveness and continuity.
- CARE, the NIITians Assistance Program continued to add value by providing assistance in both personal and professional areas. Seminars on topics like Creating Positive Networks, Adding more to Life have been added to the list of topics.
- The Company finalized a Cashless Group Mediciclaim policy. With the help of this well-defined and tailor-made policy, the focus is to provide each NIITian with a stress free claim experience in times of need. All the initiatives played a critical role in managing attrition to levels below other industry competitors.

- NIIT has adopted a competitive compensation model based on the principle of Economic Value Added (EVA). Here, individuals and teams are compensated on the basis of performance and value created by them. According to this model, the incentive given to an employee depends on Organisational Performance and Performance of the individual.

NIIT believes that EVA-based performance pay is a key motivator for its employees and translates into value-additions for itself, its employees, as well as its customers.

Chapter 5. Evaluation of present policies for Employee Retention in some selected IT organisations

5.1 Evaluation of retention strategies through segregated categories for the study

For the purpose of Research, Employee retention measures has evaluated on the basis of companies existing employee retention policies and survey questionnaire, These measure have been segregated on the following heads as mentioned below:

1. Management Policies: People want to work for companies which has good reputation even if they get less salary, so keeping employees satisfied is an important task of the organisation and its management.

Here creating a work environment where people enjoy what they do, let them feel like they have a purpose and providing them the tools and training to reach their

potential. Organisations which follow all these effectively, such organisations do succeed in managing attrition quite effectively. This Section has several parameters such as company brand, effective retention policies, rehiring process, internal promotion, performance appraisal system, exit interview, attractive compensation policy, salary as per employee performance, cordial relationship of management with employees and best HR practices.

Organisational Internal Factors can be explained further in these categories:

2. Compensation Policy: Financial factor is the major reason of attrition hence organisations too provides benefits and compensation as per market so they can retain their manpower. IT has many parameters such as competitive salary package, policy of compensation, cash awards, referral bonus, education of children, policy of reimbursements and retirement plans etc.

3. Non-Financial Factors: It is divided further in three categories:

Quality of Work-life Policies: This Strategy implies creating a positive environment by way of building a balance between personal and professional life of an employee and act as a supportive workplace. Fulfil the promises given to employees, such organisations do succeed in managing attrition quite effectively. Mentioned parameters are as follows management flexibility for sanctioning leave for personal work etc., employee engagement activities, good culture and environment, transfers to desirable locations, time offs and sabbaticals, flexible working hours, follows appropriate Acts and Regulations, best physical workplace, feedback on employee performance, employee safety, measures for health and safety, separation policy, medical assistance, transportation, accommodation, diversity, disabilities, nationalities, underprivileged people related policies.

Reward and Recognition: People have a basic human need to feel appreciated and respected. Recognition is a powerful strategy in improving morale, employee retention, and energizing the manpower. Recognizing programs help meet that

need as well as create alignment between business goals and the behaviours needed for organisational success. The parameters analysed here are service awards, rewards for leadership, best performance rewards, non-cash rewards and recognition and wellbeing of employees.

Ideas and Employee Suggestions: Ideas and suggestions programs helps in Improving Employee Morale as it helps in improving their own programs and processes, which contributes in employees Job satisfaction, helps in creating ownership and build team spirit. It can help in improving customer satisfaction also. It consist of innovative ideas of employees, new invention recognition awards and employees suggestions.

4. External Environmental Factors: When an employee reach at that stage where the quitting intention arise due to several reasons ,that is the time External Market or Environment Factors plays important role in fulfilling that intentions, if External IT Market is favourable and there are plenty of Job opportunities are available there then organisations takes more efforts to retain employees. And if the reverse is the case when External Market is not favourable, in this scenario employee sticks with the organisation and does not even intend to quit. Companies even updates compensation policies and technologies opportunities for existing employees as per External Job Market to become competitive.

5. Employee Career and Development Policies: Employee Career and Development Policies are helpful in assisting and guidance to employees for their career. These policies are helpful to employees in finding realistic goals and objectives ,This will also foster better communication between employees and management, Also this allows employees gets feedback on their performance.

- **Education:** Further higher studies are most common reason of attrition in IT Companies at the same time updating skills through education is also very important. Education of employee's children also been taking care by employers to retain employees. Parameters included are support for higher qualification and opportunity for formal higher courses studies.

- **Skill Enhancement:** Through skill development or skill enhancement programs, higher positions can be achieved also skill can be refreshed. Included parameters are skill enhancement of employees, on job training, opportunity for self-training, skill certification and incentives for completion of trainings.
- **Training Program:** One reason why employees leave their job is because they reach a plateau and begin looking for new challenges outside. So need to prevent plateau employees. Many a times the management need to invent in house new jobs for experienced and other employees to keep the employees interested. For many people, learning skills and improving their potential is just as important as the money they make, business that identifies career paths and provides developmental opportunities for their employees within organisation has more retention. It implies that there is need to understand the value of training and development.

Induction: Career development starts with induction training till behavioural training at the same time continuous education learning and skill development is also very crucial. There are certain parameters included in this category which is as follows initial induction training, conveys rules and regulations, informs about privileges in the organisation, training and development plans for employees and providing job descriptions to employees.

Behavioural Training: Behavioural training helps in getting right professional attitude which helps in individual growth. Parameters included are personal, technical and employability trainings, support for attending workshops and seminars, mentor to help employees for their development and leadership trainings.

6. Employee Job Satisfaction: The last category helped to get feedback and suggestion from current employee for the retention policies of the companies. Parameters adopted are as follows satisfaction with job, satisfaction with retention

policies, feeling valued in the company, achieving career goals while working with respective company, how many colleague left company in last three years, most important aspect of retention, numbers of companies worked prior to the company, what is the reason of being retained with the company and reason of leaving last company.

7. Tactics adopted by Employees to be retained within the Company (Self-Efforts):

The way Employer takes efforts for employee retention similarly Employee himself takes effort to be retrained with the organisation. Most of the studies as per the secondary research talks about employer ways of retaining employees but here Researcher has studied respondent's inputs and opinions for their self-efforts which substantially matters for the retention. Parameters included are self-reskilling, efforts for knowing company more, maintain cordial relationships with managers and meeting all deadlines.

8. Female Employees Retention Policies of the company: In IT Companies in India, around 30% of the total strength of the employees are Females and the ratio is increasing at a faster pace. In near future it is expected to become 50 % or more the reason being the IT Companies provides good safe working environment with all world-class facilities and amenities. In olden days for females few occupations were thought to be suitable like teaching and bank jobs but in today's time especially in metros and big cities majority of female workforce belongs to IT fraternity because of its female's oriented policies. Parameters included are Work ethics regarding females, Maternity leave benefits, Child care support, Post maternity trainings, Policy for transfer to desired locations post marriage, adequate women safety measures, flexibility for mothers of infants, satisfaction for female policies, work from home for new mothers and suggestion for female related practices which company needs to adopt.

Statements to understand ex-employees of NIIT/TCS/Wipro/Infosys.

In this study Researcher has thought to take insights from Ex-employees too from the selected companies to get to know the exact reasons of their leaving and get real-time information about effectiveness or scarcity along with their suggestions for the retention policies in the respective companies. Parameters for evaluation are as follows: reason of their leaving, what measures could have been done to stop them, re-joining of the company and referring to someone.

5.2 Evaluation of measures of retaining people in selected IT organisations through response Analysis

5.2.1 Company wise and overall responses analysis of Management Policies

5.2.1.1 Company wise evaluation of Management Policy with relevance to Employee Retention

Management Policies section consisted of 10 statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 50. Company wise analysis provided respondents total score obtained for 10 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

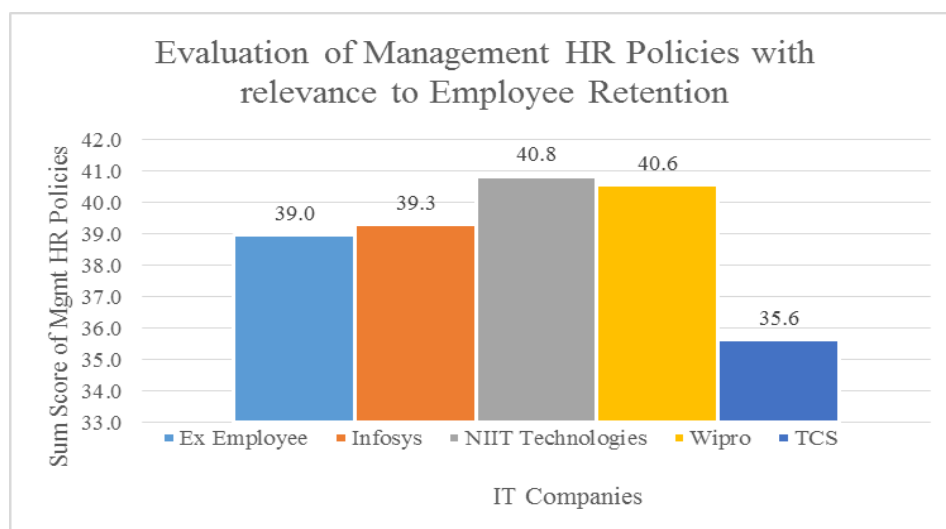


Figure 25: Company wise Evaluation of Management Policies with relevance to Employee Retention

Interpretation:

It can be observed here that NIIT has got highest score that is (Average) 40.8 for management policy agreement score , Wipro got 40.6 score , Infosys got 39.3, Ex-employee of all these companies have got 39 And TCS has got the lowest 35.6

According to respondent's perception, it indicates that NIIT Technologies has received highest agreement level for Management HR Policies with relevance to Employee Retention followed by Wipro, Infosys, and Ex- employees. And TCS.

5.2.1.2 Overall responses analysis for Management Policies

It provides total Score of Responses for Management Policy statements, Total Response size is 310 however respondents has not provided their responses to some of the statement. For the statements , where the responses are provided, Frequency analysis and percentage table is created to measure their agreement level for retention policies.

Below are summary of Score of Responses for Management Policy with relevance to Employee Retention

Table 24 : Score of Responses for Management Policies: Frequency Table

Management Policies with relevance to Employee Retention	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company is a reputed one among IT industry and company has good future growth prospects.	99	199	8	0	2	308
Company has effective retention Practices.	21	223	25	12	6	287
Company is having the process of rehiring of employees.	133	21	91	11	52	308

Company provides Internal promotion policy	53	194	51	6	2	306
Company is having continuous performance appraisal system for employees	31	235	30	3	3	302
Company conducts exit interviews to know the reason of leaving the company	193	63	35	4	6	301
Company compensation policy is attractive	7	205	61	21	11	305
Company pays according to employees performance	14	225	39	19	6	303
Management and my immediate manager keeps cordial relation with me	23	227	27	6	4	287
Company has best HR practices with specific reference to Retention practices	11	209	45	15	6	286

Table 25: Respondent Score on Management Policies: Percentage Table

Management Policy with relevance to Employee Retention	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company is a reputed one among IT industry and company has good future growth prospects.	32%	65%	3%	0%	1%	100%
Company has effective retention Practices.	7%	78%	9%	4%	2%	100%
Company is having the process of rehiring of employees.	43%	7%	30%	4%	17%	100%

Company provides Internal promotion policy	17%	63%	17%	2%	1%	100%
Company is having continuous performance appraisal system for employees	10%	78%	10%	1%	1%	100%
Company conducts exit interviews to know the reason of leaving the company	64%	21%	12%	1%	2%	100%
Company compensation policy is attractive	2%	67%	20%	7%	4%	100%
Company pays according to employee performance	5%	74%	13%	6%	2%	100%
Management and my immediate manager keeps cordial relation with me	8%	79%	9%	2%	1%	100%
Company has best HR practices with specific reference to Retention practices	4%	73%	16%	5%	2%	100%

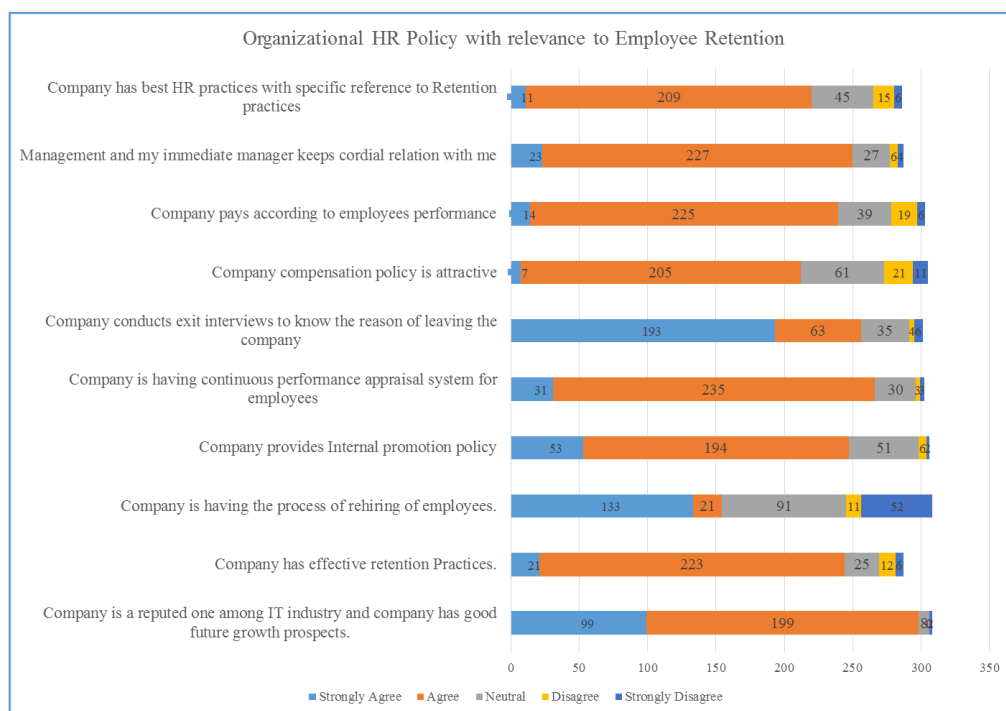


Figure 26: Management Policies - Respondent Perception

Interpretation:

Most of the respondent either strongly agree or agree with management policies specific to retention. Listed below top most agreed Management policies with respect to Retention Polices as per Employees.

97 % of the respondents are agree strongly agree that company is reputed among IT industry

88% of the respondents agree or strongly agree that Company has Continuous Performance Appraisal System for Employees and Manager keeps Cordial Relationship with Employees

85% of the respondent agree strongly agree that Company conducts exit interviews to know Reason of Leaving and Company has Effective Retention practice.

79 % of respondent agree strongly agree that Company pays according to employees performance.

Findings on Respondent Disagreement with Management Policies respect to Company Retention are mentioned below:-

However 20 % of respondent disagree or strongly disagree that Company Rehires their Employee. TCS has recently amended their policies and stop rehiring their employees who leave their organisation.

10 % of the Respondent disagree or strongly disagree that the Company compensation policy is attractive.

5.2.2 Company wise and overall responses analysis of Compensation Policies

5.2.2.1 Evaluation of compensation Policy with relevance to retention of employees

Compensation policies section consisted of 7 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 35. company wise analysis provides respondents total score obtained for 7 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

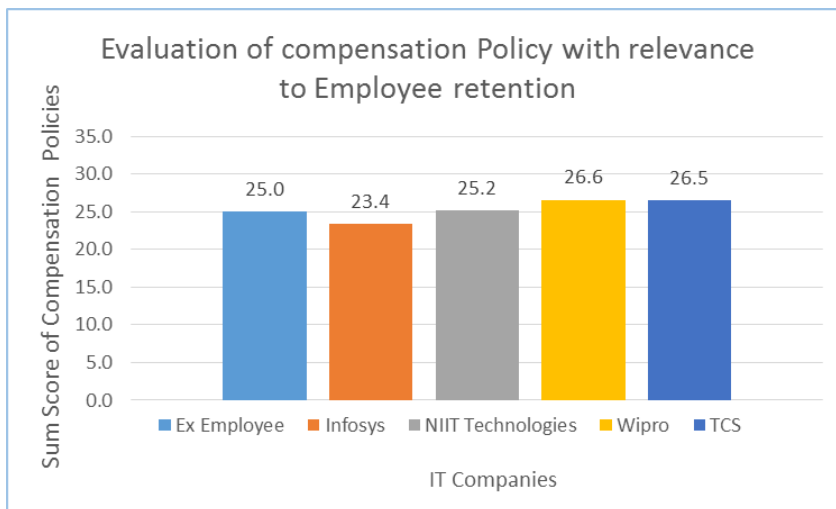


Figure 27: Evaluation of compensation Policy with relevance to retention of employees

Interpretation:

This section consisted of 7 statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 35.

It can be observed here that Wipro has got highest score that is (Average) 26.6 for Compensation Policy's agreement score, TCS got 26.5 as a score, NIIT got 25.2, Ex-employee of all these companies have got 25 and Infosys has got the lowest 23.4

According to respondent's perception, the difference is not that significant for Employee perception on Compensation Policies with reference to retention policy and on an average most of the respondent from different IT companies have approximately similar perception about compensation policies as the scores are in range of 26 to 23.

5.2.2.2 Overall responses about Compensation Policies:

Below are summary of total responses score for Compensation policies provided by respondents

Table 26 Compensation Policies: - Agreement Summary

Compensation Policy with relevance to retention of employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Are you satisfied with Salary Package	4	188	24	28	10	254
Are you satisfied with overall Company Compensation policy	7	197	30	21	5	260
Company Provides Cash Awards	107	15	77	13	40	252
Company Provides referral bonus	119	16	111	0	15	261
Company has good policy of Reimbursement	19	125	95	9	4	252
Company encourages and supports the education of children	12	158	108	14	8	300

Company supports retirement plans	0	93	147	19	0	259
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Table 27: Compensation Policies- Agreement Percentage

Compensation Policy with relevance to retention of employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Are you satisfied with Salary Package	2%	74%	9%	11%	4%	100%
Are you satisfied with overall Company Compensation policy	3%	76%	12%	8%	2%	100%
Company Provides Cash Awards	42%	6%	31%	5%	16%	100%
Company Provides referral bonus	46%	6%	43%	0%	6%	100%
Company has good policy of Reimbursement	8%	50%	38%	4%	2%	100%
Company encourages and supports the education of children	4%	53%	36%	5%	3%	100%
Company supports retirement plans	0%	36%	57%	7%	0%	100%

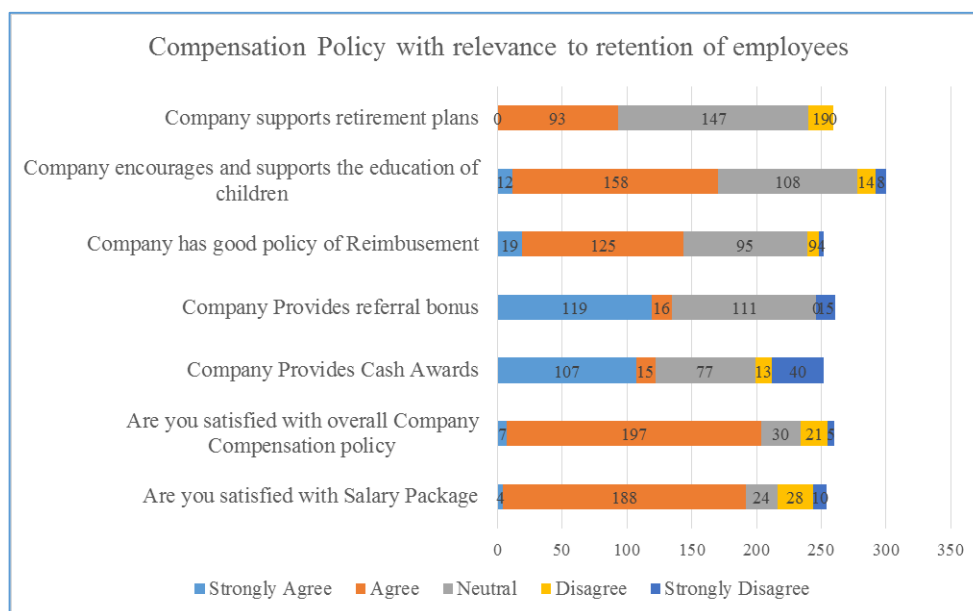


Figure 28: Compensation Policies - Respondent Perception

Interpretation:

- 78 % of the respondent are Agree or strongly agree with overall Company Compensation policy
- 76 % of the respondent are Agree or strongly agree with their Salary Package

Key findings of Respondent Disagreement with Financial Benefit Policies are mentioned below: -

- 21% of respondent disagree or strongly disagree that Company provides Cash Awards. Most of the Selected IT companies do not provide Cash Awards and Awards are mostly non- monetary in Nature such as Recognition within Team, Certificates, etc. these awards are sometimes known as Sticky Awards i.e. Awards is always retained by the employees always.

5.2.3 Company wise and overall responses analysis of Non-financial policies

5.2.3.1 Non-Financial Policies

a) Quality of Work Life

Below are summary of Responses for Non- Financial Benefits - Quality of Work Life:

Quality of Work life policies section consisted of 16 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 80. Company wise analysis provides respondents total score obtained for 16 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

Table 28: Non-Financial Policies- QWL Agreement Summary

Quality of Work Life Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Management is flexible in sanctioning leave for the personal social activities	15	193	51	4	0	263
Company support Employee engagement activities	23	205	23	2	2	255
Company has a good culture and working environment	41	195	19	2	2	259
Company provides transfers to desirable locations/branches	11	147	77	12	3	250
Company provides time off and sabbaticals	13	135	155	9	0	312
Company is open for flexible working hours	28	176	74	18	2	298
Company complies with all the appropriate Acts and Regulation required for employees.	21	185	53	2	0	261
Company provides best physical workplace	27	230	36	11	0	304

Company provides specific feedback on the employee's performance	12	225	49	12	0	298
Company takes care of employee safety	59	229	15	0	0	303
Company follows adequate measures for employees Health and safety	59	177	21	2	0	259
Company has hassle free separation policies like 1tice period and exit formalities, etc	25	145	89	6	2	267
Company provides medical assistance/ facilities for me and my family	37	167	51	2	0	257
Company Provides Transportation /Accommodation facility if required	15	163	77	6	4	265
Company has adequate Policies related to Diversity, Nationalities, Persons with Disability etc.	40	169	67	4	0	280
Management cares for the well-being of the employees.	26	248	23	5	2	304

Table 29: Non-Financial Policies- QWL Agreement Percentage

Quality of Work Life Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Management is flexible in sanctioning leave for the personal social activities	6%	73%	19%	2%	0%	100%
Company support Employee engagement activities	9%	80%	9%	1%	1%	100%
Company has a good culture and working environment	16%	75%	7%	1%	1%	100%

Company provides transfers to desirable locations/branches	4%	59%	31%	5%	1%	100%
Company provides time off and sabbaticals	4%	43%	50%	3%	0%	100%
Company is open for flexible working hours	9%	59%	25%	6%	1%	100%
Company complies with all the appropriate Acts and Regulation required for employees.	8%	71%	20%	1%	0%	100%
Company provides best physical workplace	9%	76%	12%	4%	0%	100%
Company provides specific feedback on the employee's performance	4%	76%	16%	4%	0%	100%
Company takes care of employee safety	19%	76%	5%	0%	0%	100%
Company follows adequate measures for employees Health and safety	23%	68%	8%	1%	0%	100%
Company has hassle free separation policies like 1tice period and exit formalities, etc	9%	54%	33%	2%	1%	100%
Company provides medical assistance/ facilities for me and my family	14%	65%	20%	1%	0%	100%
Company Provides Transportation /Accommodation facility if required	6%	62%	29%	2%	2%	100%
Company has adequate Policies related to Diversity, Nationalities, Persons with Disability etc.	14%	60%	24%	1%	0%	100%
Management cares for the well-being of the employees.	9%	82%	8%	2%	1%	100%

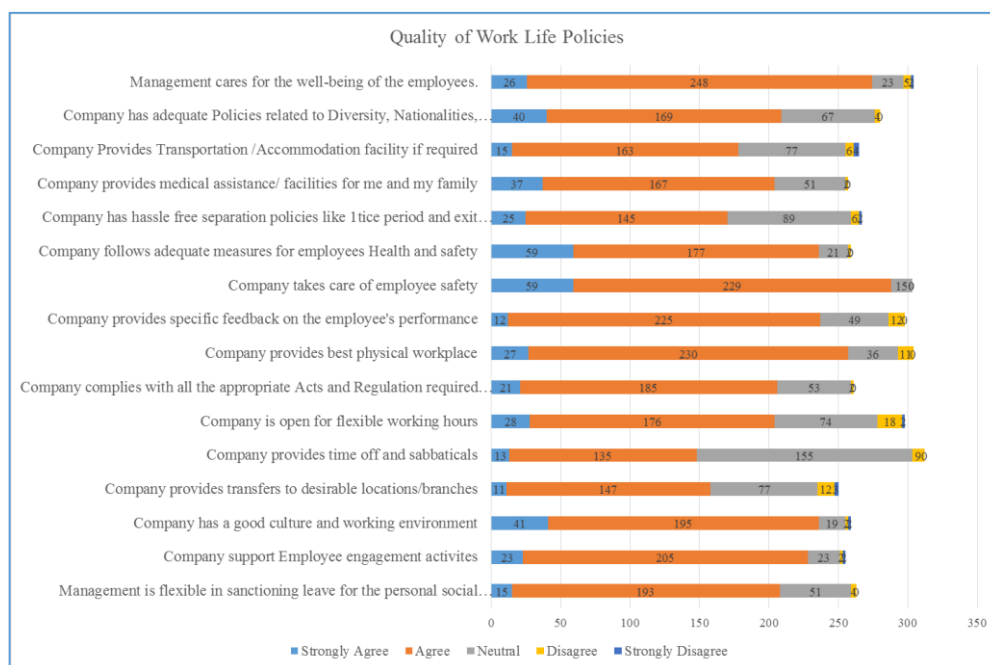


Figure 29: Non-Financial Policies- QWL- Respondent Perception

Interpretation:

95% of Employee agree or strongly agree that Company takes care of employee safety

91 % of Employee agree or strongly agree that Company follows adequate measures for employees Health and safety

90 % of Employee agree or strongly agree that Management cares for the well-being of the employees.

This indicated that Majority of Employee believe that the Health and safety standards are followed by Companies and Companies takes effort for Employee well-being.

b) Rewards and Recognition

Below are summary of Responses for Non- Financial Benefits - Rewards and Recognition (R&R), Provided by respondents

Table 30: Non-Financial Policies- R&R Agreement Summary

R&R Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company provides a service award for employees.	213	63	31	0	0	307
Company recognizes the innovative ideas of employees	25	237	33	6	2	303
Company identifies and rewards the best performances	23	245	32	5	0	305
Company is providing non-cash rewards and recognition	16	245	34	1	0	296

Table 31: Non-Financial Policies- R&R Agreement Percentage

R&R Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company provides a service award for employees.	69%	21%	10%	0%	0%	100%
Company recognizes the innovative ideas of employees	8%	78%	11%	2%	1%	100%
Company identifies and rewards the best performances	8%	80%	10%	2%	0%	100%
Company is providing non-cash rewards and recognition	5%	83%	11%	0%	0%	100%

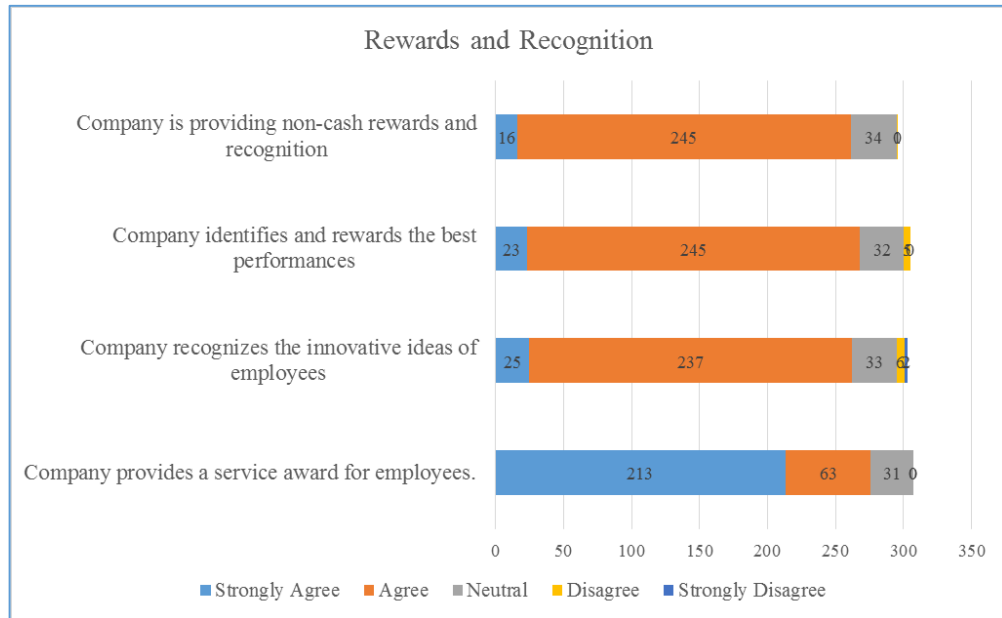


Figure 30: Non-Financial Benefits- R&R Respondent Perception

Interpretation:

- 90 % of the respondent agree or strongly agree that Company provides a service award for employees and Company Management takes cares for the well-being of the employees.
- 88% of the respondent agree or strongly agree that Company is providing non-cash rewards and recognition.
- 88% of the respondent agree or strongly agree that Company identifies and rewards the best performances and Company recognizes the innovative ideas of employees

c) Idea and Suggestions

Below are respondent's responses for Idea and suggestions policies Respondents Summary

Table 32: - Idea and Suggestions Agreement Summary

Ideas and Suggestions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company provides new invention recognition awards for Patent filing and granted etc.	12	189	59	3	2	265
Company identifies and rewards the leadership of Employees	14	231	59	3	0	307

Non-Financial Policies- Idea and suggestions Frequency Summary

Table 33: - Idea and Suggestions Agreement Summary in percentage

Ideas and Suggestions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company provides new invention recognition awards for Patent filing and granted etc.	5%	71%	22%	1%	1%	100%
Company identifies and rewards the leadership of Employees	5%	75%	19%	1%	0%	100%

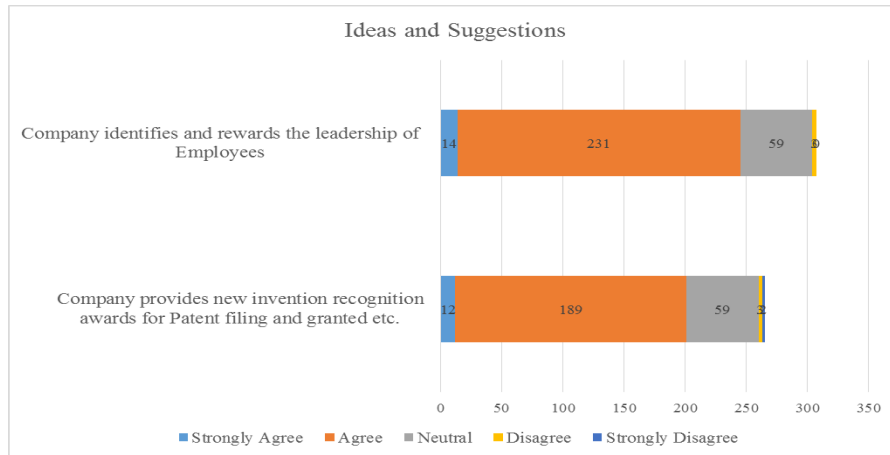


Figure 31: Idea and Suggestions Agreement Summary

Interpretations:

- 80 % of the respondent agree or strongly agree that Company identifies and rewards the leadership of Employees
- 76% of the respondent agree or strongly agree that Company provides new invention recognition awards for Patent filing and granted etc.

5.2.4 Company wise and overall responses analysis of Career and development policies

5.2.4.1 Evaluation of Career and Development Policies of all the companies

Career and Development policies section consisted of 16 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 80. Career and development analysis provides total score obtained for 16 statements as per respondents that are currently working in these selected IT organisation or had earlier worked in these organisation.

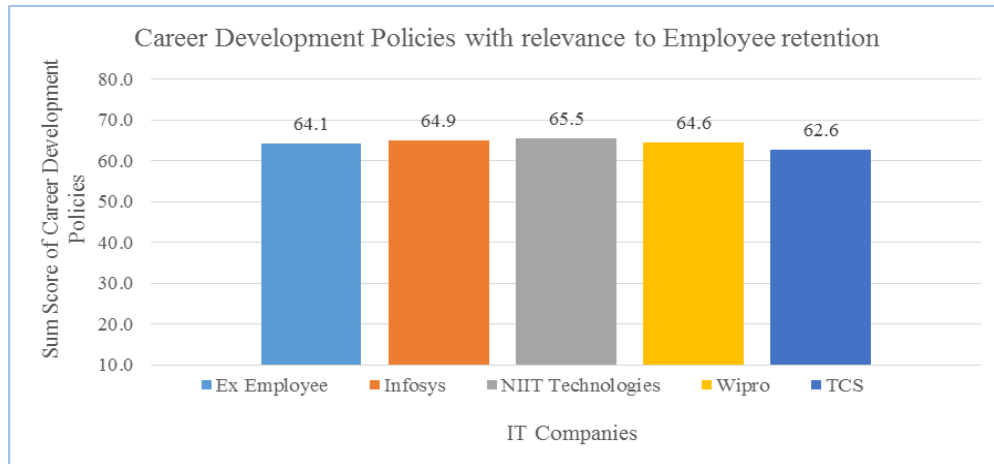


Figure 32: Evaluation of Career and Development Policies of all the companies

Interpretation:

This section consisted of 16 statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 80.

It can be observed here that NIIT Tech has got highest score that is (Average) 65.5 for Career and Development Policy's agreement score, Infosys has 64.9 as a score, Wipro got 64.6, Ex-employee of all these companies have got 64.1 and TCS has got the lowest 62.6

According to respondent's perception, the difference is not that significant for Employee perception on Career and Development Policies with reference to retention policy and on an average most of the respondent from different IT companies have approximately similar perception as the scores are in range of 65 to 62.

5.2.4.2 Career and Development Policies

Below are summary of total responses for Career and Development Policies, Provided by respondents

Table 34: Career and Development Policies Agreement Summary

Career and Development Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company supports employees for the higher qualifications.	21	213	51	10	0	295

Company provides opportunity for Higher educational by enrolling into Certified Formal professional Courses	19	225	52	5	2	303
Company supports skill enhancement of employees	35	231	27	5	0	298
Company provides on the job training.	30	247	23	3	0	303
Company provides opportunity for self-Training (Online Training and Offline Training)	43	237	23	3	0	306
Company provides skills certification	29	223	11	4	0	267
Company provides Incentives on successfully completion of certain training program	7	199	35	21	4	266
Company provides initial induction training for the employees.	239	55	13	0	2	309
Company conveys the rules and regulations	235	63	7	0	0	305
Company educates employees about privileges in the Organisation	29	241	32	1	2	305
Management prepares training and development plan for employees	31	245	23	2	4	305
Company provides job description for employees	53	226	17	3	2	301
Company provides inter personal skills, technical and employ-ability training.	27	231	33	5	0	296
Company provides financial support to attend workshops and seminars.	7	211	66	21	2	307
Company provides a mentor to help employees for their development.	21	216	51	11	2	301

Company provides leadership training	37	227	33	8	0	305
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Table 35: Career and Development Policies: Agreement Percentage

Training and Development Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company supports employees for the higher qualifications.	7%	72%	17%	3%	0%	100%
Company provides opportunity for Higher educational by enrolling into Certified Formal professional Courses	6%	74%	17%	2%	1%	100%
Company supports skill enhancement of employees	12%	78%	9%	2%	0%	100%
Company provides on the job training.	10%	82%	8%	1%	0%	100%
Company provides opportunity for self-Training (Online Training and Offline Training)	14%	77%	8%	1%	0%	100%
Company provides skills certification	11%	84%	4%	1%	0%	100%
Company provides Incentives on successfully completion of certain training program	3%	75%	13%	8%	2%	100%
Company provides initial induction training for the employees.	77%	18%	4%	0%	1%	100%
Company conveys the rules and regulations	77%	21%	2%	0%	0%	100%
Company educates employees about privileges in the Organisation	10%	79%	10%	0%	1%	100%
Management prepares training and development plan for employees	10%	80%	8%	1%	1%	100%

Company provides job description for employees	18%	75%	6%	1%	1%	100%
Company provides inter personal skills, technical and employ-ability training.	9%	78%	11%	2%	0%	100%
Company provides financial support to attend workshops and seminars.	2%	69%	21%	7%	1%	100%
Company provides a mentor to help employees for their development.	7%	72%	17%	4%	1%	100%
Company provides leadership training	12%	74%	11%	3%	0%	100%

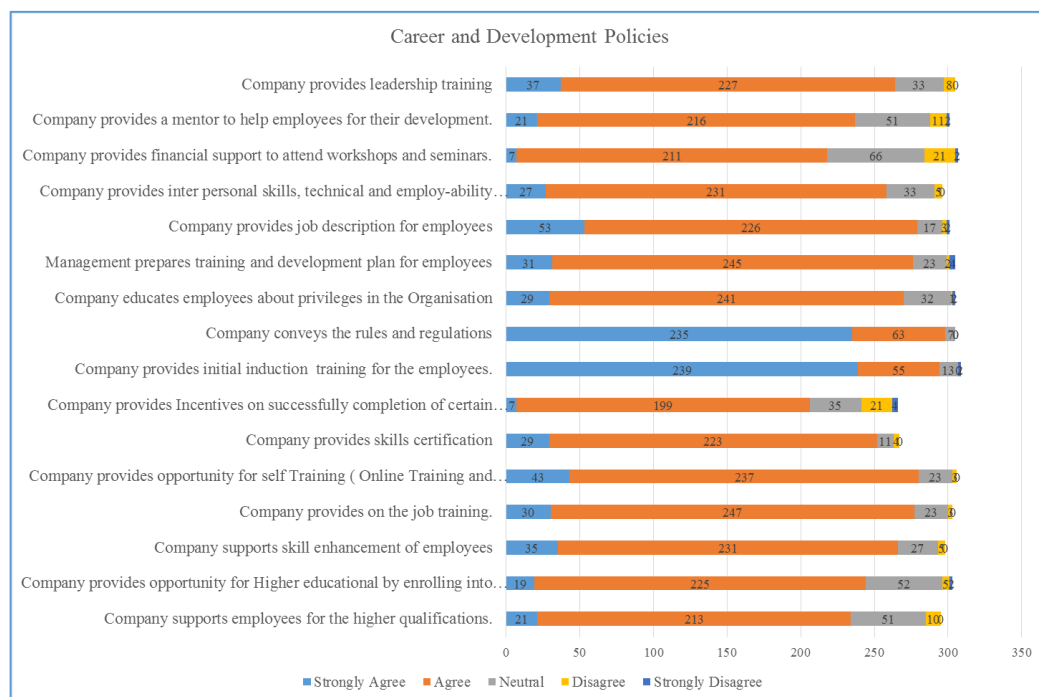


Figure 33: Career and Development - Respondent Perception

Interpretation:

- 98 % of the respondent agree or strongly agree that Company conveys the rules and regulations to the employee.
- 95 % of the respondent agree or strongly agree Company that provides skills certification.

- 95 % of the respondent agree or strongly agree Company provides initial induction training for the employees.

5.2.5 Company wise and overall responses analysis of External environment factors

5.2.5.1 Company wise responses for External Environment Factors

External environment factors section consisted of 4 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 20. External environment factors provided total score obtained for 4 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

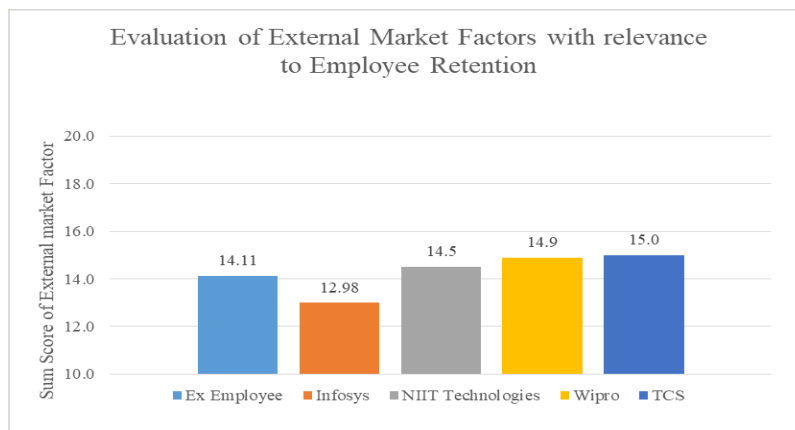


Figure 34: Company wise Evaluation of Respondent perception on External environment

Interpretation:

This section consisted of 4 statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 20.

It can be observed here that TCS has got highest score of 15 for External Environment Factors agreement score , Wipro got 14.9 score , NIIT got 14.5, Ex-employee of all these companies have got 14.11 and Infosys has got the lowest 12.98

According to respondent's perception, it indicates that TCS has received highest agreement level for External Factors followed by Wipro, NIIT Tech, and then Ex-

employees and lastly Infosys. Hence. According to respondent's perception, TCS respondent believes that External Environment factor has significant impact on Company Employee Retention policy.

5.2.5.2 External Market Factor

Below are respondent's responses for External Market Factors

Table 36: External Market Factor – Frequency Table

External Market Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Mgmt1:- Management constantly re-organizes the employees into technology or business groups as per global industry needs to be competitive in the market	14	213	31	2	2	262
External IT Job Market is good and there are better opportunities for me outside	19	215	51	0	0	285
External IT Job Market Is not favorable so I want to stay with this company	0	23	185	28	15	251
Company provides competitive compensations as per external Job Market	0	187	53	31	15	286

Table 37: External Market Factor – Percentage Table

External Market Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Management constantly re-organizes the employees into technology or business groups as per global industry needs to be	5%	81%	12%	1%	1%	100%

competitive in the market						
External IT Job Market is good and there are better opportunities for me outside	7%	75%	18%	0%	0%	100%
External IT Job Market Is not favorable so I want to stay with this company	0%	9%	74%	11%	6%	100%
Company provides competitive compensations as per external Job Market	0%	65%	19%	11%	5%	100%

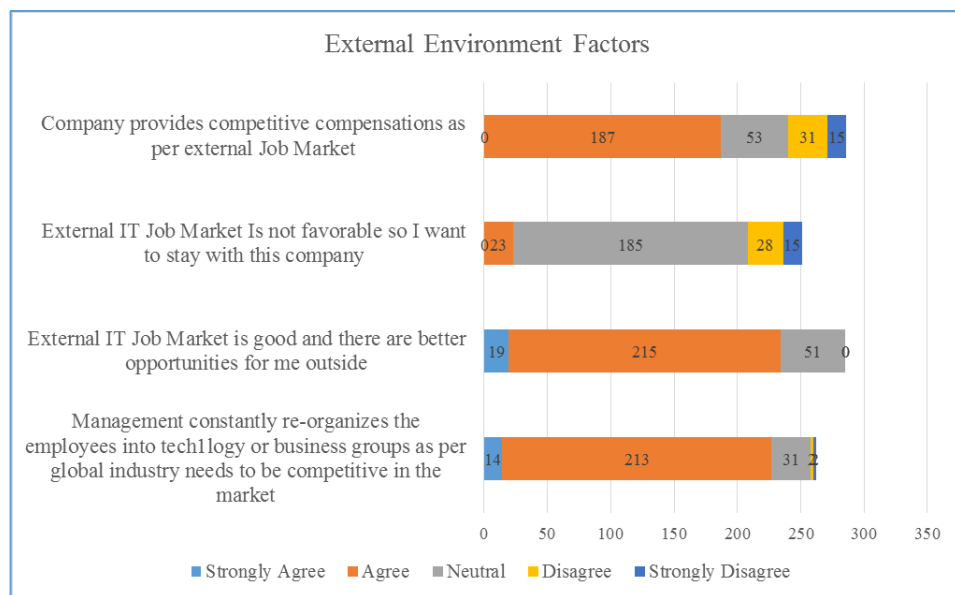


Figure 35: External Environment - Respondent Perception

Interpretations

86% of the respondents agree or strongly agree that Management constantly re-organizes the employees into technology or business groups as per global industry needs to be competitive in the market.

16 % of the respondents Disagree or strongly Disagree that Company provides competitive compensations as per external Job Market.

5.2.6 Company wise and overall responses analysis of External environment factors

5.2.6.1 Evaluation of Employee Job Satisfaction of all the companies

Job Satisfaction policies section consisted of 5 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 25. Company wise analysis provides respondents total score obtained for 5 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

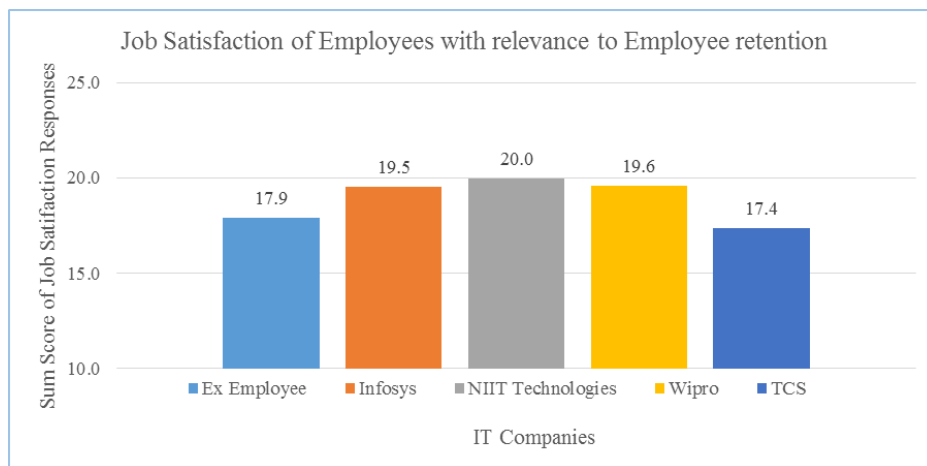


Figure 36: Evaluation of Employee Job Satisfaction with relevance to Retention Policies

Interpretation:

This section consisted of 5 Likert scale statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 25.

It can be observed here that NIIT Tech has got highest score that is (Average) 20 for Employee Job Satisfaction Policy's agreement score , Wipro has got 19.6 as a

score ,Infosys got almost same as 19.5, Ex-employee of all these companies have got 17.9 and TCS has got the lowest 17.4

According to respondent's perception, the difference is not that significant for Employee perception on Employee Job Satisfaction with reference to retention policy and on an average most of the respondent from different IT companies have approximately similar perception as the scores are in range of 20 to 17.

5.2.6.2 Employee Job Satisfaction

Below are the summary of the responses of respondent for Employees' Job satisfaction category

Table 38: Employees' Job Satisfaction Agreement Summary

Employee Job Satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Are you satisfied with your Job	29	227	28	9	4	297
Are you satisfied with company HR retention Policies	9	227	32	9	12	289
Do you feel valued in the company	9	225	27	3	6	270
Are you satisfied with your role and salary package	15	200	45	11	12	283
Will you achieve your career goal by working in this company	18	227	32	12	9	298

Table 39: Employees' Job Satisfaction Percentage Summary

Employee Job Satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Are you satisfied with your Job	10%	76%	9%	3%	1%	100%
Are you satisfied with company HR retention Policies	3%	79%	11%	3%	4%	100%
Do you feel valued in the company	3%	83%	10%	1%	2%	100%
Are you satisfied with your role and salary package	5%	71%	16%	4%	4%	100%
Will you achieve your career goal by working in this company	6%	76%	11%	4%	3%	100%



Figure 37: Job Satisfaction of Employees

Interpretations

87 % of the respondent feel valued within the company.

86 % of the respondent said that they are satisfied with their Jobs.

5.2.7 Company wise and overall responses analysis of Employee self -efforts

5.2.7.1 Evaluation of Self effort taken by Employees to be retained with the companies

Employee self-effort policies section consisted of 4 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 20. Company wise analysis provides respondents total score obtained for 4 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

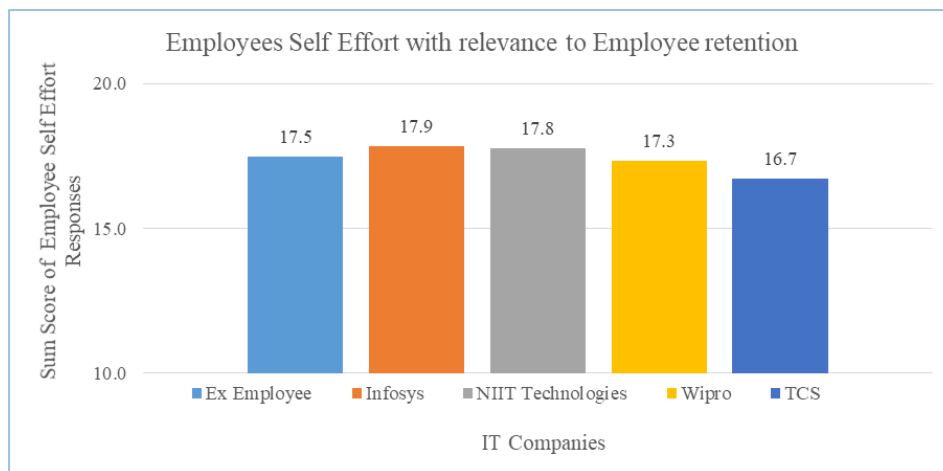


Figure 38: Evaluation of Self effort taken by Employees

Interpretation:

This section consisted of 4 Likert scale statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 20

It can be observed here that Infosys has got the highest score that is (Average) 17.9 for Self-Effort of Employees agreement score, NIIT Tech has got almost similar 17.8 as a score, Ex- Employees of all the companies have got 17.5, Wipro got 17.3 and TCS has got the lowest 16.7

According to respondents perception, The difference is not that significant for Self-Effort of Employees with reference to retention policy and on an average most of the respondent from different IT companies have approximately similar perception

as the scores are in range of 18 to 16, this concludes that Respondent from all selected companies takes effort within company to be retained in the organisation.

5.2.7.2 Employee Tactics – Self Efforts

Below are the summary of the responses of respondent for Self-efforts (Employee Tactics)

Table 40: Employee Self Effort Agreement Summary

Employee Self Efforts	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
I am taking effort in reskilling myself (Technical/In-Technical Skill) for future opportunities within the company	127	155	4	1	3	290
I am taking efforts in knowing the company / Department / Project /Business Unit	106	151	27	1	0	285
I maintain cordial relationship with existing manager or newly appointed manager	123	135	21	0	0	279
I meet all deadlines set as part of job responsibilities.	137	129	18	0	0	284

Table 41: Employee Self Effort Agreement Percentage

Employee Self Efforts	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
I am taking effort in reskilling myself (Technical/In-Technical Skill) for future opportunities within the company	44%	53%	1%	0%	1%	100%
I am taking efforts in knowing the company / Department / Project /Business Unit	37%	53%	9%	0%	0%	100%
I maintain cordial relationship with existing manager or newly appointed manager	44%	48%	8%	0%	0%	100%
I meet all deadlines set as part of job responsibilities.	48%	45%	6%	0%	0%	100%

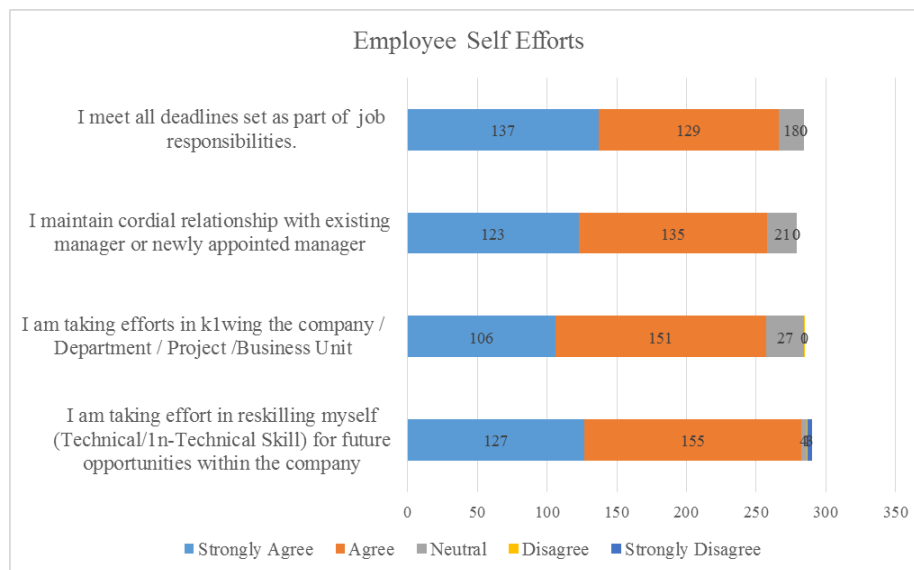


Figure 39: Employee Self Effort - Respondent Perception

Interpretation:

- 97 % of the respondent agree or strongly agree that they are taking effort in reskilling myself (Technical/Non-Technical Skill) for future opportunities within the company.
- 94 % of the respondent agree or strongly agree that meet all deadlines set as part of job responsibilities.
- 92 % of the respondent agree or strongly agree that they maintain cordial relationship with existing manager or newly appointed manager

5.2.8 Company wise and overall responses analysis of female oriented policies

5.2.8.1 Company wise evaluation of Female Oriented Policies of all the companies

Female oriented policies section consisted of 9 statements, and can get maximum of 5 as a score as per Likert scale, it implies that maximum score for this section is 45. Company wise analysis provides respondents total score obtained for 9 statements as per their respondents that are currently working in these selected IT organisation or had earlier worked in these organisation

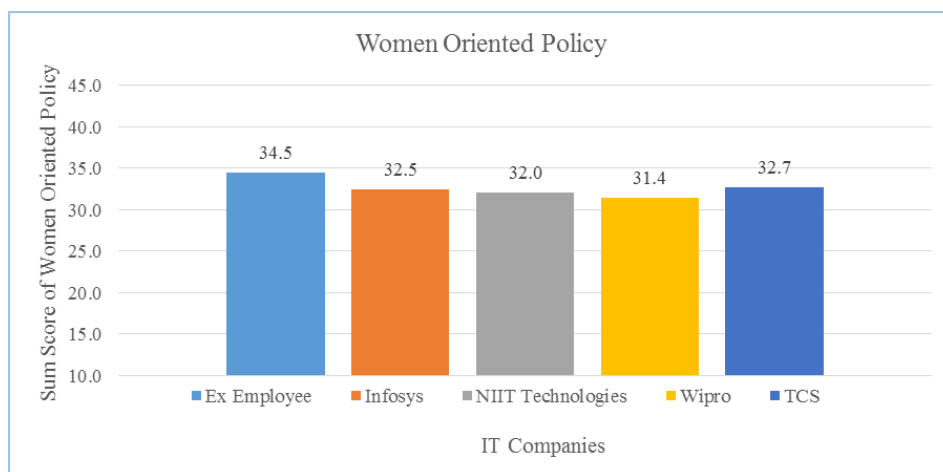


Figure 40: Evaluation of Female Oriented Policies of all the companies

Interpretation:

This section consisted of 9 Likert scale statements, each can get maximum of 5 as a score, it implies that maximum score for this section is 45.

It can be observed here that Ex-Employees of all these companies has got the highest score that is (Average) 34.5 for Female Oriented Policy's agreement score, TCS has got 32.7 as a score, Infosys got almost same as 32.5, NIIT Tech got 32 and Wipro has got the lowest 31.4

According to respondent's perception, the difference is not that significant for Employee perception on Female Oriented Policy with reference to retention policy and on an average most of the respondent from different IT companies have approximately similar perception as the scores are in range of 34 to 31

5.2.9 Overall responses about Female Oriented Policies

Table 42: Female Oriented Policy- Agreement Summary

Female Oriented Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company follows work ethics regarding female employee and fulfills all government Norms and regulation.	57	223	12	2	0	294
Company Provides appropriate Maternity leave Benefits	53	221	16	0	0	290
Company Provides Child Care Support like day care, crèche, play area, feeding areas, and maid allowed with babies.	11	41	78	142	12	284
Company Provides Post Maternity Training to get onboard	9	99	161	15	7	291

Company has a policy on Transfer to desirable location post marriage	13	115	140	16	0	284
Company follows adequate women safety measures	51	188	42	6	0	287
Company is flexible for Mothers of infants	23	161	101	7	0	292
Are you satisfied with the women oriented retention policies	7	181	61	9	0	258
Company supports work from home for mothers of infants	8	105	119	11	6	249

Table 43: Female Oriented Policy- Agreement Percentage

Female Oriented Policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Company follows work ethics regarding female employee and fulfills all government laws and regulation.	19%	76%	4%	1%	0%	100%
Company Provides appropriate Maternity leave Benefits	18%	76%	6%	0%	0%	100%
Company Provides Child Care Support like day care, crèche, play area, feeding areas, and maid allowed with babies.	4%	14%	27%	50%	4%	100%
Company Provides Post Maternity Training to get onboard	3%	34%	55%	5%	2%	100%
Company has a policy on Transfer to desirable location post marriage	5%	40%	49%	6%	0%	100%
Company follows adequate women safety measures	18%	66%	15%	2%	0%	100%
Company is flexible for Mothers of infants	8%	55%	35%	2%	0%	100%
Are you satisfied with the women oriented retention policies	3%	70%	24%	3%	0%	100%

Company supports work from home for mothers of infants	3%	42%	48%	4%	2%	100%
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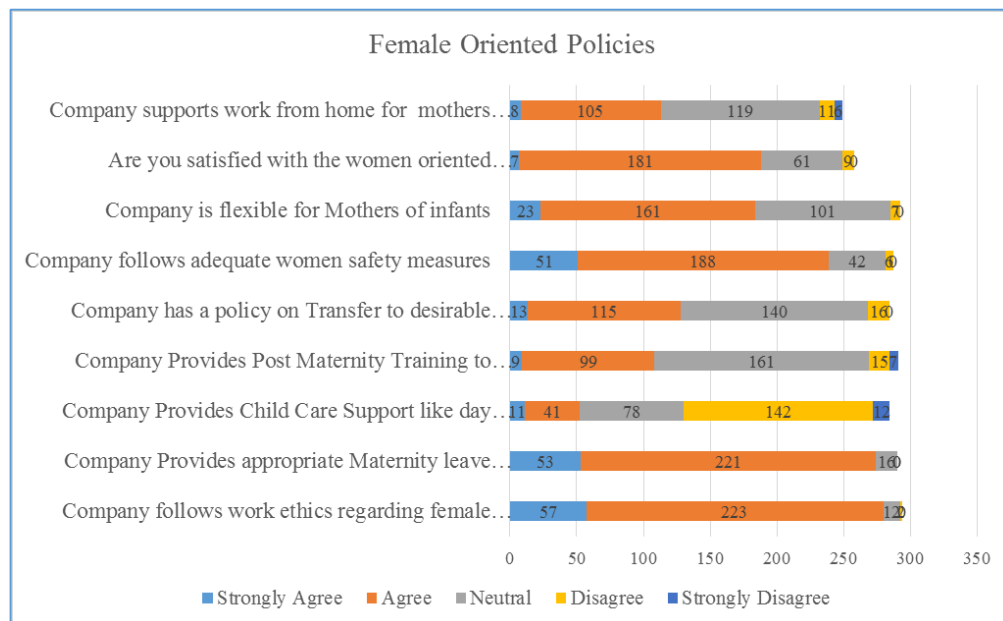


Figure 41: Female Oriented Policy - Respondent Perception

Interpretation:

- 95 % of the respondent agree or strongly agree that Company follows work ethics regarding female employee and fulfils all government norms and regulation.
- 94 % of the respondent agree or strongly agree that Company Provides appropriate Maternity leave Benefits.
- 83 % of the respondent agree or strongly agree that Company follows adequate women safety measures

5.2.10 Descriptive statistics for scores obtained for each category and relative positioning

Table 44: Score obtained for Employee Retention Policies

Categories	Mean Score Obtained	Score max	Percentage	
Management Policies	38.95	50	77.9%	1
Non-Financial Policy A) QWL Policies, , B) Rewards and Recognition C) Ideas /Suggestion	85.4585	110	77.7%	2
Career and Development Policies	60.2216	80	75.3%	3
Female Oriented Policy	32.4408	45	72.1%	4
Compensation Policy	24.965	35	71.3%	5

Interpretation

Ranking of the Employee Retention Policy

From the table no.15 above it is evident that the maximum focus for Employee Retention Policies was Management Policies with relevance to Employee Retention

Followed by Non-Financial Policies – QWL, Rewards and Recognition and Ideas and Suggestions.

Followed by Career and Development Policies

Followed by Female Oriented Policies

Followed by Compensation Policies with relevance to Retention of Employees

5.3 Independent Variables – Co-variate Analysis

5.3.1 Mean Scores of respondent for all the Retention Categories as per Age Group

Mean Scores of Respondents with different Age Group on different categories of Employee Retention

Table 45: Mean Score of Respondent as per Age Group and Result of Kruskal Wallis

Categories	Mean	Std. Deviation	Chi-Square	P Value
Management Policy	37.4156	6.3715	40.6826	0.0000
Compensation	21.1299	8.7422	58.8801	0.0000
Non-Financial_QWL	54.8831	14.3529	8.4498	0.0376
Rewards and Recog.	16.0584	1.8272	13.5991	0.0035
Idea and Suggestion	7.1429	1.5247	8.3907	0.0386
External Env Factor	12.3506	4.0301	63.9129	0.0000
Career Development	62.4221	6.0924	26.4830	0.0000
Job Satisfaction	17.6429	4.1779	32.9011	0.0000
Employee Self Effort	15.9416	5.0679	23.8251	0.0000
Female Oriented Policy	29.5390	7.3535	7.0680	0.0698

Interpretation:

Management Policies - Between different Age group, Significant difference was observed- P Value = 0.000 which is less than 0.05, this implies that it is significant on mean scores of Management policy

Compensation Policy - Between different Age group, Significant difference was observed- P Value = 0.000 which is less than 0.05, This implies that it is significant on mean scores of Compensation policy

Non – Financial Policies:

Between different Age group, Significant difference was observed- P Value = 0.0376 which is less than 0.05, this implies that it is significant on mean scores of QWL policy

Between different Age group, Significant difference was observed- P Value = 0.0386 which is less than 0.05, this implies that it is significant on mean scores of Idea and Suggestions policy

Between different Age group, Significant difference was observed- P Value = 0.0035 which is less than 0.05, this implies that it is significant on mean scores of R&R policy.

External Market Factors:

Between different Age group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of External Market Factors.

Employee Career & Development Policies:

Between different Age group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of Career and Development Policy.

Employee Job Satisfaction:

Between different Age group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of Employee Job Satisfaction policy.

Employee Self Effort:

Between different Age group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of Employee Self Efforts.

Female Oriented Policies:

Between different Age group, Significant difference was observed- P Value = 0.069 which is greater than 0.05, this implies that it is not significant on mean scores of Female Oriented policies.

5.3.2 Mean Scores Respondents with different Gender on different categories of Employee Retention

Table 46: Mean Score of Respondent with different gender and Result of Kruskal Wallis

Categories	Mean	Std. Deviation	Chi-Square	P Value
Management Policy	37.4156	6.3715	0.0028	0.9577
Compensation	21.1299	8.7422	0.3693	0.5434
Non-Financial_QWL	54.8831	14.3529	1.6368	0.2008
Non-Financial_Rewards and Recog	16.0584	1.8272	4.8748	0.0273
Non-Financial_Idea and Suggestion	7.1429	1.5247	0.1137	0.7360
External Env Factor	12.3506	4.0301	0.1367	0.7116
Career Development	62.4221	6.0924	0.0014	0.9701
Job Satisfaction	17.6429	4.1779	1.3994	0.2368
Employee Self Effort	15.9416	5.0679	1.0560	0.3041
Female Oriented Policy	29.5390	7.3535	0.1389	0.7094

Interpretation:

Management Policies - Between different Gender, No Significant difference was observed- P Value = 0.95 which is greater than 0.05, this implies that it is not significant on mean scores of Management policy

Compensation Policy- - Between different Gender, NO Significant difference was observed- P Value = 0.5434 which is greater than 0.05, this implies that it is not significant on mean scores of Compensation policy

Non – Financial Policies:

Between different Gender, No Significant difference was observed- P Value = 0.2008 which is greater than 0.05, this implies that it is not significant on mean scores of QWL policy

Between different Gender, No Significant difference was observed- P Value = 0.736 which is greater than 0.05, this implies that it is not significant on mean scores of Idea and Suggestions policy

Between different Gender, No Significant difference was observed- P Value = 0.0273 which is less than 0.05, this implies that it is significant on mean scores of R&R policy.

External Market Factors:

Between different Gender, No Significant difference was observed- P Value = 0.817 which is less than 0.05, this implies that it is not significant on mean scores of External Market Factors.

Employee Career & Development Policies:

Between different Gender, No Significant difference was observed- P Value = 0.9701 which is greater than 0.05, this implies that it is not significant on mean scores of Career and Development Policy.

Female Oriented Policies:

Between different Gender, No Significant difference was observed- P Value = 0.7094 which is greater than 0.05, this implies that it is not significant on mean scores of Female Oriented policies.

Employee Job Satisfaction:

Between different Gender, Significant difference was observed- P Value = 0.2368 which is greater than 0.05, this implies that it is not significant on mean scores of Employee Job Satisfaction policy.

Employee Self Effort:

Between different Gender, Significant difference was observed- P Value = 0.3041 which is greater than 0.05, this implies that it is not significant on mean scores of Employee Self Efforts.

5.3.3 Mean Scores Respondents with different Level of Management on different categories of Employee Retention

Table 47: Mean Score of Respondent with different Level of Management and Result of Kruskal Wallis

Categories	Mean	Std. Deviation	Chi-Square	P Value
Management Policy	37.4156	6.3715	21.4247	0.0000
Compensation	21.1299	8.7422	28.7489	0.0000
Non-Financial_QWL	54.8831	14.3529	4.1233	0.1272
Rewards and Recog	16.0584	1.8272	5.8654	0.0533
Idea and Suggestion	7.1429	1.5247	5.9669	0.0500
External Env Factor	12.3506	4.0301	34.5215	0.0000
Career Development	62.4221	6.0924	16.2902	0.0003
Job Satisfaction	17.6429	4.1779	9.2139	0.0100
Employee Self Effort	15.9416	5.0679	14.5040	0.0007
Female Oriented Policy	29.5390	7.3535	3.8598	0.1452

Interpretation:

Management Policies - Between different Level of Management group, Significant difference was observed- P Value = 0.000 which is less than 0.05, this implies that it is significant on mean scores of Management policy

Compensation Policy- - Between different Level of Management group, Significant difference was observed- P Value = 0.000 which is less than 0.05, this implies that it is significant on mean scores of Compensation policy

Non – Financial Policies:

Between different Level of Management group, Significant difference was observed- P Value = 0.1272 which is greater than 0.05, this implies that it is not significant on mean scores of QWL policy

Between different Level of Management group, Significant difference was observed- P Value = 0.05 which is less than 0.05, this implies that it is significant on mean scores of Idea and Suggestions policy

Between different Level of Management group, No Significant difference was observed- P Value = 0.0533 which is greater than 0.05, this implies that it is no significant on mean scores of R&R policy.

External Market Factors:

Between different Level of Management group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of External Market Factors.

Employee Career & Development Policies:

Between different Level of Management group, Significant difference was observed- P Value = 0.0003 which is less than 0.05, this implies that it is significant on mean scores of Career and Development Policy.

Female Oriented Policies:

Between different Level of Management group, Significant difference was observed- P Value = 0.1452 which is greater than 0.05, this implies that it is not significant on mean scores of Female Oriented policies.

Employee Job Satisfaction:

Between different Level of Management group, Significant difference was observed- P Value = 0.01 which is less than 0.05, this implies that it is significant on mean scores of Employee Job Satisfaction policy.

Employee Self Effort:

Between different Level of Management group, Significant difference was observed- P Value = 0.00 which is less than 0.05, this implies that it is significant on mean scores of Employee Self Efforts.

5.3.4 Mean Scores Respondents with different Years of Experience on different categories of Employee Retention

Table 48: Mean Score of Respondent with Total Years of Experience and Result of Kruskal Wallis

Categories	Mean	Std. Deviation	Chi-Square	P Value
Management Policy	37.4156	6.3715	16.3379	0.0026
Compensation	21.1299	8.7422	21.2968	0.0003
Non-Financial_QWL	54.8831	14.3529	2.9150	0.5721
Rewards and Recog	16.0584	1.8272	11.9584	0.0177
Idea and Suggestion	7.1429	1.5247	8.2091	0.0842
External Env Factor	12.3506	4.0301	14.9845	0.0047
Career Development	62.4221	6.0924	4.4607	0.3472
Job Satisfaction	17.6429	4.1779	9.2140	0.0560
Employee Self Effort	15.9416	5.0679	13.8065	0.0079
Female Oriented Policy	29.5390	7.3535	1.7605	0.7797

Interpretation:

Management Policies - Between different Years of Experience group, Significant difference was observed- P Value = 0.0026 which is less than 0.05, this implies that it is significant on mean scores of Management policy

Compensation Policy- - Between different Years of Experience group, Significant difference was observed- P Value = 0.0003 which is less than 0.05, this implies that it is significant on mean scores of Compensation policy

Non – Financial Policies:

Between different Years of Experience group, No Significant difference was observed- P Value = 0.5721 which is greater than 0.05, this implies that it is not significant on mean scores of QWL policy

Between different Years of Experience group, No Significant difference was observed- P Value = 0.0842 which is greater than 0.05, this implies that it is not significant on mean scores of Idea and Suggestions policy

Between different Years of Experience group, Significant difference was observed- P Value = 0.0017 which is less than 0.05, this implies that it is significant on mean scores of R&R policy.

External Market Factors:

Between different Years of Experience group, Significant difference was observed- P Value = 0.0047 which is less than 0.05, this implies that it is significant on mean scores of External Market Factors.

Employee Career & Development Policies:

Between different Years of Experience group, No Significant difference was observed- P Value = 0.3472 which is less than 0.05, this implies that it is not significant on mean scores of Career and Development Policy.

Female Oriented Policies:

Between different Years of Experience group, No Significant difference was observed- P Value = 0.7797 which is less than 0.05, this implies that it is not significant on mean scores of Female Oriented policies.

Employee Job Satisfaction:

Between different Years of Experience group, No Significant difference was observed- P Value = 0.056 which is greater than 0.05, this implies that it is not significant on mean scores of Employee Job Satisfaction policy.

Employee Self Effort:

Between different Years of Experience group, Significant difference was observed- P Value = 0.0079 which is less than 0.05, this implies that it is significant on mean scores of Employee Self Efforts.

5.3.5 Statistical Micro Analysis for Retention measures on all the statements of each categories/sections with different variables-Management Level, Age, Gender and Total Years of Experience

Kruskal Wallis Test - P Value

Table 49: Micro Analysis of perception of employee with reference to Gender

Category	Gender	Age	Level Of Mgmt	Total Yr. of Exp
----------	--------	-----	---------------	------------------

	P Significance	P Significance	P Significance	P Significance
MGMT POLICY	0.9577	0.0000	0.0000	0.0026
Mgmt 1	0.1849	0.0000	0.0009	0.0000
Mgmt 2	0.0374	0.0001	0.1593	0.2570
Mgmt 3	0.2880	0.0000	0.0000	0.0033
Mgmt 4	0.0588	0.0138	0.3053	0.2837
Mgmt 5	0.2524	0.0181	0.0004	0.0000
Mgmt 6	0.2121	0.0000	0.0000	0.0000
Mgmt 7	0.1208	0.0000	0.0000	0.0139
Mgmt 8	0.7887	0.0001	0.0000	0.1455
Mgmt 9	0.7379	0.0090	0.0118	0.0009
Mgmt 10	0.4605	0.0000	0.0017	0.0224

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 50: Micro Analysis of perception of employee with reference to External Market Factor

	Gender	Age	Level of Mgmt	Total Yr. of Exp
Category	P Significance	P Significance	P Significance	P Significance
External Env Factor	0.7116	0.0000	0.0000	0.0047
Ext Env 1	0.9111	0.0677	0.0007	0.0000
Ext Env 2	0.8493	0.0232	0.0003	0.6455
Ext Env 3	0.0068	0.0000	0.0558	0.0044
Ext Env 4	0.8121	0.0000	0.0000	0.0001

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 51: Micro Analysis of perception of employee with reference to Compensation Policy

Category	Gender	Age	Level of Mgmt	Total Yrs of Exp
----------	--------	-----	---------------	------------------

	P Significance	P Significance	P Significance	P Significance
Compensation Pol	0.5434	0.0000	0.0000	0.0003
Com 1	0.1014	0.0000	0.0000	0.1641
Fin Ben 2	0.5577	0.0000	0.0034	0.0353
Fin Ben 4	0.0024	0.0109	0.4022	0.0022
Fin Ben 5	0.8017	0.1363	0.7882	0.8390
Fin Ben 6	0.0134	0.0000	0.0024	0.0000
Fin Ben 7	0.0004	0.0804	0.5119	0.6218

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 52: Micro Analysis of perception of employee with reference to QWL Policies

Category	GENDER	Age	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
QWL	0.2008	0.0376	0.1272	0.5721
QWL 1	0.5436	0.2381	0.5252	0.0050
QWL 2	0.0077	0.0001	0.0014	0.0010
QWL 3	0.9181	0.0074	0.0124	0.0005
QWL 4	0.0728	0.4754	0.1525	0.0015
QWL 5	0.6448	0.0000	0.0045	0.0383
QWL 6	0.7084	0.0154	0.0527	0.3005
QWL 7	0.6999	0.0001	0.0013	0.0040
QWL 8	0.7127	0.1333	0.3378	0.1517
QWL 9	0.2493	0.0130	0.0032	0.0580
QWL 10	0.5223	0.1552	0.0482	0.0004
QWL 11	0.6312	0.0031	0.0030	0.0002
QWL 12	0.1288	0.8623	0.4887	0.0483
QWL 13	0.1725	0.0000	0.0048	0.0001
QWL 14	0.8341	0.1479	0.1550	0.0706
QWL 15	0.9935	0.0003	0.3128	0.0108
QWL 16	0.0549	0.1956	0.0001	0.0147

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 53: Micro Analysis of perception of employee with reference to Rewards and Recognition

Category	Gender	Age	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
Reward & Recognition	0.0273	0.0035	0.0533	0.0177
Reward & Recognition1	0.6038	0.0009	0.0470	0.0584
Reward & Recognition2	0.0263	0.1288	0.0112	0.4271
Reward & Recognition3	0.2831	0.6487	0.1601	0.2643
Reward & Recognition4	0.9645	0.4279	0.9326	0.0202

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 54: Micro Analysis of perception of employee with reference to Ideas and Suggestion

Category	Gender	Age	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
Idea Sum	0.7360	0.0386	0.0506	0.0842
Idea 1	0.8384	0.0106	0.0476	0.0008
Idea 2	0.6402	0.0342	0.0158	0.0030

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 55: Micro Analysis of perception of employee with reference to Career Development Policies

Category	GENDER	Age	Level of Mgmt	Total Yr. of Exp
----------	--------	-----	---------------	------------------

	P Significance	P Significance	P Significance	P Significance
Career Development	0.9701	0.0000	0.0003	0.3472
CareerDev1	0.5579	0.0000	0.0001	0.0010
CareerDev2	0.7386	0.0000	0.0018	0.0000
CareerDev3	0.0215	0.0034	0.0000	0.1158
CareerDev4	0.0000	0.1309	0.0231	0.0619
CareerDev5	0.0140	0.0005	0.0000	0.0872
CareerDev6	0.1928	0.2823	0.0119	0.0069
CareerDev7	0.3028	0.1058	0.0220	0.0143
CareerDev8	0.6270	0.0299	0.0004	0.0010
CareerDev9	0.8343	0.0568	0.0010	0.0113
CareerDev10	0.4675	0.0000	0.0002	0.0052
CareerDev11	0.3859	0.0048	0.0033	0.0715
CareerDev12	0.6832	0.0241	0.0203	0.0718
CareerDev13	0.0952	0.5342	0.1782	0.0949
CareerDev14	0.3927	0.0000	0.0000	0.0010
CareerDev15	0.4754	0.0032	0.0026	0.0000
CareerDev16	0.8059	0.0000	0.0002	0.0000

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 56: Micro Analysis of perception of employee with reference to Job Satisfaction

Category	Gender	Age	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
Job Sat _sum	0.2368	0.0000	0.0100	0.0560
Job Sat 1	0.5762	0.0024	0.0042	0.0054
Job Sat 2	0.0037	0.0000	0.0019	0.0874
Job Sat 3	0.2009	0.0368	0.4162	0.0555
Job Sat 4	0.0016	0.0000	0.0010	0.0621
Job Sat 5	0.2182	0.0000	0.0438	0.0004

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 57: Micro Analysis of perception of employee with reference to Employee Self Effort

Category	Gender	Age	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
Employee Self Effort	0.3041	0.0000	0.0007	0.0079
Emp Self effort 1	0.0283	0.0018	0.4707	0.2955
Emp Self effort 2	0.1255	0.0290	0.0039	0.0007
Emp Self effort 3	0.1276	0.0002	0.0003	0.0022
Emp Self effort 4	0.0081	0.0001	0.0004	0.0299

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

Table 58: Micro Analysis of perception of employee with reference to Female Oriented Policy

Category	Gender	AGE	Level of Mgmt	Total Yr. of Exp
	P Significance	P Significance	P Significance	P Significance
Female Oriented Policy	0.7094	0.0698	0.1452	0.7797
Female Oriented Policy1	0.5715	0.0302	0.0337	0.0036
Female Oriented Policy2	0.0584	0.0758	0.0521	0.0272
Female Oriented Policy3	0.66565	0.09244	0.01870	0.92672
Female Oriented Policy4	0.9668	0.6427	0.1885	0.2298
Female Oriented Policy5	0.0235	0.1707	0.0005	0.4552
Female Oriented Policy6	0.1374	0.0276	0.0578	0.1107
Female Oriented Policy7	0.8303	0.5763	0.0318	0.0826
Female Oriented Policy8	0.8180	0.0306	0.0341	0.0538
Female Oriented Policy9	0.0012	0.3592	0.0677	0.8774

Kruskal Wallis Test for Management Policies and Covariate Analysis

P Value Numbers in Bold indicates that P value is less than 0.05 for the respective categories and these values are significant with respect to the different variable mentioned.

5.3.6 Data Analysis of Open Ended Questions

- As per subjective question “Suggestion of employees for retention practices that company has to adopt”, Respondents suggestions hierarchy states that-majorly Company should provide competitive Salary Packages and Flexible Working Hours, followed by Good Managerial Relations and Growth Opportunities, followed by Better Training and Employee Career Plans, followed by Skill Based allowances, followed by Encourage Innovative Thinking, followed by Desirable Location and Onsite Opportunities, followed by Good Environment etc.
- When asked “why ex- employees of the selected companies left the organization “Majorly respondents mentioned Higher Compensation and Growth Opportunities (60 % of the respondents left because of growth and Salary) followed by Desirable Location, followed by Better technology and career option, followed by Managerial relation, followed by Onsite Opportunity, followed by Roles and Responsibility.
- When asked “What could have been done to stop (Ex-Employee) them leaving from their companies” Respondents majorly responded for Higher Salary, followed by Transfer to home town location/Relocation , followed by Onsite Opportunity, followed by Roles and Responsibilities , followed by Higher Retention Bonus, followed by Managerial Relation, followed by Promotions.
- When asked “How many of your colleagues left company in last three years from their team or department” Majorly 67% of the respondents says that 0 to 5 left in last three years, 33% responded for 6 to 15 employees left in last three years tenure from their department/Team.

- When asked “What was the most important reason to leave the last organization (Checklist)” Employee Job Satisfaction Feedback category 51% Respondents Says Growth Opportunity, 21% says Competitive Salary, 10% Says Desirable Location, 8% says Company Environment, 5% says Training and Development, 5% says Managerial Relationship.
- When asked “Number of the companies worked before this company” (Open Ended question) Employee Job Satisfaction Feedback Category 35% Respondents says only 1, 24% Says 2, 21% says None, 17% says 3, 1% says 5, 1% says 6, 1% says 7
- When asked “What is the reason of being retained with the current company” 31.8% says Growth Opportunities and Company Environment, 10.3% says Managerial Relations, 22% Job Security, 16.1% Training and Development, 18.8% Competitive compensation.
- When asked “Suggestion for Employer to adopt more policies related to Female Employees” Respondents responded Majorly for Work From Home for New Mother, followed by Day Care Facilities at Offices, followed by More Maternity Leaves, followed by More Onsite Job Opportunities, followed by More Employee centric Culture, followed by Good Appraisals, followed by Employee Grievance Handling.

5.3.7 Analysis of highest score

Highest score of respondents are obtained by adding up the score of all the statements. The total score secured by each respondent were thus arrived at. As “1” represented “Strongly Disagree”, “2” represented “Disagree”, “3” represented “Neutral”, “4” represented “Agree and “5” represented “Strongly Agree” All the 310 Respondents are grouped based on their Score on statements:

The ranks of respondents who fall between the groups are as follow:

Table 59: Agreement Level Score definition

77-154	Disagree or Strongly Disagree (Low Score)
155-231	Neutral (Average Score)
232-385	Agree or Strongly Agree (High Score)

Table 60: Analysis of Respondent Perception Score

Retention Perception Scores	Number of Respondents	Percent	Cumulative Percent
Agree or Strongly agree	262	85 %	85%
Neutral	44	14 %	99 %
Disagree or Strongly Disagree	4	1 %	100%
Total	310	100	

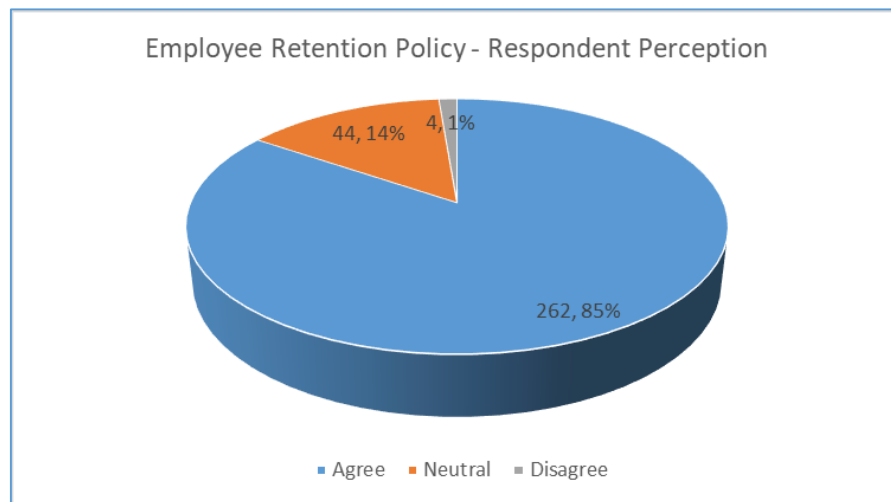


Figure 42: Employee Retention Policy - Respondent Perception

Interpretation

85 % Respondents are Strongly Agree or Agree on Employee Retention Policies of these IT companies.

14% Respondents are Neutral/Average on Employee Retention Policies of these IT companies

1 % Respondents are overall Disagree on Employee Retention Policies of these IT companies.

5.4 Hypothesis Verification

5.4.1 Statistical method and test applied for data analysis

5.4.1.1 Chi Square Test:

Chi-square test also known as test for goodness-of-fit and test of independence are most important contribution to the modern theory of statistics.

Chi-square test is a nonparametric test used for two specific purpose: (a) to test the hypothesis of no association between two or more groups, population or criteria (i.e. to check independence between two variables); (b) and to test how likely the observed distribution of data fits with the distribution that is expected (i.e., to test the goodness-of-fit).

These expected frequencies are calculated as $E_{ij} = \frac{o_{i.} \cdot o_{.j}}{N}$

- e_{ij} is an expected frequency;
- $O_{i.}$ is a marginal column frequency;
- $o_{.j}$ is a marginal row frequency;
- N is the total sample size.

The chi-square test statistic is calculated as $\chi^2 = \sum (o_{ij} - e_{ij})^2 / e_{ij}$

The degrees of freedom is basically a number that determines the exact shape of the distribution. It's calculated as $DF = (i-1) \cdot (j-1)$

Where, i is the number of rows in the contingency table and

- j is the number of columns
- The evaluation of p-value obtained from the Chi-square test gives us the significance/relation between the concerned variables used in the test.

If a p-value of less than 0.05 implies the assumption that the concerned variables in the test have no significant impact on each other whereas a p-value greater than 0.05 signifies that the assumption doesn't hold true and there is a significant relationship establishment between the two concerned variables

5.4.1.2 Kruskal Wallis Test

Kruskal-Wallis test assesses for significant differences on a continuous dependent variable by a categorical independent variable. While using the Kruskal-Wallis Test, need not have to make any of assumptions. Therefore, the Kruskal-Wallis test can be used for both continuous and ordinal-level dependent variables.

When the significant level (P Value) is more than 0.05 it implies no significance and vice versa in Kruskal Wallis Test.

5.4.1.3 Karl Pearson's coefficient of correlation

Correlation coefficients are used in statistics to measure how strong a relationship is between two variables. There are several types of correlation coefficient: Pearson's correlation (also called Pearson's R) is a correlation coefficient commonly used in linear regression

The range of the correlation coefficient is from -1 to 1

Table 61: Co-efficient Correlation Table

Degree	Positive	Negative
Perfect	+1	-1
High	+0.75 to +0.99	-0.75 to -0.99
Moderate	+0.25 to +0.76	-0.25 to -0.76
Low	+0.01 to +0.26	-0.01 To -0.26
Absence/ No Relation	0	0

The Pearson correlation coefficient is used to measure linear association between two sets of values for eg: x and y,

Pearson coefficient formula is as below

$$r = \frac{\sum(x - \bar{x})(y - \bar{y})}{\sqrt{\sum(x - \bar{x})^2 \sum(y - \bar{y})^2}}$$

Where x and y are the sample means of the two arrays of values.

5.4.1.4 Welch Two Sample t-test

The independent t-test is used to check for the means of the two groups involved whether the group's individual means are identical to each other or not.

5.4.1.5 Regression

Simple regression uses the values from an existing data set consisting of measurements of the values of two variables, X and Y, to develop a model that is useful for predicting the value of the dependent variable, Y for given values of X.

5.4.2 Hypothesis testing by using various statistical tools:

5.4.2.1 Employee Retention Policies Agreement Level and Rank of Employee Retention Policies

H0: The Employee's perceptions does not differ significantly on employee Retention Policies adopted by the company.

H1: The Employee's perceptions differs significantly on employee Retention Policies adopted by the company

"1" is represented as "Strongly Disagree", "2" is represented as "Disagree", "3" is represented as "Neutral", "4" is represented as "Agree" and "5" is represented as "Strongly Agree"

The table is the count of respondent who “Agreed” to the individual retention policies of the Company. The total people surveyed were 310 for each retention policy.

Test Results:

Score as per Sum count method used as a Statistical Tool.

Ranking: High to Low

1. Organisation HR Policies with Relevance to Employee Retention
2. Non-Financial Policies (QWL, R&R, I&S)
3. Career and Development Policies
4. Female Oriented Policy
5. Compensation Policies

Rank on Retention Policies as per Employee Perception

Table 62: Employee Retention Policy Rank

Employee Retention Policies	Retention Score	Rank
Management Policy	274	1
Non-Financial Policy - QWL Policies, , Rewards and Recognition and Ideas /Suggestion	264	2
Career and Development Policies	262	3
Female Oriented Policies	250	4
Compensation Policy	206	5

*The other parameters of the study like External market factors, Self-Efforts of the employees, Ex-Employee Feedback and Existing Employees’ Job Satisfaction Feedback have not been taken as they cannot be considered as a “Policy”.

Interpretation

The sum score of Agreement level is the highest for Management Policy, followed by Non-Financial policies which is ranked second, then Career and development policies which is ranked third then Female oriented policies which is ranked fourth then Compensation Policies which is ranked fifth. This implies that perception of the employees differ significantly for employee retention policies adopted by the company.

5.4.2.2 Level of Management Agreement Level and Retention Policies

H0: Perception of entry level employees and experienced employees does not differ significantly for employee retention policies adopted by the company.

H2: Perception of entry level employees ‘and experienced employees’ differs significantly for employee retention policies adopted by the company.

Test Results:

Table 63: Retention Level - Agreement Level- Observed Value

	Na	Entry	Middle	Top	Total
Agree	8	76	86	78	248
Average	33	8	11	4	56
Disagree	6	0	0	0	6
Total	47	84	97	82	310

Table 64: Retention Level - Agreement Level - Expected Value

	Na	Entry	Middle	Top	Total
Agree	37.28105	68.4575	78.80392	66.4575	251
Average	8.816994	13.9346	16.31373	13.9346	53
Disagree	0.901961	1.60784	1.882353	1.60784	6
Total	47	84	97	82	310

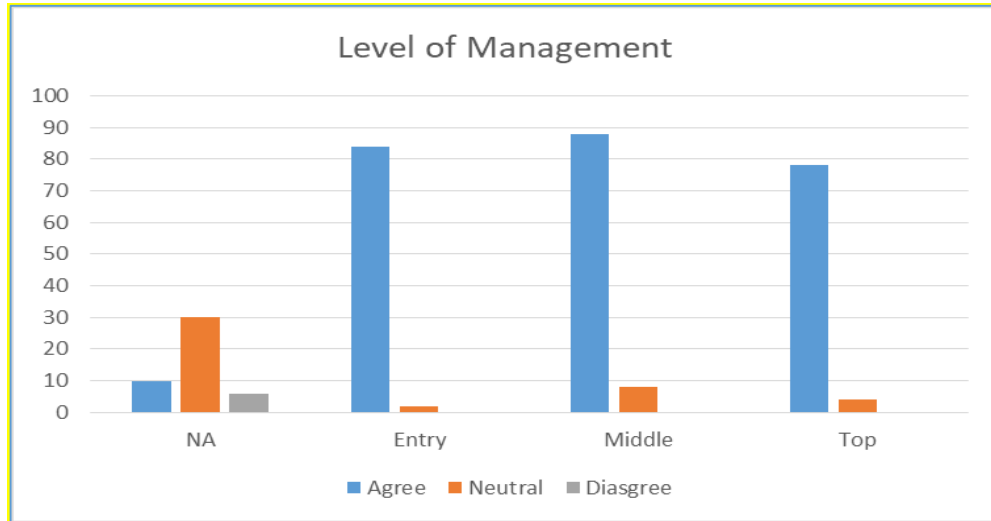


Figure 43: Level Of Management observed value – Response

INTERPRETATION

Among the Respondents of Top Level of Management Group, 78 (95 %) are Agree with Retention Policies, 4 (5 %) are Neutral and No one is less agree or Dis Agree with Employee retention.

Among the Respondents of Middle Level of Management Group 86 (90 %) are Agree with Retention Policies, 10 (10 %) are Neutral and No one is disagree with Employee retention.

Among the Respondents of Entry Level of Management Group, 76 (93 %) are Agree with Retention Policies, 6 (7 %) are Neutral and no one is Disagree with Employee retention.

NPART TESTS-Kruskal-Wallis Test

Table 65: Retention Agreement Level by Level of Management

Ranks				
Level of Management			N	Mean Rank
Employee Retention Score	1		82	127.06
	2		96	101.46
	3		82	167.94
	Total		260	

Level of management

- 1 represents Entry Level Employees
- 2 represents Middle Level Management
- 3 represents Top Level of Management

Table 66: Level of Management - Statistic result

Test Statistics	
	Retention Agreement level Sum
Chi-Square	34.842
Df	2
Asymp. Sig.(P)	0.00

A. Kruskal Wallis Test

b. Grouping Variable: Level of Management

Interpretation

The Significance (P) value of Kruskal Wallis Test is 0.00 which is less than 0.05. Hence H₂ is accepted and which implies level of management differs significantly for employee's retention policies adopted by the company.

5.4.2.3 Gender Factor Agreement Level and Retention Policies

H₀: Male and female employee's perception does not differ significantly on employee retention policies

H₃: Male and female employee's perception differs significantly on employee retention policies

Test Results:

Chi-square test has been used to check out the significance on the HR retention policy based on Agreement Level of the employee with respect to employee's Gender (Male and Female)

The null hypothesis proceeds with the assumption that the concerned variables in the test have no relation/significance among themselves. Hence the rejection of null hypothesis establishes a relation between them.

Table 67: Gender and Retention Policies Agreement level

Observed Value				
	Na	Female	Male	Total
Agree	18	68	163	249
Average	2	17	36	55
Disagree	2	0	4	6
Total	22	85	203	310

Table 68: Gender and Retention Policies Agreement level - Expected

Expected Values				
	NA	Female	Male	Total
Agree	17.2092	69.6993	163.092	250
Average	4.3987	13.6144	35.9869	54
Disagree	0.3922	1.6863	3.9216	6
Total	22	85	203	310

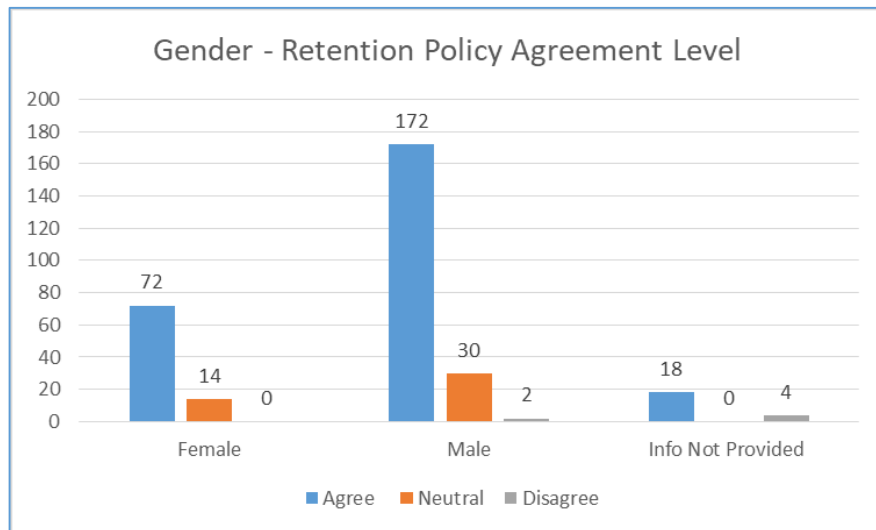


Figure 44: Gender - Respondent Policy Agreement Level

INTERPRETATION

Among the Respondents of Female Gender, 68 (79 %) are Agree with Retention Policies, 18 (21 %) are Neutral and No one is Disagree.

Among the Respondents of Male Gender, 162 (81 %) are Agree with Retention Policies, 34 (17 %) are Neutral and 4 (2 %) are Disagree.

Test Results:

Pearson's Chi-squared test for Male Gender with Employee Retention Strategies

X-squared = 0.0046919, DF = 2, p-value = 0.9977

The p-value obtained here is greater than 0.05 and this implies that the HR Retention policy has significant impact on the Male employee.

Pearson's Chi-squared test for Female with Employee Retention strategies

X-squared = 3.494, DF = 2, p-value = 0.1743

The p-value obtained here is greater than 0.05 and this implies that the HR Retention policy has significant impact on the Female employee.

Welch Two Sample t-test

The independent t-test is used to check for the means of the two groups involved whether the group's individual means are identical to each other or not.

t = -0.022553, DF = 158.39, p-value = 0.982

Alternative hypothesis: True if difference in means is not equal to 0

95 percent confidence interval: -11.41177 11.15410

Sample estimates: Mean in group Female Mean in group Male

273.6512 273.7800

Interpretation: Here it can be seen that the p-value is greater than 0.05 so to conclude that the H3 is accepted as Male and Female perceptions differs significantly on employee retention policies. Though the difference revealed through Welch two sample test is very nominal.

5.4.2.4 Self-Effort Factor with External market Factor

H0: There is no linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

H4: There is a linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

Test Results:

Coefficient of Correlation

If the value of r is close to $+1$, this indicates a strong positive correlation, and if r is close to -1 , this indicates a strong negative correlation

$r = 0.774188$

Interpretation

Here correlation co-efficient of 0.77 signifies a fairly strong positive linear relationship between the External Factors and Self-Effort Taken by the Employee. Here it implies H4 is accepted as Self-Efforts taken by Employee to be retained within the organisation and External Market Factor has a significant linear relationship.

5.4.2.5 External Market Factor and Retention Policies Agreement Level

H0: Favourable and Unfavourable External IT Market does not impact Employee Retention policies significantly.

H5: Favourable and Unfavourable External IT Market significantly impacts Employee Retention policies.

Test Results:

Kruskal-Wallis Test

Table 69: Statistical test on External Market vs. Retention agreement

Ranks			
Ext Score		N	Mean Rank
External	4	8	4.5
Factor	6	6	24.17
Score	7	6	27.17
	8	18	31.94
	9	2	14.5
	10	8	98.75
	11	18	94.17
	12	26	126.04
	13	24	116.08
	14	28	179.21
	15	124	189.74
	16	22	188.77
	Total	290	

Table 70: External Market Factor - Statistic result

Test Statistics	
	Employee Retention Score
Chi-Square	143.576
Df	11
Asymp. Sig.	0.000

A. Kruskal Wallis Test

b. Grouping Variable: Ext_Sum

Interpretation

Here the P value is less than 0.05 that indicates that there is significant impact of External Market conditions on Employee Retention Policy. It implies H5 is accepted as External market being favourable or unfavourable always impacts employee retention policies significantly.

5.4.2.6 Age Factor and Retention Policies Agreement level.

H0: Employees perception does not differ significantly on employee retention policies based on their age group.

H6: Employees perception differs significantly on employee retention policies based on their age group

Test Results:

NPAR TEST

Descriptive Statistics					
		Mean	Std. Deviation	Minimum	Maximum
Agreelevel_Sum	06	74.77	4.292	48	30
Age	06	37	.086		

Age Group Representation

- 1 represents 18-30 Years
- 2 represents 31-40
- 3 represents 41-50
- 4 represents 50 +

Kruskal-Wallis Test

Table 71: Statistical test on AGE and Retention Agreement level

Ranks		
Age	N	Mean Rank
1	82	157.4
2	84	104.43
3	78	155.6
4	60	209.07
Total	304	

Table 72: Statistical result on AGE and Retention Agreement level

Test Statistics	
	Agreelevel_Sum
Chi-Square	50.348
Df	3
Asymp. Sig.	0.00

A. Kruskal Wallis Test

b. Grouping Variable: Age

Interpretation

The P-value here is 0.00 which is less than 0.05 concluding that there is high variance among the different age groups and these age groups respond differently to the HR retention Policies. Hence, H6 is accepted as Employees perception differs significantly on employee retention policies based on their age group.

5.4.2.7 Compensation Factor and Retention Policies Agreement Level:

H0: Compensation Policy of the company does not impact employee retention significantly.

H7: Compensation Policy of the company impacts employee retention significantly.

Test Result

Coefficient of Correlation Test

$r = 0.8510578$

Here got a high positive correlation value among Compensation Sum and Sum score. This alludes to high linear relationship among the two variables.

Simple Regression

Residuals:

Min	1Q	Median	3Q	Max
-49.338	-7.422	0.357	10.561	64.578

Coefficients:

Table 73: Statistical result on Compensation Factor and Retention Agreement score

	Estimate	Std. Error	t value	PR(> t)
(Intercept)	178.6675	2.8724	62.20	<2e-16 ** *
Compensati on_Score	3.5509	0.1256	28.26	<2e-16 ** *

Significance Codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 19.24 on 304 degrees of freedom
(2 observations deleted due to missingness)

Multiple R-squared: 0.7243,
Adjusted R-squared: 0.7234
F-statistic: 798.6 on 1 and 304 DF,
P-value: $< 2.2e-16$

A Strong adjusted R^2 value of 72.34 signifies that 72.34 % of variation of “Compensation Policy” is captured into “Sum_minus_Compensation” here and the rest 27.66 % is purely residual (error terms).

Interpretation

This signifies that Sum Score is predictive 72.34% using the Simple regression Analysis. Also Here got a high positive correlation value $r = 0.8510578$. This alludes to high linear relationship among the two variables. Hence, H7 is accepted as Compensation Policy of the company impacts employee retention significantly

Chapter 6. **Findings, Conclusion and Suggestions**

6.1 Findings

6.1.1 Findings for Company-Wise Responses

As per Management Policies category's respondents responses, Against a total score of 50, it can be observed that NIIT has got highest score that is (Average) 40.8 for management policy agreement score , Wipro got 40.6 score ,Infosys got 39.3, Ex-employee of all these companies have got 39 And TCS has got the lowest 35.6

As per Company wise evaluation of responses for perception on External environment factors, Against a total score of 20, It can be observed here that TCS has got highest score of 15 for External Environment Factors agreement score , Wipro got 14.9 score , NIIT got 14.5, Infosys has got the lowest 12.98 and Ex-employee of all these companies have got 14.11

According to respondents perception for compensation policy, Against a total score of 35, it is observed here that Wipro has got highest score that is (Average) 26.6 for Compensation Policy's agreement score, TCS got 26.5 as a score, NIIT got 25.2, Ex-employee of all these companies have got 25 and Infosys has got the lowest 23.4, Though the difference in perception is not very much significant as the scores are in range of 26 to 23.

It can be observed through Non-Financial Policies perceptions' of respondents', Against a total score of 110, NIIT Tech has got highest score that is (Average) 86.3 for Non-Financial Policy's agreement score , TCS got as almost same 86.2 as a score , Infosys got 85.8, Ex-employee of all these companies have got 84.7 and Wipro has got the lowest 84.3

It can be observed through Career and Development Policies perceptions of respondent's' , Against a total score of 80, NIIT Tech has got highest score that is (Average) 65.5 for Career and Development Policy's agreement score , Infosys has

64.9 as a score , Wipro got 64.6, Ex-employee of all these companies have got 64.1 and TCS has got the lowest 62.6

It can be observed through Employee Job Satisfaction section, Against a total score of 25, NIIT Tech has got highest score that is (Average) 20 for Employee Job Satisfaction Policy's agreement score ,Wipro has got 19.6 as a score ,Infosys got almost same as 19.5, Ex-employee of all these companies have got 17.9 and TCS has got the lowest 17.4

It can be observed through Females Oriented Policies section, Against a total score of 45, Ex-Employees has got the highest score that is (Average) 34.5 for Female Oriented Policy's agreement score , TCS has got 32.7 as a score ,Infosys got almost same as 32.5, NIIT Tech got 32 and Wipro has got the lowest 31.4

It can be observed Self Efforts of Employees Section, Against a total score of 20, Infosys has got the highest score that is (Average) 17.9 for Self-Effort of Employees agreement score ,NIIT Tech has got almost similar 17.8 as a score , Ex- Employees of all the companies have got 17.5, Wipro got 17.3 and TCS has got the lowest 16.7

6.1.2 Overall responses findings for each statements

Management Policies:

For Statement “Company is a reputed one among IT industry and company has good future growth prospects”, 308 Respondents expressed their perception for this statement, Agreement Level is 97%.

For Statement “Company has effective retention Practices”, 287 Respondents expressed their perception for this statement, Agreement Level is 85%

For Statement “Company is having the process of rehiring of employees”, 308 Respondents expressed their perception for this statement, Agreement Level is 50%

For Statement “Company provides internal promotion policy”, 306 Respondents expressed their perception for this statement, Agreement Level is 81%.

For Statement “Company is having continuous performance appraisal system for employees”, 302 Respondents expressed their perception for this statement, Agreement Level is 88%.

For Statement “Company conducts exit interviews to know the reason of leaving the company”, 301 Respondents expressed their perception for this statement, Agreement Level is 85%.

For Statement “Company compensation policy is attractive”, 305 Respondents expressed their perception for this statement, Agreement Level is 70%.

For Statement “Company pays according to employee’s performance”, 303 Respondents expressed their perception for this statement, Agreement Level is 79%.

For Statement “Management and my immediate manager keeps cordial relation with me”, 287 Respondents expressed their perception for this statement, Agreement Level is 87%

For Statement “Company has best HR practices with specific reference to Retention practices”, 286 Respondents expressed their perception for this statement, Agreement Level is 77%

External Market Factors:

For Statement “Management constantly re-organizes the employees into technology or business groups as per global industry needs to be competitive in the market”, 262 Respondents expressed their perception for this statement, Agreement Level is 87%.

For Statement “External IT Job Market is good and there are better opportunities for me outside”, 285 Respondents expressed their perception for this statement, Agreement Level is 82 %.

For Statement “External IT Job Market is not favorable so I want to stay with this company”, 251 Respondents expressed their perception for this statement,

Agreement Level is only 9%, Disagreement level is 17% and 77 % neither Disagree nor Agree.

For Statement “Company provides competitive compensations as per external Job Market”, 286 Respondents expressed their perception for this statement, Agreement Level is 65%

Compensation Policies:

For Statement “Are you satisfied with Salary Package”, 254 Respondents expressed their perception for this statement, Agreement Level is 76%

For Statement “Are you satisfied with overall Company Compensation policy”, 260 Respondents expressed their perception for this statement, Agreement Level is 78%

For Statement “Company Provides Cash Awards”, 252 Respondents expressed their perception for this statement, Agreement Level is 48%.

For Statement “Company Provides referral bonus”, 261 Respondents expressed their perception for this statement, Agreement Level is 52%.

For Statement “Company has good policy of Reimbursement”, 252 Respondents expressed their perception for this statement, Agreement Level is 57%

For Statement “Company encourages and supports the education of children” 300 Respondents expressed their perception for this statement, Agreement Level is 57%.

For Statement “Company supports retirement plans”, 259 Respondents expressed their perception for this statement, Agreement Level is 36%.

Non-Financial Policies

For Statement “Management is flexible in sanctioning leave for the personal social activities”, 263 Respondents expressed their perception for this statement, Agreement Level is 79%

For Statement “Company support Employee engagement activities”, 255 Respondents expressed their perception for this statement, Agreement Level is 89%

For Statement “Company has a good culture and working environment”, 259 Respondents expressed their perception for this statement, Agreement Level is 91%

For Statement “Company provides transfers to desirable locations/branches”, 250 Respondents expressed their perception for this statement, Agreement Level is 63%

For Statement “Company provides time off and sabbaticals “, 312 Respondents expressed their perception for this statement, Agreement Level is 47%

For Statement “Company is open for flexible working hours”, 298 Respondents expressed their perception for this statement, Agreement Level is 68%

For Statement “Company complies with all the appropriate Acts and Regulation required for employees”, 261 Respondents expressed their perception for this statement, Agreement Level is 79%

For Statement “Company provides best physical workplace”, 304 Respondents expressed their perception for this statement, Agreement Level is 85%

For Statement “Company provides specific feedback on the employee's performance”, 298 Respondents expressed their perception for this statement, Agreement Level is 80%

For Statement “Company takes care of employee safety”, 303 Respondents expressed their perception for this statement, Agreement Level is 95%

For Statement “Company follows adequate measures for employees Health and safety”, 259 Respondents expressed their perception for this statement, Agreement Level is 91%

For Statement “Company has hassle free separation policies like 1tice period and exit formalities, etc”, 267 Respondents expressed their perception for this statement, Agreement Level is 64%

For Statement “Company provides medical assistance/ facilities for me and my family”, 257 Respondents expressed their perception for this statement, Agreement Level is 79%

For Statement “Company Provides Transportation /Accommodation facility if required”, 265 Respondents expressed their perception for this statement, Agreement Level is 67%

For Statement “Company has adequate Policies related to Diversity, Nationalities, and Persons with Disability etc”, 280 Respondents expressed their perception for this statement, Agreement Level is 70%

For Statement “Management cares for the well-being of the employees”, 304 Respondents expressed their perception for this statement, Agreement Level is 90%

For Statement “Company provides a service award for employees”, 307 Respondents expressed their perception for this statement, Agreement Level is 90%

For Statement “Company recognizes the innovative ideas of employees”, 303 Respondents expressed their perception for this statement, Agreement Level is 86%

For Statement “Company identifies and rewards the best performances”, 305 Respondents expressed their perception for this statement, Agreement Level is 87%

For Statement “Company is providing non-cash rewards and recognition”, 296 Respondents expressed their perception for this statement, Agreement Level is 87%

For Statement “Company provides new invention recognition awards for Patent filing and granted etc.”, 265 Respondents expressed their perception for this statement, Agreement Level is 76%

For Statement “Company identifies and rewards the leadership of Employees”, 307 Respondents expressed their perception for this statement, Agreement Level is 80%

Employee Career and Development Policies:

For Statement “Company supports employees for the higher qualifications” 295 Respondents expressed their perception for this statement, Agreement Level is 79%

For Statement “Company provides opportunity for Higher educational by enrolling into Certified Formal professional Courses”, 303 Respondents expressed their perception for this statement, Agreement Level is 81%

For Statement “Company supports skill enhancement of employees” 298 Respondents expressed their perception for this statement, Agreement Level is 89%

For Statement “Company provides on the job training”, 303 Respondents expressed their perception for this statement, Agreement Level is 91%

For Statement “Company provides opportunity for self-Training (Online Training and Offline Training)”, 306 Respondents expressed their perception for this statement, Agreement Level is 92%

For Statement “Company provides skills certification”, 267 Respondents expressed their perception for this statement, Agreement Level is 94%

For Statement “Company provides Incentives on successfully completion of certain training program”, 266 Respondents expressed their perception for this statement, Agreement Level is 77%

For Statement “Company provides initial induction training for the employees”, 309 Respondents expressed their perception for this statement, Agreement Level is 94%

For Statement “Company conveys the rules and regulations”, 305 Respondents expressed their perception for this statement, Agreement Level is 95%

For Statement “Company educates employees about privileges in the Organisation 305 Respondents expressed their perception for this statement, Agreement Level is 87 %

For Statement “Management prepares training and development plan for employees”, 305 Respondents expressed their perception for this statement, Agreement Level is 90 %

For Statement “Company provides job description for employees” , 301 Respondents expressed their perception for this statement, Agreement Level is 93%

For Statement “Company provides inter personal skills, technical and employability training”, 296 Respondents expressed their perception for this statement, Agreement Level is 87%

For Statement “Company provides financial support to attend workshops and seminars”, 307 Respondents expressed their perception for this statement, Agreement Level is 71 %

For Statement “Company provides a mentor to help employees for their development

301 Respondents expressed their perception for this statement,
Agreement Level is 79. %

For Statement “Company provides leadership training”, 305 Respondents expressed their perception for this statement, Agreement Level is 87 %

Self-Efforts of the Employees:

I am taking effort in reskilling myself (Technical/In-Technical Skill) for future opportunities within the company”, 290 Respondents expressed their perception for this statement, Agreement Level is 97 %

For Statement “I am taking efforts in knowing the company / Department / Project /Business Unit”, 285 Respondents expressed their perception for this statement, Agreement Level is 90 %

For Statement “I maintain cordial relationship with existing manager or newly appointed manager”, Respondents expressed their perception for this statement, Agreement Level is 92 %

For Statement “I meet all deadlines set as part of job responsibilities”, 284 Respondents expressed their perception for this statement, Agreement Level is 94 %

Female Oriented Policies:

For Statement “Company follows work ethics regarding female employee and fulfills all government Norms and regulation, “, 294 Respondents expressed their perception for this statement, Agreement Level is 95 %

For Statement “Company Provides appropriate Maternity leave Benefits”, 290 Respondents expressed their perception for this statement, Agreement Level is 94 %

For Statement “Company Provides Child Care Support like day care, crèche, play area, feeding areas, and maid allowed with babies”, 284 Respondents expressed their perception for this statement, Agreement Level is only 18%, 54 % disagree on this Statement, 27 % Neither Disagree nor agree.

For Statement “Company Provides Post Maternity Training to get onboard”, 291 Respondents expressed their perception for this statement, Agreement Level is only 37 %

For Statement “Company has a policy on Transfer to desirable location post marriage”, 284 Respondents expressed their perception for this statement, Agreement Level is only 45%

For Statement “Company follows adequate women safety measures”, 287 Respondents expressed their perception for this statement, Agreement Level is 83 %

For Statement “Company is flexible for Mothers of infants”, 292 Respondents expressed their perception for this statement, Agreement Level is 63%

For Statement “Are you satisfied with the women oriented retention policies”, “258 Respondents expressed their perception for this statement, Agreement Level is 73 %

For Statement “Company supports work from home for mothers of infants”, 249 Respondents expressed their perception for this statement, Agreement Level is only 45 %

Ex-Employee Insight Factor

For Statement “Would you re-join the organization”, 228 Respondents expressed their perception for this statement, Agreement Level is 79 %

For Statement “Would you refer the Organization to your friend and family”, 211 Respondents expressed their perception for this statement, Agreement Level is 91 %

Employee Job Satisfaction:

For Statement “Are you satisfied with your Job”, 297 Respondents expressed their perception for this statement, Agreement Level is 86%

For Statement “Are you satisfied with company HR retention Policies”, 289 Respondents expressed their perception for this statement, Agreement Level is 82%

For Statement “Do you feel valued in the company”, 270 Respondents expressed their perception for this statement, Agreement Level is 87%

For Statement “Are you satisfied with your role and salary package”, 283 Respondents expressed their perception for this statement, Agreement Level is 76%

For Statement “Will you achieve your career goal by working in this company”, 298 Respondents expressed their perception for this statement, Agreement Level is 82%

6.2 Conclusion

This research “An Evaluation of Measures for Retaining Employees in IT Industry” reveals that even the top most companies are facing attrition due to many factors. As per Ex-Employees and Current Employee Feedback and responses for different Retention Policies/categories, researcher concludes that:

The most important factor of all is (around 75 % respondents says) Compensation and Growth Opportunities, because plenty of opportunities are there in the market for experienced, well qualified employees if they switch over to other companies and also they will pay more.

50% of the Ex-employees responded that for Better salary they left these organization.

Through External Market Factors questionnaire's answers revealed that 90% respondents says that External IT Market is good and there are plenty of better opportunities are available for them.

Desirable Re-Location: whether it is to match with the spouse working location or at Home town, Location is one of the important reason for which people have to leave.

As per Open ended questions –“ suggestions for the company to adopt, reason of leaving last Jobs” and “what is the most important aspects of retention’, here in all the responses, “Work Location” was one of the most common response found by researcher.

Training and Development and Better Technology etc: Around 20% of the respondents feel that Training ,Development , Reskilling for new technology and better career in-house options all are very much required for Employee Retention.

Managerial Relation and Company Environment: “Work culture and environment “ are a crucial factor of employee* retention. Managerial relation also plays an important role in retaining employees as per respondents suggestions.

Reward, Recognition and Performance Management: Variety of rewards increases employee gratification and happiness. Here, Performance reviews, Rewards recognition are the crucial non-financial motivators for the employees to be with the same companies for a longer period of time as observed by respondent's feedback.

Quality of Work Life: Different Employee Assistance program and Employee engagement programs are been initiated by the companies because now a days employees even get frustrated and intend to leave the companies lacking work life balance, respondents says that quality of work life is also an important factor

in employee retention and this contributes to an important aspect of employee retention.

Women Empowerment: Around 30% of the employees are Females in IT Industry which is huge and it is going to be 50 % soon in future as IT Industry provides a better work environment, flexibility of working hours, Women Safety measures , work Life balance, Equal opportunities etc. These companies are constantly updating their Strategies to retain Women workforce to cater the real-time needs.

Self-Effort of Employees: Every organization is really striving for its employee relationships and employee *loyalty*. Through loyalty, one can further be assured that people are being with the organization not just because they have to, not because they have to find a better option but rather, because *they want* to. Here Self -Efforts of Employees to be retained within organization is very crucial. Through this study researcher has been revealed that 94% of the respondents are taking self-efforts to be with these companies that's why it can be inferred that these sample companies are the major players in IT Industry.

Ex-Employees Feedback revealed that if given an opportunity 80% are ready to join back these companies, Also 85% will refer this company to friends and family. This implies that they were majorly satisfied with the company policies, strategies and work environment of these companies.

“How many of your colleague left company in last 3 year from your Team/Department “was asked to the employee of these IT companies. Here, (0-1) years of experienced respondents says 2 as average, (1-5) years of experienced respondents says 7, Employees who have worked between 5-10 years with the company have responded that around 12 colleagues have left their company in last 3 years. And 10 plus years of experienced respondents says 3 colleague left in last three years. Here, it can be seen that Entry Level or Fresher's and Experienced Employees tend to stick more with the company as compared to Middle level Management. Once Entry Level Employees complete

few years and get some experience they tend to move and start searching alternatives and start more Job hopping's as compared to experienced workforce.

Majority of respondents are (around 85 %) agree for the strategies effectiveness and only (1%) very few are disagree for the same. And 14 % are Average agree it signifies that majorly all the employee retention policies and strategies are very effective in these companies.

- 85% of the respondents are very much agree with all the retention policies of these companies, 21% of the respondents are working with these companies since beginning and they are mostly working more than 10 Years here, 67% of the respondents said that in last 3 three years only 1 to 5 employees left the organization from their respective departments which is a very low attrition and through personal interview from HR it is revealed that people leaves these brands mostly when unavoidable personal reasons occurs otherwise these employer brands are such for which people strives and takes lot of efforts to reskill to be on boarded with them.
- When asked respondents in open ended question why you left last organization, majority said because of Growth and high Salary but when asked why you are retained within this organization majority said company environment and Growth it implies that sample companies have good Working Environment and huge opportunities for growth within so that employees are being retained for a very longer period of time with them.
- As per Employee Feedback, researched found that when asked why you have been retained with the company, 31.8% respondents says Growth Opportunities and Company Environment, 10.3 % says Managerial Relations, 22% Job Security, 16.1% Training and Development, 18.8% Competitive compensation. Here, it implies that major reason of employee retention of these companies are overall growth opportunities and the work

environment they provide within, merely 18.8% says that because of competitive compensation they are retained within the company.

- When asked respondents that how many colleagues have left the organization in last three years from their departments or Team, Majority of 67% of the responses says that 0 to 5 left in last three years. Only 33% says 6 to 15 employees left in last three years tenure from their department/Team. It shows that these companies are really working hard to maintain good retention rate consistently.
- As per Employee Job Satisfaction Feedback category ,When asked” important aspect of employee retention” ,51 % Respondents Says Growth Opportunity, 21% Competitive Salary, 10% Says Desirable Location, 8% Company Environment, 5% Training and Development,5% Managerial Relationship. It can be seen that here Growth Opportunities are the major aspect of employee retention as per respondents of this study.
- As per Employee Job Satisfaction Feedback Category, When asked “how many companies they worked before the current company”, 35 % Respondents Says only 1, 24% Says 2, 21% says none, 17% says 3, 1% says 5, 1% says 6, 1% says 7.

21% says None, It means 21% they are staying with the current company since beginning.

- As per H1 Hypotheses, it has been concluded that there is a relationship between each and every HR Policies and perception of employees for each policies are different and can be ranked as per their Agreement Level. The maximum focus is given for Management Policies, then Non-Financial Factors, then Career and Development Policies then Female oriented Policies and lastly Compensation Policies.
- As per H2 Hypotheses, it has been revealed, that perception of employees based on management level differs significantly as entry level perception is different for each and every policies of retention while experienced employee takes the

policies in different perception. It has been observed that Entry Level employees and Experience employees tend to stick with the companies, the middle level is more likely to get intentions of leaving. Here, this study focused on how the companies derive policies to cater this segment to curb the attrition. Before implementing policies these companies take different needs of different levels into consideration to get most out of it.

- As per H3 Hypotheses, It has been proved that perception of the employees differ significantly on the basis of gender as Males and Females have different life cycle and responsibilities so their needs and perception varies. These companies are extremely careful for gender diversity and catering it to the best level.
- As per H4 Hypotheses, It has been found that there is a linear relationship between External Market Condition and self-efforts taken by employees to be retained within the company. As when, External IT Market is not favourable then employee increases self-efforts to be retained as there is less opportunities outside and if External Market is good and favourable then employees do not take that much effort.
- As per H5 Hypotheses, It has been showed that Favourable and unfavourable External market Factors impacts employee retention policies. As when External IT Market is favourable then in this scenario organizations take efforts to retain their best talent to avoid their departure due to dearth of opportunities outside and they design policies to ensure employee retention and curb attrition.
- As per H6 Hypotheses, It has been indicated that employee perception differs significantly on the basis of Age of employees. Young workforce tend to job hop more for career growth as they have got new family responsibilities in personal front at the same time old workforce tend to stick with the company as they need more of stability and avoid job hopping.

- As per H7 Hypotheses, it has been revealed that compensation policy of the company impacts employee retention of the company. It has been also proved by Ex-Employee Feedback that majority of them left these organizations respectively for compensation and growth. Existing employees also stated that compensation is one of the major factor of Employee retention in the company.
- Here researcher also proved that Non-Financial Policies like QWL, Ideas and Suggestions and Motivation like Rewards and Recognition stands ahead from Financial Policies which is a common belief that employee only remain with in a company for financial reasons, it clearly indicates that in today's time quality of work life, trainings, motivation at work, recognition and self-esteem etc plays an important role in retention of IT workforce.
- Employees of sample IT Companies suggested few practices of Retention which needs to be focused more are: Company should provide competitive Salary Packages and focus more on Flexible Working Hours, Good Managerial Relations and more Growth Opportunities, Better Training and Employee Career Plans, Skill Based allowances, Encourage Innovative Thinking, Desirable Location and Onsite Opportunities, Good Environment etc.
- To get real reasons of employee leaving from these major players of IT industry researcher took references of Ex-employees from existing employees and got their perceptions, through them when asked why they left these organizations they responded Higher Compensation and Growth Opportunities, Promotions, Roles and responsibilities ,Relocation, Better Technology, Managerial relations, Onsite opportunities etc. were the main reasons.
- 67% respondents says that in last three years only 0-5 employees left from their department/team which is very nominal.

- 56% of the respondents have worked in one company prior to this or still working here since their career beginning.
- When asked informally to employees the responded that these are such companies which is considered as Government sort of Jobs because they provide that level of Job security being private companies too. Most of the MBA/BE fresher strive to get a job in these companies for stability and Brand Name.
- When asked to the existing employees, Why they are sticking to their respective companies and the responses revealed that 32% says that Growth and Company Environment, 10.3% says managerial Relations, 22% Job Security which they are getting at Big IT Brands and 19% says competitive salaries and 16.7 says training and development. Which clearly indicates that other non-financial factors have weightage over financial factors.
- Day Care facilities, Work from Home, More Maternity Leaves, Onsite Job Opportunities, Employee centric culture, Good appraisals, better employee grievance handling are few suggestions from respondent when it is asked about Female oriented Retention Policies.
- In this study it is found that, Agreement level of Self-Efforts is 96% it implies that the employees are taking lots of efforts to be retained and they are more likely to stick with the companies. Researcher also found that the Retention Policies adopted by these companies are state of the art policies and highly effective and can be adopted by other companies in all the industries.
- As per company wise Evaluation of the policies it is been found that there is not much significant difference in the perception of all the employees of all these companies, the perception is almost similar on an average. Although TCS, Infosys and Wipro are the top IT Companies of India, still it is observed

that as per many of the policies ranking for the perception of employees NIIT Tech stood first, it clearly reveals that no matter is the size of the company, retention policies always plays a crucial role in employee satisfaction. NIIT Tech is getting benefitted out of all such proven strategies for employee retention which these top leader companies are following. It indicates and reveals that Retention policies adopted by these top IT companies are highly influential and effective.

- As per Ex-Employee 's Feedback evaluation , it has been found that for each and every section Ex-employees revealed that they were on an average very much satisfied with all retention policies including Management Policies, Non-Financial Policies, Career and Development Policies and Female oriented Policies etc .which these companies have adopted, But as compared to above mentioned policies they are not very much satisfied with compensation policies and compensation was the reason for 60% of Ex-employees headed to their exit.

To summarize, it can be concluded that the major reasons of employee exits are:

Comprehensive Pay Package: To make it very simple- An employee is like a vendor, providing his/her services at a certain cost per hour to the organization. And if this vendor gets a better rate, why, they'd move on. Just like an organization would change a vendor if value for money weren't being provided

Dis-satisfaction with the Profile: It's not about what organizations pays. It's about what organizations utilize too. A highly skilled architect can't just be hired and pay him what the market deems fit for this person and even more, and then ask him to do a carpenter's job.

Hierarchy Distress:Dis-satisfaction with immediate managers are very common at job. Whichever the team an employee is into, if the immediate supervisor is an annoying person, then it would be very difficult for the

employee to cope up with the environment and there starts the hierarchy woes in its basic level and it increase up with course of time.

Psychological: Whether it is with the supervisor, manager, customer or co-worker, companies have to make the interpersonal relationships positive, supportive, clear and empowering. If the inter relationships among the teammates or between different teams are not smooth, it may not affects all the resources but definitely some. Then the feeling of high self-negation within the team or within the organization is a problem. And when it comes along with work pressure, there arises the attrition problem.:

Group Cohesion: Group cohesion addresses how well the participant has bonded with a work group or others in the department. Employees with close friends at work will more likely stay with the organization and the one who feels lonely can quit the organization.

Role Stress: Role stress is selected as a Nature of Work factor as IT employees generally move from one project to another, engaging in many types of activities, project assignments, and requirements. Therefore, role ambiguity and role conflict are more likely the reason of employees leaving.

Higher Studies: Some people concentrate more on their career growth. They leave the company for pursuing higher studies. They feel it better to imbibe another degree rather than working with the same old things

Job and employee mismatch: A candidate may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he won't be able to perform it well and will try to find out reasons to leave the job.

Less growth opportunities: No or less learning and growth opportunities in the current job will make candidate's job and career stagnant.

Lack of appreciations: If the work is not appreciated by the supervisor, the employee feels de-motivated and loses interest in job.

Lack of trust and support in co-workers, seniors and management: Trust is the most important factor that is required for an individual to stay in the job. Non-supportive co-workers, seniors and management can make office environment unfriendly and difficult to work in.

At last it can be said that all the Employee Retention policies and practices can be represented by five factors under which all the Retention strategies can be segregated;

First one is Financial Factor: Compensation and financial benefits constitutes the largest part of the retention process. The employees always have high expectations regarding their remunerations and other financial benefits. Financial reasons are the basic reason one employee works for any organization.

Second is Environment factor: Environment is another factor which contributes to employee retention. A motivated employee is always ready to contribute to work areas outside of his specific job responsibilities too. Here, Environment implies for external and internal both. When internal organizational environment is good employee tend to stick with the organization. Also when External environment is not so favourable then too employees remain with the same organization and vice versa. Hence it can be seen that environment factors plays important role in employee retention.

Third is Growth factor: Growth is an integral part of every individual's career. Without growth nor the company neither the employee can survive. If an employee can not foresee his path of career development in his current organization, there are chances that he will leave the organization as soon as he gets an opportunity.

Fourth is Relationship Factor: The relationships with the management and the peers becomes the reasons for an employee to leave the organization. Any sort of

bitterness in the professional relationships can lead to employee exit. The management is often not able to provide a supportive environment to employees in terms of personal or professional relationships. A good work culture helps employees to grow professionally and this helps in boosting employee satisfaction. There are times comes when an employee start feeling bitterness towards the management and colleague, which leads to low satisfaction and eventually to exit.

Fifth is Support Factor: Employee today are asking for such work place that can help them balancing the demands of their work and family 1, rather than forcing them to just choose between one over the other. During employee life cycle organization has to support the employee in all the manner, since joining, be it induction training, mentoring, guiding for career growth or grievance redressed or giving weightage to employee perception and feedback. Entire gamut of HR practices can be categorized in these five factors.

6.3 Suggestions and Recommendations

HRM is complex and not easy to understand as it consist of human beings. These are the assets which may make as well as break any of organization. And IT Industry is a service provider industry fully dependent on its Human resource because of its people centric nature.

Retaining right workforce will help IT industry in the long-term for growth of any organization and will also add to their brands. But the major difficulty facing by an organization today is retaining employees as well as satisfying them. However. This research paper tried its level best to reveal the various approach in the area of employee retention.

The sample companies are top leading companies in Indian IT Industry, Though they have adopted all proven retention practices still they face attrition problem, Through their employees survey , researcher came to know which strategy is more effective and where there is a scope for continuous improvement as IT market is

very dynamic so the need of different strategies keeps on arising. Here are some suggestions and recommendations for employee retention practices in IT Industry:

6.3.1 Management Policies:

Be an ideal Employer:

An employee value proposition means that the company has something attractive to offer that is perceived as valuable to an employee. The IT companies must understand what makes their organization attractive to potential recruits and current employees. Branding as an employer of choice is not just a slick set of marketing tactics. These sample companies are a brand in IT market by not just mere marketing but they have proved themselves by rigorous efforts. The best advocates for an employer's brand are its current employees.

Design hierarchy well:

An organization must have a simple hierarchy and the functional areas of each team. It should be well defined.

Give people challenging responsibilities:

An employee looks for a change when his job becomes monotonous and does not offer anything new. It is essential for everyone to enjoy whatever he does. The responsibilities must be delegated according to the individual's specialization and interests

Develop, Deploy and Connect with Employees:

IT Companies should not believe in only just focusing on acquisition and retention, they concentrate on the things that employees care about most: developing in ways that stretch their capabilities, deploying onto work that engages their heads and hearts, and connecting to the people which will help them to achieve their objectives. By focusing on these three things, attraction and retention becomes very much manageable in these big brands.

Encourage communication:

There are many components to set a culture within an organization; the most effect is the one which has clear communication. Employees and employers will benefit when anything that has to be communicated is direct and reaches the right person in time

Loyalty is a two-way Relationship:

Companies should focus more on practices help can help in boosting employee's loyalty. And employee should focus on company's target and vision.

Government compliance

Governments Acts and Regulation ensure the basis human resource needs such as basics, Organisation needs to adhere to compliance.

Retaining the valuable employee:

After working for many years in IT industry , employees get multiple job options with higher salary package, once Employee finish the interview process with other company and take a decision to leave the organisation, because of this organisation loose a valuable employee. To retain these employees, company negotiates with these employees during notice period.

Develop Sense of Ownership:

When the employees feel that they are partners in the organization - may be to a small extent – they think twice before leaving the organization. Therefore, there must be a policy of the management to create opportunities for employee ownership in the organization through employee stock option scheme and workers participation in management.

Pay equal attention:

It is very important to notice the hard work of the talented workers as well as help learners to grow.

Defend Organization

Against penetration by head-hunters and others seeking to poach staff. Keep internal e-mail addresses confidential, refuse to do business with agents who have poached the staff, and enter into pacts with other employers not to poach one another's staff.

Value all your people:

Employee retention is like an epidemic; the more it is talked about, the more it will spread. The goal here is for not to look at what is not working but at what is working and what one can do to feel good about what managements are doing. The employer is investing in employees for the long term. Employers want to keep such employees who want to stick with them and remain productive. The management role will be to coach and help retain staff.

Conflict Management:

Constant disputes among employees encourage them to go for a change. Conflicts must be avoided to maintain the decorum of the place and avoid spreading negativity around

6.3.2 Compensation Policies:

Salary And Benefits Must Be Competitive :

Competitive compensation and benefit packages including salary, bonuses, stock options, and the traditional health insurance and retirement packages are tools that companies needs use to help keep employees on board. Compensation increments should be a structured which is competitive as per external market, role and the geography. Companies should distinguish between top and bottom performers by ensuring that that those individuals are performing.

Fixed and variables Compensation Pay

Variable Pay should be the part of salary package it helps in keeping employees motivated to achieve higher targets. For some role function such as sales and customer facing role, variable package play an important role in their compensation package.

Transparent Compensation Policy:

The salary of the employees must be discussed at the time of the interview. The components of the salary must be transparent and thoroughly discussed with the individuals at the time of joining to avoid confusions later. The individuals should be made to join only when the salary as well as other terms and conditions are acceptable to them.

Benefits and Perks:

Everybody likes to have some perks and benefits coming up at work now and then. It does not have to be frequent, but it is very important that it should not always be about work, but can also be Family Insurance, Pension benefits, Leave Travel Allowance (LTA), Education allowance and retirement program.

6.3.3 Non- Financial Benefits

Non-financial facilities should be provided for employee retention for a longer duration. non-financial factor given below ,

6.3.3.1 a) Quality of Work Life

Promote a Healthy Working Environment:

In order to create a good and healthy working environment at office, it is very important that one work for it as well. Be happy to help employees and guide them through the employee retention plans.

Employee Friendly culture:

The Company's rules and regulations should be made to benefit the employees. Allow them to take a leave on their birthdays. It is important for the management to understand the employees to gain their trust and confidence.

Relocation due to personal reasons:

Certain mid-level employees need to support their elderly parents and have to relocate due to these reasons. Organisation needs to identify the employee personal reason and provide viable options.

Recreational activities:

It is suggested to provide Infrastructural facilities like Volley ball court, Basketball court, Table tennis, Badminton, Gym, swimming pools, Yoga and Dance room etc. Because it should not be just always about work all the time.

Celebrate Functions:

The organization must encourage employees to celebrate major festivals at the office premises itself.

Flexible working hours:

The IT workforce now a days need to be managed by giving them flexibility of working for the organization hiring them. As seen through the feedback of current and ex-employees, they seek flexibility a big time to perform more efficiently.

Balanced praise and criticism:

It has been seen that with some managers, it is just impossible to get some even a word of praise, no matter how hard an employee works. Balance and criticism should be balanced

Care about people as individuals:

A good workplace is all about treating each other with more humble and friendly manner. Treat employees' right and the chances are that they would not turn their backs on even if some other firm pays more money to them for the same work. Everybody yearns for respect and everybody deserves it.

Insist on comfortable working atmosphere:

This study even portrays that retention is not just about higher salaries. Rather, retention is about creating that work place that provides a sense of belongingness, feeling of pride, empowerment, authority, benefits, flexibility, career advancement, recognitions, benefits, excitements, childcare, eldercare, training, etc. and their employees are fully satisfied with these initiatives.

6.3.3.2 B) Reward and Recognition

Develop Self Esteem by appreciation:

The work and contributions made by the professional IT employees need to be highly appreciated and rewarded. Special measures must be planned and developed to boost the employee self-esteem. It shall also be an integral part of the retention policy of the IT Companies.

Recognize Employees:

Employee recognition is one of the most important factors which go a long way in retaining employees. Benefits should be provided such as incentives, perks, cash prize motivate the employees

Boost Morale:

Morale related issues are due to an unsatisfying experience. Companies should ensure that the Employees feel respected, valued, and appreciated to boost employee morale

Rewards:

Creative non-monetary reward and recognition programs can be powerful tools for retaining employees.

6.3.3.3 Employees Ideas and Suggestions:

Encourage Innovation and suggestions:

The organizations should put a mechanism to consider Employee ideas and suggestions by which innovation and competitive spirit amongst employees be developed.

Freedom of expressions:

Freedom of expressions is of utmost importance at the workplace to retain employees.

6.3.4 Employee Job Satisfaction:

Job Enrichment:

Steps must be taken by the organisations to relieve the employees from the workload through job rotation, change in work location and other recreational activities this provide Job enrichment to employees .

360 feedback:

Mostly employees leave organization as they feel powerless in front of the authority. Managers/supervisors are responsible for their rating and feedback which makes employees insecure. A very effective system is 360 degree feedback which involves subordinate providing feedback about supervisors to the organization.

Employee Survey: These surveys are built around parameters that shows how comfortable employees are working in the organization. These surveys also help to bring out the problem areas which should be strategically taken care of by the organization.

6.3.5 Employee Career and Development Policies

Employees do have a strong desire to perform and perform for the benefit of the organization as well as for their career growth and development. Therefore, it must be the policy of the organization to encourage their employees to perform constantly. They must provide a conducive atmosphere for performance. Performing employees when adequately rewarded would stick on to the

organization. The managements should recognize this truth through an adequate policy measure.

For career development, following facility should be provided by the organisations

In-house Higher education Opportunity:

When Employee want to leave organisation to reskill themselves or go for higher education, Organisation should provide higher education and tie up with global acclaimed institutions so that Employees can take a sabbatical and increase their knowledge. Employee can also join part time courses to upgrade their knowledge, during this journey, organisation should encourage their employee and help them achieve their personal goals

Career matrix for Employees:

Career matrix should be defined .Organisation should have clear growth matrix and it should be communicated well to employees. This helps employee to know their current position and also can visualise their future position within their organisation.

Training and Development:

Skill Enhancement :

Skill enhancement of employees through on job training, opportunity for self-training, skill certification and incentives for completion of trainings.

Behavioural Training:

Behavioural training helps in getting right professional attitude which helps in individual growth. Parameters included are personal, technical and employability trainings, support for attending workshops and seminars, mentor to help employees for their development and leadership trainings.

Induction Training :

Induction training program should convey rules and regulations, informs about privileges in the organisation and providing job descriptions to employees.

Offer valuable learning opportunities:

Employees who are highly engaged in learning are also more engaged at work.

Organisation should help employees to grow and expand, not simply get better at what they already do.

Make advancement possible:

organisation should focus on employee's job advancement such as promotion, or some form of professional and personal development

6.3.6 Ex-Employees Feedback

Forums can be created for ex-employees to connect with these ex-employees and have informal feedback and suggestions on company policies with relevance to employee retention.

6.3.7 Female Oriented Policies:

Women Empowerment –

Empowering Women should be one of the most important among all the priorities for employee retention as 30% of the employees are Females in IT Industry which is huge and may rise to 50 % in IT Industry providing a better work environment, flexibility of working hours, Women Safety measures, Ensuring work ethics for women at workplace , provide work Life balance, And Equal opportunities etc. Strategies to retain Women workforce must be constantly updating to cater the real-time needs.

Other Benefits –

Day Care facilities, Work from Home, More Maternity Leaves, Onsite Job Opportunities, Employee centric culture, Good appraisals, better

employee grievance handling are few suggestions for Female oriented Retention Policies.

6.3.8 External Market Factors

There is a fairly strong relationship between External Market Factor and Employees retention within the company. Favourable and Unfavourable IT Market impacts employees' decision to move on. This is suggested that employee retention policies should always be in line with situations of External IT Market.

Role of Human Resource Department in Employee Retention

Whenever an employee resigns from his current assignments, it is the responsibility of the HR to intervene immediately to find out the reasons which prompted the employee to resign.

1. It is the duty of the HR to sit with the employee and discuss the various issues face to face. Try to provide a solution to his problem.
2. The HR person must ensure that he is recruiting the right employee who actually fits into the role.
3. The HR Department must conduct motivational activities at the workplace.
4. The HR must launch various incentive schemes for the top performers to motivate them.
5. Performance reviews are a must. The HR along with respective team leaders must monitor their team members' performance to ensure whether they are enjoying the work or not. Give specifics in performance feedback: Ongoing performance feedback allows employees to better know where they stand, gives them a formal means to provide input, and indicates that their managers pay attention to them and that their performance matters.
6. Exit Interviews: Major reason of discomfort and dissatisfaction of the employee are known at the time of him/her leaving the organization. A strong

measure to know how satisfied the employees should be, build within the organization. A very powerful way used by organization is survey method- here the details of the employees are kept confidential and some organizations even hire other organizations to get this work done by them.

7. Grievance handling – Organisation should create well defined process in managing grievances of employees, this helps in curbing dissatisfaction among employees and helps increase employee morale.
8. Conduct Exit Interviews: There is nothing more important than giving employee time when they plan to leave the organization. Exit interviews are the best way to find out what the employees need and what are the main reasons why they have decided to leave. These can be used to make changes in the policies or rectify what mistakes the organization is making in the process.
9. Engage your Employees: Both, the organization and the employee are benefitted by a work environment which keeps their employee totally engaged happily. Employee engagement practices helps a lot in employee retention and these IT companies are actually getting benefitted out of it but there is need to review it continuously as per need of the hour. Therefore, the organizations must think and constantly review the employee engagement programmes. It must be adopted as a policy of the organization to review and amend

The Role of Team Leaders and Supervisors/Managers in Employee Retention:

1. The team members must be assigned responsibilities as per their specialization ,qualification, interests as well as experience
2. An overburdened worker never finds his job interesting and would always be eager for a change, so an employee should not be overburdened with responsibilities.
3. In an organization, Rules and regulations should be same for everyone.

4. One should never fear his boss. Hitler approach does not work in the current scenario.
5. The team leader should be accessible to his Team Members.
6. The superiors must maintain transparency in communication.
7. The team leader must appreciate those who perform well.
8. Onsite opportunities facility for desirable employees: IT industry majorly focus in global markets such as US and UK. Organisation provide onsite opportunities to employees who are valuable to them and would like to retain within organisation for a longer period.

Recommendations:

Hence it is obvious that organizations must aim at developing effective employee retention policies and practices which increases employee commitment level, loyalty and engagement. Organization has aimed to design integrated approach to employee retention which includes best retention strategies like conducive organizational culture, adequate competitive pay package, non-monetary motivation and effective employee development programs for attaining competitive advantage in business environment. It also indicated that the mostly employees leave these organization mainly for personal and family reasons. This is a positive gain for the company in managing their employees and restricting employee attrition to an absolutely low manageable level. The policies and HR practices of these companies are worth Bench Marking by other organizations and companies in the industry.

Attrition rates are always found to be high in any IT company. The reason behind is that there are lots of opportunities are available to IT employees. When overall IT Market is good and plenty of opportunities are available in the market attrition rates becomes high and vice versa.

There are many push, pull and personal factors are involved and initiating the thought of turnover among employees. IT companies should be alert and frame

some necessary strategies to reduce attrition time to time so that they can reduce the expenditure of employees for recruitment, training and development etc.

In this study, it has been concluded that there is a relationship between each and every HR Policies and perception of employees for each policies are different and can be ranked as per their Agreement Level. The maximum focus is given for Management Policies, then Compensation Policies, then Non-Financial Factors, then Career and Development Policies, then Female oriented Policies. Here, this is to recommend that Entire Internal Organizational HR policies should cater employee's needs of Job satisfaction for better retention ratio in the company.

It has been revealed in this study, that perception of employees based on management level differs significantly, as entry level perception is different for each and every policies of retention while experienced employee takes the policies in different perception. It has been observed that Entry Level employees and Top level employees tend to retain with the companies, while the middle level is more likely to get intentions of leaving. Here, this is to recommend that companies should derive such policies which can cater different segments need to curb the attrition. Before implementing policies should always take the view of different levels into consideration to get most out of it.

In this study, It has been also proved that perception of the employees differ significantly on the basis of gender as Males and Females have different life cycle and responsibilities so their needs and perception varies. Companies should extremely careful for gender diversity and should deal with it to the best level.

It has also been found in this study that there is a linear relationship between External Market Condition and self-efforts taken by employees to be retained within the company. As when, External IT Market is not favourable then employee increases self-efforts to be retained as there is less opportunities outside and if External Market is good and favourable then employees do not take that

much effort. So if the external market is favourable companies should keep implement new better policies to stop their best talent to move out.

It has been showed in this research that Favourable and unfavourable External market Factors impacts employee retention policies. As when External IT Market is favourable then in this scenario Companies should take lots of efforts to retain their best talent to avoid their departure due to dearth of opportunities outside and design policies to ensure employee retention nd curb attrition.

It has been indicated in this research that employee perception differs significantly on the basis of Age of employees. Young workforce tend to job hop more for career growth as they have got new family responsibilities in personal front at the same time old workforce tend to stick with the company as they need more of stability and avoid job hopping. Companies should take different Age brackets needs on personal and professional front before implementing retention policies.

In this study, it has also been revealed that compensation policy of the company impacts employee retention of the company. It has been also proved by Ex-Employee Feedback that majority of them left these organizations respectively for compensation and growth. Existing employees also stated that compensation is one of the major factor of Employee retention in the company. Here it has also been seen in the study that compensation policy's section got the lowest score from respondents which implies that compensation policy of these companies has lots of scope of improvement to become more effective when it comes to employee retention as their other policies are.

Thus, this research study identifies significant factors which affect employee retention related to the different dimensions of employee and employer perception. This study will help the readers, be it management or an individual to become better equipped with factors contributing to employee retention. Further, it also provides level of understanding that , be it top level IT company, Mid-Sized or a Start-up IT

Venture, measures for retaining employees should meet with employee perception of these policies then only it will cater the need.

On the basis of the research study the researcher has built a comprehensive model of retention to understand and identify different factors contributing to Employee Retention in a company. This model describes the relationship between these dimensions and their relationship with Employee Retention. Entire factors which are effective for employee retention have been captured in this model.

The model clearly depicts that, through these eight parameters employee turnover can be decreased or helps in minimizing it to a greater extent which consequently increase overall Employee Satisfaction which leads to Retention of Employees.

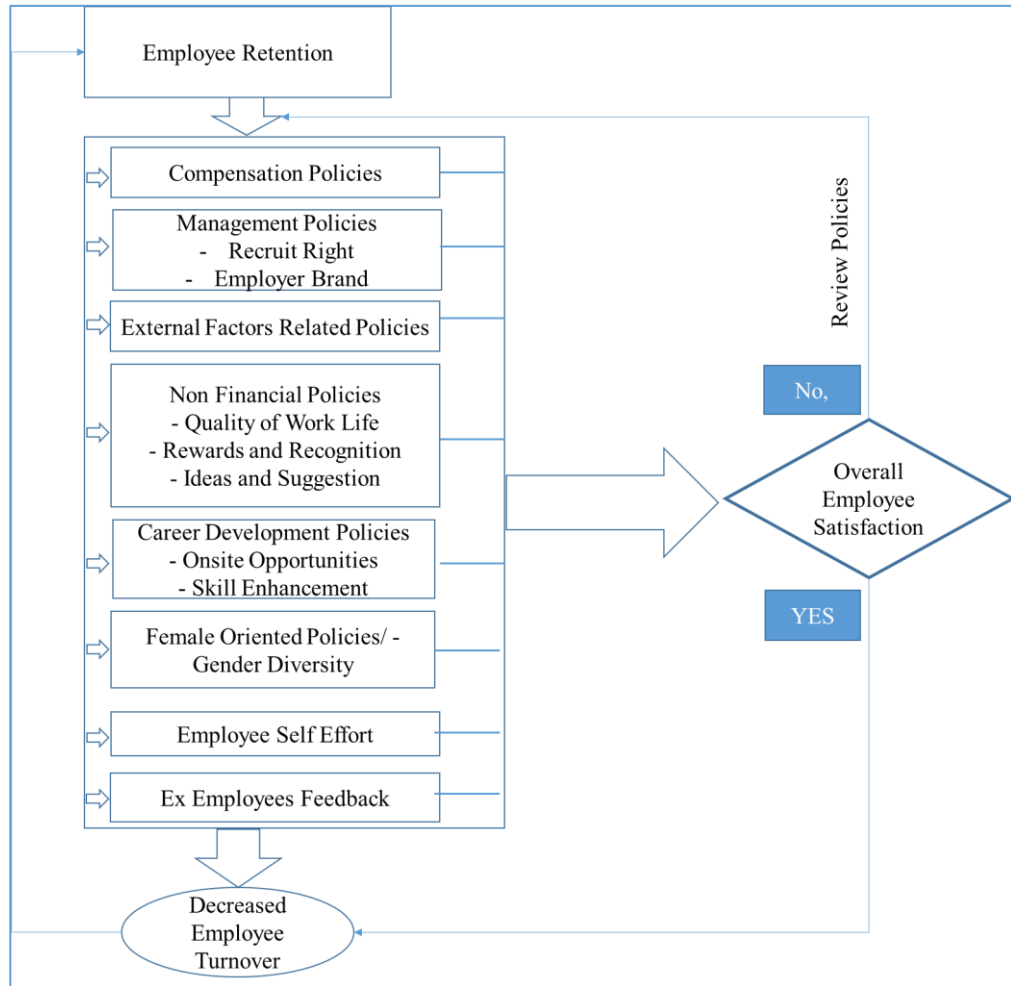


Figure 45: Employee Retention Model

These Eight parameters consist of Compensation Policies being first , Management Policies as second, follows by External Factors related policies, Non-Financial Policies, Career and Development Policies, Female oriented Policies, Employee self-efforts and Ex-employee Feedback respectively.

6.4 Scope for Future Research

- There is further scope to use the study in different environments, Industries and companies and in different geographical locations.
- The further studies can be done with very large sample size.
- Dedicated study can be done on different level of Management in IT companies, such as Top Level Management, Middle Level Management and Entry Level Management, Since causes of Employees retention and remedies are different for each level
- Dedicated research can be done for Multi-National companies having operation in India, This would insight of how different Multi-National companies adopt strategies for Employee retention, Research will also help Indian IT Companies.

Summary

The information technology (IT) industry in India is considered as very significant to the country's economic development. Information Technology as an industry consists of two major components i.e. Information Technology services (Software Development) and Business Process Outsourcing. Software Development is the major source of growth area in Indian Information Technology (IT) Industry. Indian IT's core competencies and strengths have attracted significant investments from major countries. India ranks first as offshore destination for IT companies across the world and 7 per cent – 9 percent growth is expected Y-o-Y (year-on-year) to US dollar 135-137 billion in the financial year - FY19.

Over the past few years, Indian Information Technology (IT) sector has been growing in leaps and bounds, Indian IT organisations are expanding their businesses and generating jobs for IT professionals, due to this scenario, opportunities for IT professionals is very high.

It has been observed that IT professionals are frequently changing their job as compare to other Industry's employee and high turnover is seen in IT industry.

As IT Industry has one of the highest attrition rate in India so there is a need to evaluate the retention measure adopted by Indian IT industry and understand its effectiveness on employee retention.

The Study has been divided in six chapters:

Chapter 1 - Conceptual Framework

Chapter first talks about IT industry in India and provide overview of Employee Retention

Employees are the lifeline of a company and contribute effectively to its successful running and profit making. Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project.

This chapter focus on need and importance of employee retention policy, also studies Retention impacts on customer satisfaction, and discuss merits and demerits of Retention.

Most of the study of Literature Review revealed that Retention is having five major factors in any industry including IT and these are Compensation, Growth, Environment, Relationships and Training/Supports. All the retention practices revolves around these five factors.

Chapter 2. Research Design and Methodology

Research is conducted to evaluate the validity of a hypothesis or an interpretive framework; to assemble a body of substantive knowledge and findings for sharing them in appropriate manners; and to generate questions for further inquiries.

Research Problem:

IT employee's turnover has been major issue in Indian IT industry. It has been noted that IT professionals are frequently changing their job as compare to other Industry's employee. Therefore, high turnover trend is found in IT industry. Because of turnover of highly skilled employees it can be very expensive and disruptive for firms and it affects to their business. Losing highly skilled staff members may incur substantial costs connected with planning, advertising, recruiting, re-skilling and train a new staff.

Researcher always wanted to find out the reasons why employees leave even from such big brands, also wanted to evaluate if these reasons are similar in all.

In the above context, this study evaluates retention measures of Leading IT Companies in India i.e. TCS – Tata Consultancy Services, Infosys, Wipro and NIIT Technologies and study their globally proven HR policies and state of the art measures in retaining their employee.

Significance of the study

Selected IT companies are world class companies and possess state of the art policies, still they face attrition problem but through their proven retention practices they are able to control their attrition rate. This research focuses on evaluating HR practices and policies with reference to retention policies of these selected IT Companies

This study is categorized in nine segments and these are Management Policies, External IT Market and Internal Organisational Factors like compensation Policies, Non-financial policies, Female oriented policies, Career and Development policies, Self-efforts of the employees, Ex-employees Feedback.

Getting suggestions and feedbacks from their employees on these practices will help in knowing satisfaction and agreement levels for HR Practices and policies with relevance to employee retention.

Objectives of the research:

The main objective of this research is to throw some light and evaluate various strategies used by the IT companies to retain people.

To be precise, Researcher has following objectives of this study:

1. To evaluate the strategies of Employee Retention in some selected IT Companies
2. To measure the relative strength of each employee retention strategy of the company.
3. To know how employer and employee perceive the employee retention strategies of the company.

4. To check out the impact of different variables –gender, age, management level, experience level on the perception of employee retention strategies of the company.
5. To evaluate impact of compensation policy on Employee retention in some selected IT Industry
6. To evaluate the impact of Favourable and Unfavourable External IT Job Market on Employee Retention in some selected IT industry
7. To evaluate the self –effort taken by an employee to be retained within an organization.
8. To recommend various practices to focus more as per study of current employee retention strategies of the company.
9. To suggest a model of Employee retention Strategy in selected IT Industry.

Research Design:

Descriptive research has been used for this study, it involves hypothesis formulation and testing. All variables and procedures used in descriptive research are described as completely and accurately as much as possible.

Source of the data:

Data was collected through primary and secondary sources

Primary data was collected through Structure questionnaire, these questions covered the respondent's perceptions on working contents, and context and their evaluation in terms of employee's retention through Five Rating scale (called Likert Scale). Cronbach alpha technique was employed in the present investigation, they were varied from 0.768237 to 0.964022 in different dimensions, since all the result were in the range of 0.7-1.0, Thus Cronbach alpha test was used for respective questions to test the reliability of questions, indicating the acceptance of research testing.

The Researcher observation and unstructured interview method (where it was required) to measure retention level in IT sector,.

Secondary Data was collected through Books, Literatures and Papers, Dataquest Journals, NASSCOM Reports and Articles of IT Sector, IT Companies Annual Reports, IT Companies Websites and Blogs, Bulletins and Newspaper such as NDTV.com, Economic times, etc.

Tools for data Collection:

The Researcher used questionnaire method (Likert scale and open ended questions were used)

Unscheduled personal interview and indirect observation during visits helped in knowing company vision, mission, HR policies, total Number of Employees employed, Salary and Benefits' of the employees, current Attrition rate, etc.

Scope of the study:

The universe of the study is Employees of Selected IT Companies in Mumbai and Pune area/region.

Hypothesis of the Study are as follows:

a) H₀: The Employee's perception does not differ significantly on employee Retention policies adopted by the company.

H₁: The Employee's perceptions differs significantly on employee Retention adopted by the company.

b) H₀: Perception of entry level employees and experience employees' does not differ significantly for employee retention policies adopted by the company.

H₂: Perception of entry level employees and experience employees' differs significantly for employee retention policies adopted by the company

c) H₀: Male and female employee's perception does not differ significantly on employee retention policies adopted by the company.

H3: Male and female employee's perception differs significantly on employee retention policies adopted by the company.

d) H0: There is no linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

H4: There is a linear relationship between External Market Factor with self-efforts taken by employees to be retained with the company.

e) H0: Favourable and Unfavourable External IT Market does not significantly impact Employee Retention policies of the company.

H5: Favourable and Unfavourable External IT Market significantly impacts Employee Retention policies.

f) H0: Employees perception dose not differ significantly on employee retention policies based on their Age group.

H6: Employees perception differs significantly on employee retention policies based on their Age group.

g) H0: Compensation Policy of the company does not impact Employee Retention significantly.

H7: Compensation Policy of the company impacts employee retention significantly.

Pilot study method was used for determining the factors to measure retention level in IT sector,

Sample Design Method - The researcher had selected Non- probabilistic Convenience sampling for the present study.

Researcher has surveyed 310 respondents collectively who were working in IT Sector which were conveniently selected and they were selected as the sample for the study. Data was categorized into Age, Gender, Level of Management, and Total years of experience.

Statistical Tools and Techniques: Descriptive statistics, Frequency Tables, Percentage Analysis, Kruskal Willis Test, Chi Square Test, Simple Regression, Welch Two Sample T test, Correlation coefficient analysis. MS Excel, SPSS and R Studio- Statistic software has been used for the purpose of analysis.

In this study Researcher has evaluated different retention strategies adopted by all sample companies broadly as a retention tool after studying their retention strategies deeply. And also got insight of what are the opinions and attitudes of the employees towards these practices of policies.

Chapter 3 - Profile of some selected IT Organization

This chapter focus on the Top IT organizations which have been the leaders in their chosen domains and have been in the IT business for the last several years. In this Chapter, an attempt is made to understand the profile of selected IT companies which includes Vision, Mission, Image of the company in the employment market, annual average addition of employees, Salary and Benefits of the employees, training and development methods, Human resources Awards and accolades and their IT Services Offerings.

Selected IT organizations are Tata Consulting Services (TCS), Infosys, Wipro and NIIT Technologies.

Below tables provides number of employees and attrition rates of selected IT Organisation for the Financial Year 2018

<i>Sr. No.</i>	<i>Company Name</i>	<i>No. of Employee</i>	<i>Attrition Rate</i>
<i>1</i>	<i>TCS</i>	<i>3,94,998</i>	<i>11%</i>
<i>2</i>	<i>Infosys</i>	<i>204107</i>	<i>16.4%</i>
<i>3</i>	<i>Wipro</i>	<i>1,63,827</i>	<i>16.6%</i>
<i>4</i>	<i>NIIT Tech</i>	<i>9423</i>	<i>15.8%</i>

These companies are continuously updating and doing amendments in their retention strategy as per need of the hour through different Employee Engagement practices.

Chapter 4. Strategies for Employee retention in some selected IT organisations

This chapter focus on understanding specific measures and programs made for employee retention by these selected IT companies. Some of these are mentioned as below:

Important Employee Retention Strategies of TCS:

TCS propose for STAR model - Strategy for Talent Attraction and Retention with tag line "Sow a Seed, Grow a Tree, Reap the Fruits" to address the attrition problem. TCS's employee satisfaction survey "PULSE", provides critical insights into the needs of the workforce and forms the basis of refining organizational policies and programs. Employees are given higher levels of responsibilities depending on their performance & potential, managed through an objective system of performance Management (SPEED). Employee engagement initiatives like Maitree and Employee Assistance Program, Employee welfare Programs like Fit4life, Safety First, Employee Assistance Program, and Purpose4Life. Campus Commune is an interactive portal built on Web 2.0 that enables social and peer learning by bringing students, academicians, alumni and subject matter experts from TCS together on a single platform.

Important Employee retention strategies of Infosys:

Infosys strategy for future is to attract, retain and develop people. Career movement programme known as 'Pathfinder' that was able to provide a good depth of knowledge to its employees. The various employee engagement strategies include the various employee clubs, employee committees and communication design group made for employees at Infosys. Infosys also organized programmes such as HALE (Health Assessment and Lifestyle

Enrichment Plan).HEAR (Hearing Employees and Resolving) that are able to motivate the employees. Infosys has also introduced “Career Clarity”, that allows the new recruits to see their current growth and the further opportunities present in the coming years in the organization. Employee engagement in generating Ideas such as “Murmuration targeted at "crowd-sourcing ideas from employees” has been able to generate new ideas for the organization

Important Employee retention Strategy in Wipro

The "Notch Up" programme is the second major initiative by India's third largest software exporter this year to retain employees with five or more years of experience. Wipro offers employees who have put in more than two years at the company a chance to do Masters at Pune based Symbiosis, Pilani's Birla Institute of Technology and Science or VIT University in Vellore. Wings Within- All open positions are made visible to employees, thereby encouraging those eligible for a job change. 'Mitr', Wipro's counselling initiative, helps the employee cope with crises faced in their personal and professional life. Wipro offer stock options to deserving employees. The Wipro Employee Stock Option Plan (WESOP) allows them to make employees share with us the rewards of success.

Important Employee retention strategies of NIIT Technologies:

PEEP (Proactive Employee Engagement Program) which is a one-to-one interaction with between the associate and senior management, providing an effective platform for communication. Pulse, an employee satisfaction survey will enable NIIT to address the issues and develop action plans on various level. Embedded Learning Synchronized Assistant (ELSA) - *Enabling Embedded Learning Give NIITians the ability to search, discover, and learn in the context of their everyday work using the ELSA platform.* Foreign Language initiative (FLI): Based on Client's requirement, associates are trained in required Language and workshops on cross-cultural etiquette are conducted in collaboration with Assurance Academy. *NTL Global Leadership Program”*

which is the essential management development program that lays the foundation to step into executive leadership.

Chapter 5. Evaluation of Present Policies for employee Retention in some selected IT Organisations.

Current Policies of all these four companies have been evaluated in this chapter. On the basis of structure questionnaire, Researcher has evaluated these policies in the following heads such as Management Policies, External Market Factors related policies, Non-Financial Policies, Compensation Policies, Career and Development Policies, Female Oriented Policies and Employee Job Satisfaction Policies.

Respondent's profile and demographic data is analyzed in this chapter. Percentage and frequency distribution has been displayed for each retention policies' statement responses. Hypothesis has been verified by using various statistical tools. Micro Analysis is also done for Retention measures on all the statements of each categories/sections with different variables-Management Level, Age, Gender and Total Years of Experience. Tools used is Kruskal Wallis Test - P Value

It can be concluded that the major reasons of employee exits are:

Comprehensive Pay Package, Dis-satisfaction with the Profile, Hierarchy Distress, Psychological, Group Cohesion, Role Stress, Higher Studies, Job and employee mismatch, less growth opportunities, Lack of appreciations, Lack of trust and support in co-workers, seniors and management

Retaining right workforce will help IT industry in the long-term for growth of any organization and will also add to their brands. But the major difficulty facing by an organization today is retaining employees as well as satisfying them. However. this research paper tried its level best to reveal the various approach in the area of employee retention.

Hypothesis Testing Results:

- As per H1 Hypotheses, it has been concluded that there is a relationship between each and every HR Policies and perception of employees for each policies are different and can be ranked as per their Agreement Level. The maximum focus is given for Management Policies, then Non-Financial Factors, then Career and Development Policies then Female oriented Policies and lastly Compensation Policies.
- As per H2 Hypotheses, it has been revealed, that perception of employees based on management level differs significantly as entry level perception is different for each and every policies of retention while experienced employee takes the policies in different perception. It has been observed that Entry Level employees and Experience employees tend to stick with the companies, the middle level is more likely to get intentions of leaving. Here, this study focused on how the companies derive policies to cater this segment to curb the attrition. Before implementing policies these companies take different needs of different levels into consideration to get most out of it.
- As per H3 Hypotheses, It has been proved that perception of the employees differ significantly on the basis of gender as Males and Females have different life cycle and responsibilities so their needs and perception varies. These companies are extremely careful for gender diversity and catering it to the best level.
- As per H4 Hypotheses, It has been found that there is a linear relationship between External Market Condition and self-efforts taken by employees to be retained within the company. As when, External IT Market is not favourable then employee increases self-efforts to be retained as there is less opportunities outside and if External Market is good and favourable then employees do not take that much effort.
- As per H5 Hypotheses, It has been showed that Favourable and unfavourable External market Factors impacts employee retention policies. As when External IT Market is favourable then in this scenario organizations take efforts to retain their best talent to avoid their departure due to dearth of

opportunities outside and they design policies to ensure employee retention and curb attrition.

- As per H6 Hypotheses, It has been indicated that employee perception differs significantly on the basis of Age of employees. Young workforce tend to job hop more for career growth as they have got new family responsibilities in personal front at the same time old workforce tend to stick with the company as they need more of stability and avoid job hopping.
- As per H7 Hypotheses, it has been revealed that compensation policy of the company impacts employee retention of the company. It has been also proved by Ex-Employee Feedback that majority of them left these organizations respectively for compensation and growth. Existing employees also stated that compensation is one of the major factor of Employee retention in the company.

Correlation Values is 0.8510578, here got a high positive correlation value among Compensation Policy with HR Retention Policies. This alludes to high linear relationship among the two variables.

Chapter 6. Findings, Conclusion and suggestions

Below are the findings of data analysis as per different categories of employees retention policies.

Management Policies:

Company wise finding for Management Policy :As per Management Policies category's respondents responses, it can be observed that NIIT has got highest score that is (Average) 40.8 for management policy agreement score , Wipro got 40.6 score ,Infosys got 39.3, Ex-employee of all these companies have got 39 And TCS has got the lowest 35.6, against a total score of 50.

Overall response finding for Management Policy: 97 % of the respondents are agree that company is reputed among IT industry. 88% of the respondents agree that Company has Continuous Performance Appraisal System for Employees

and Manager keeps Cordial Relationship with Employees. 85% of the respondent agree that Company conducts exit interviews to know Reason of Leaving and Company has Effective Retention practice. 79 % of respondent agree that Company pays according to employee's performance.

External Environment Factors:

Company wise finding for External Environment Factors: Against a total score of 20. , It can be observed here that TCS has got highest score of 15, Wipro got 14.9 score, NIIT got 14.5, Infosys has got the lowest 12.98 and Ex-employee of all these companies have got 14.11,

Over all finding for External Environment Factors: 86% of the respondents agree that Management constantly re-organizes the employees into technology or business groups as per global industry needs to be competitive in the market. 16 % of the respondents Disagree that Company provides competitive compensations as per external Job Market.

Compensation Policies:

Company wise finding for Company compensation policy: According to respondents perception for compensation policy, it is observed here that Wipro has got highest score that is (Average) 26.6 for Compensation Policy's agreement score, TCS got 26.5 as a score, NIIT got 25.2, Ex-employee of all these companies have got 25 and Infosys has got the lowest 23.4, against a total score of 35. Though the difference in perception is not very much significant as the scores are in range of 26 to 23.

Overall response finding for Compensation Policies: 78 % of the respondent are Agree with overall Company Compensation policy. 76 % of the respondent are Agree with their Salary Package. However 21% of respondent disagree or strongly disagree that Company provides Cash Awards. Most of the Selected IT companies do not provide Cash Awards and Awards are mostly non- monetary in Nature such as Recognition within Team, Certificates, etc. these awards are sometimes known as Sticky Awards i.e. Awards is always retained by the employees always

Non-Financial Policies

Company wise finding for Non-Financial policies: Against a total score of 110. It can be observed through Non-Financial Policies perceptions' of respondents' that here NIIT Tech has got highest score that is (Average) 86.3 for Non-Financial Policy's agreement score, TCS got as almost same 86.2 as a score, Infosys got 85.8, Ex-employee of all these companies have got 84.7 and Wipro has got the lowest 84.3

Overall response of Non- Financial Policies: 95% of Employee agree that Company takes care of employee safety, 91 % of Employee agree that Company follows adequate measures for employees Health and safety, 90 % of Employee agree that Management cares for the well-being of the employees, 90 % of the respondent agree that Company provides a service award for employees and Company Management takes cares for the well-being of the employees, 88% of the respondent agree that Company is providing non-cash rewards and recognition, 88% of the respondent agree that Company identifies and rewards the best performances and Company recognizes the innovative ideas of employees, 80 % of the respondent agree that Company identifies and rewards the leadership of Employees, 76% of the respondent agree that Company provides new invention recognition awards for Patent filing and granted etc.

Career and development policies:

Company wise finding for career and development policies: It can be observed through Career and Development Policies perceptions of respondent's' here that NIIT Tech has got highest score that is (Average) 65.5 for Career and Development Policy's agreement score, Infosys has 64.9 as a score, Wipro got 64.6, Ex-employee of all these companies have got 64.1 and TCS has got the lowest 62.6, against a total score of 80.

Overall response finding for Career and Development policies : 98 % of the respondent agree that Company conveys the rules and regulations to the employee. 95 % of the respondent agree Company that provides skills certification. 95 % of the respondent agree Company provides initial induction training for the employees.

Employee job satisfaction policies

Company wise finding for Employee job satisfaction policies: It can be observed through Employee Job Satisfaction section that NIIT Tech has got highest score that is (Average) 20 for Employee Job Satisfaction Policy's agreement score ,Wipro has got 19.6 as a score ,Infosys got almost same as 19.5, Ex-employee of all these companies have got 17.9 and TCS has got the lowest 17.4, against a total score of 25.

Overall response finding for Job satisfaction policies:87 % of the respondent feel valued within the company. 86 % of the respondent said that they are satisfied with their Jobs.

Female oriented policies

For Female Oriented Policy's agreement score , Against a total score of 45, TCS has got 32.7 as a score ,Infosys got almost same as 32.5, NIIT Tech got 32 and Wipro has got the lowest 31.4,

Overall response finding for Female oriented policies.

95 % of the respondent agree that Company follows work ethics regarding female employee and fulfils all government norms and regulation. 94 % of the respondent agree that Company Provides appropriate Maternity leave Benefits. 83 % of the respondent agree that Company follows adequate women safety measures

Self-efforts of employees:

Company wise finding for self-efforts of employees: Against a total score of 20.It can be observed Self Efforts of Employees Section that Infosys has got the highest score that is (Average) 17.9 for Self Effort of Employees agreement

score, NIIT Tech has got almost similar 17.8 as a score , Ex- Employees of all the companies have got 17.5, Wipro got 17.3 and TCS has got the lowest 16.7

Overall response finding for self-efforts of employees

97 % of the respondent agree that they are taking effort in reskilling myself (Technical/Non-Technical Skill) for future opportunities within the company. 94 % of the respondent agree that meet all deadlines set as part of job responsibilities. 92 % of the respondent agree that they maintain cordial relationship with existing manager or newly appointed manager

- As per subjective question “Suggestion of employees for retention practices that company has to adopt”, Respondents suggestions hierarchy states that- majorly Company should provide competitive Salary Packages and Flexible Working Hours, followed by Good Managerial Relations and Growth Opportunities, followed by Better Training and Employee Career Plans, followed by Skill Based allowances, followed by Encourage Innovative Thinking, followed by Desirable Location and Onsite Opportunities, followed by Good Environment etc.

Ex-Employees Feedback revealed that if given an opportunity 80% are ready to join back these companies, Also 85% will refer this company to friends and family. This implies that they were majorly satisfied with the company policies, strategies and work environment of these companies.

“How many of your colleague left company in last 3 year from your Team/Department “was asked to the employee of these IT companies. Here, (0-1) years of experienced respondents says 2 as average, (1-5) years of experienced respondents says 7, Employees who have worked between 5-10 years with the company have responded that around 12 colleagues have left their company in last 3 years. And 10 plus years of experienced respondents says 3 colleague left in last three years. Here, it can be seen that Entry Level or Fresher’s and Experienced Employees tend to stick more with the company as compared to Middle level Management. Once Entry Level Employees complete few years

and get some experience they tend to move and start searching alternatives and start more Job hopping's as compared to experienced workforce.

Majority of respondents are (around 85 %) agree for the strategies effectiveness and only (1%) very few are disagree for the same. And 14 % are Average agree it signifies that majorly all the employee retention policies and strategies are very effective in these companies.

- When asked respondents in open ended question why you left last organization, majority said because of Growth and high Salary but when asked why you are retained within this organization majority said company environment and Growth it implies that sample companies have good Working Environment and huge opportunities for growth within so that employees are being retained for a very longer period of time with them.
- As per Employee Feedback, researched found that when asked why you have been retained with the company, 31.8% respondents says Growth Opportunities and Company Environment, 10.3 % says Managerial Relations, 22% Job Security, 16.1% Training and Development, 18.8% Competitive compensation. Here, it implies that major reason of employee retention of these companies are overall growth opportunities and the work environment they provide within, merely 18.8% says that because of competitive compensation they are retained within the company.

Major suggestions for Employee retention

Empowering Women should be one of the most important among all the priorities for employee retention as 30% of the employees are Females in IT Industry which is huge and may rise to 50 % in IT Industry providing a better work environment, flexibility of working hours, Women Safety measures, Ensuring work ethics for women at workplace, provide work Life balance, And

Equal opportunities etc. Strategies to retain Women workforce must be constantly updating to cater the real-time needs. Day Care facilities, Work from Home, More Maternity Leaves, Onsite Job Opportunities, Employee centric culture, Good appraisals, better employee grievance handling are few suggestions for Female oriented Retention Policies.

Organisation can provide onsite opportunities to employees who are valuable to them and would like to retain within organisation for a longer period.

The IT workforce should be given flexibility of working hours within the organization. As seen through the feedback of existing and ex-employees, they seek flexibility a big time to perform more efficiently.

Variable Pay should be the part of salary package it helps in keeping employees motivated to achieve higher targets.

It is suggested to provide Infrastructural facilities like Volley ball court, Basketball court, Table tennis, Badminton, Gym, swimming pools, Yoga and Dance room etc. Because it should not be just always about work all the time.

Certain mid-level employees needs to support their elderly parents and have to relocate due to these reasons. Organisation needs to identify the employee personal reason and provide viable options. Here, this is to recommend that companies should derive such policies which can cater- different segments need to curb the attrition. Before implementing policies should always take the view of different levels into consideration to get most of it.

Here it has also been seen in the study that compensation policy's section got the lowest score from respondents which implies that compensation policy of these companies has lots of scope of improvement to become more effective when it comes to employee retention as their other policies are.

Below are few important recommendation:

Be an ideal employer, Recruit right, Design hierarchy well, Give people challenging responsibilities, Develop, Deploy and Connect with Employees, Make advancement possible, Loyalty is a two-way Relationship, Promote a Healthy Working Environment, Management Commitment, Develop Sense of Ownership, Transparent Compensation Policy, Develop Self Esteem by appreciation, Recognize Employees, Personalized Reward, Boost Morale, Develop Belongingness, Offer valuable learning opportunities, Grievance handling etc.

Hence it is obvious that organizations must aim at developing effective employee retention policies and practices which increases employee commitment level, loyalty and engagement. Organization has aimed to design integrated approach to employee retention which includes best retention strategies like conducive organizational culture, adequate competitive pay package, non-monetary motivation and effective employee development programs for attaining competitive advantage in business environment. It also indicated that the mostly employees leave these organization only when there is total compulsion arising from personal and family compulsions. This is a positive gain for the company in managing their employees and restricting employee attrition to an absolutely low manageable level. The policies and HR practices of these companies are worth Bench Marking by other organizations and companies in the industry.

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Annexures

- Bibliography
- List of Paper Presented and Published
- Questionnaire

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2. Paper entitled “Is HR going to obsolete in IT era” has been published in “Shrinkhla-A Multi-Disciplinary International Journal, Vo-5, Issue-11, July 2018, UGC S. No. 40880, ISSN (P):2321-290X+ 2349-980X
3. Published the paper entitled “HR Practices for Employee Retention and Minimizing Turnover” in “Remarking an Analisation” International Journal, Vol-3, Issue-9, UGC S. No. 40827, P-ISSN: 2394-0344, E-ISSN: 2455-0817, Dec 2018.
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HR Practices for Employees Retention and Minimizing Turnover

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Abstract

The dilemma facing organizations is whether to invest more time and money fine-tuning their recruitment strategy or to pay extra attention to retaining the talent they already have. Recruiting new staff is expensive, stressful and time-consuming,

Think retention as re-recruiting your workforce. Recognize that what attracts a candidate to a particular job is often different from what keeps that person there. While salary certainly is a key consideration for potential employees, pay alone won't keep them in a job (Angott, 2007). Advantageous aspects other than strictly compensation attract good employees; something more than a number retains them. Today employees are looking for a career package, including a comfortable company culture, career path, diversity of responsibilities, and a work/life balance (Griffiths, 2006).

Keywords:

Introduction

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joinee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained thus making it importance for organization to retain their employee.

Employee retention is very important mainly because of two reasons:

- Turnover is costly
- Best Talent drives Companies performance.

After studying several retention surveys it is found that there are some proven practices of HR which are very helpful and effective.

Such Six key practices that organizations can implement with technology support to retain their top talent:

- Recruit the right people in the first place.
- Improve the line manager's ability to manage.
- Give employee's constant feedback about clear, meaningful goals.
- Empower employees to manage their own careers.
- Proactively drive talent mobility.
- Continuously measure and improve retention strategies.

It is also found that 90 percent of employees make their decision to stay at a company within the first six months. To Check this we should make sure:

- Ensure an accurate match between role and candidate
- Automated skills-based matching
- Speed up the recruitment process to secure top candidates
- Automate workflow of recruitment process
- Proactively build talent pools of suitable candidates
- Build and mine talent pool database
- Ensure new hires are productive as soon as possible.
- Coordinate all onboarding activities Improve Line Management Capability

Measures to Prevent Turnover

Start with solid on boarding and orientation program:

1. The highest level of turnover occurs during the first 90 days of the job.
2. The purpose of on boarding is to assimilate the new person into your organization, so make the first few days a positive, memorable experience.

3. Develop a good relationship with your employees. A recent study conducted by Indiana University found that a bad boss is the main reason people quit job.
4. A good manager, must be a good communicator, clearly communicating expectations and providing encouragement for a job well done. Good bosses acknowledge the work of others and genuinely care about their employees.
5. Build a flexible workplace: Workplace flexibility is no longer a perk, it's a business imperative, according to the White House

Retention Proven Practices Training

Training of employees reinforces their sense of value (Wingfield, 2009). Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements (Maul, 2008).

Mentoring

A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth (Wingfield). With a mentoring program, an organization pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback, and design an individualized career development plan (Goldenson, 2007).

Instill a Positive Culture

A company should establish a series of values as the basis for culture such as honesty, excellence, attitude, respect, and teamwork (IOMA, 2008). A company that creates the right culture will have an advantage when it comes to attracting and keeping good employees (Main).

Use Communication to Build Credibility

No matter what the size of the organization, communication is crucial to building and maintaining credibility. Many employers get communication to "flow up" through a staff advisory council (or similar group) which solicits and/or receives employees' opinions and suggestions and passes them on to upper management (IOMA). It's also important for employees to know that the employer is really listening and responds to (or otherwise acknowledges) employee input.

Show Appreciation via Compensation and Benefits

Offering things like competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organization. The rewards given to employees must be meaningful in order to impact their perception of the organization and therefore have a marked influence on its retention efforts. Moreover, if an organization promises a reward, it should keep that promise (Gberevbie, 2008).

Encourage Referrals and Recruit From Within

Having current employees offer referrals could help minimize confusion of job expectations.

Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can lessen the impact of turnover is to hire from within, since current employees have already discovered that they are a good fit in the organization (Branham, 2005).

Coaching/Feedback

It's important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year (Branham).

Provide Growth Opportunities

An organization should provide workshops, software, or other tools to help employees increase their understanding of themselves and what they want from their careers and enhance their goal-setting efforts (Branham). It's important to provide employees with adequate job challenges that will expand their knowledge in their field (Levoy, 2007). According to Right Management, employees are more likely to stay engaged in their jobs and committed to an organization that makes investments in them and their career development.

Make Employees Feel Valued

Employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills, and receive recognition for their contributions (Levoy).

Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It's important for employers to say "thank you" to employees for their efforts and find different ways to recognize them. Even something as simple as a free lunch can go a long way towards making employees feel valued.

Listen to employees and ask for their input as to what rewards might work best at your organization. Conduct meetings and surveys to enable employees to share their input (Branham). Most team members will work harder to carry out a decision that they've helped to influence.

Lower Stress from Overworking and Create Work/Life Balance

It's important to match work/life benefits to the needs of employees. This could be in the form of offering nontraditional work schedules (such as a compressed work week, telecommuting, and flextime) or extra holidays. When work-life balance is structured properly, both the employee and employer come out ahead. For example, the employer will experience more productivity in the workplace because employees will be less stressed, healthier, and thus, more productive (Wingfield). Encouraging employees to set work/life goals, such as spending more time with their children, communicates that you really do

want them to have a life outside of work and achieve a healthy work/life balance.

Foster Trust and Confidence in Senior Leaders

Develop strong relationships with employees from the start to build trust (Stolz, 2008). Employees have to believe that upper management is competent and that the organization will be successful. An employer has to be able to inspire this confidence and make decisions that reinforce it. An employer cannot say one thing and do another. For example, an employer shouldn't talk about quality and then push employees to do more work in less time. In addition, employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management (Branham).

Contemporary Tools for Retention

Offer Fair and Competitive Salaries

Fair compensation alone does not guarantee employee loyalty, but offering below-market wages makes it much more likely that employees will look for work elsewhere. In fact, research shows that if incomes lag behind comparable jobs at a company across town by more than 10 percent, workers are likely to bolt. To retain workers, conduct regular reviews of the salaries you offer for all job titles — entry-level, experienced staff and supervisory-level. Compare your department's salaries with statistically reliable averages. If there are significant discrepancies, you probably should consider making adjustments to ensure that you are in line with the marketplace.

Remember that benefits are important too Although benefits are not a key reason why employees stick with a company, the benefits you offer can't be markedly worse than those offered by your competitors

Train your front-line supervisors, managers and administrators

It can't be said often enough: People stay or leave because of their bosses, not their companies. A good employee/manager relationship is critical to employee satisfaction and retention. Make sure your managers aren't driving technologists away. Give them the training they need to develop good supervisory and people-management skills.

Clearly define roles and responsibilities

Develop a formal job description for each title or position in your department. Make sure your employees know what is expected of them every day, what types of decisions they are allowed to make on their own, and to whom they are supposed to report.

Provide adequate advancement opportunities

To foster employee loyalty, implement a career ladder and make sure employees know what they must do to earn a promotion. Conduct regular performance reviews to identify employees' strengths and weaknesses, and help them improve in areas that will lead to job advancement. A clear professional development plan gives employees an incentive to stick around.

Offer retention bonuses instead of sign-on bonuses

Worker longevity typically is rewarded with an annual raise and additional vacation time after three, five or 10 years. But why not offer other seniority-based rewards such as a paid membership in the employee's professional association after one year, a paid membership to a local gym after two years, and full reimbursement for the cost of the employee's uniforms after three years? Retention packages also could be designed to raise the salaries of technologists who become credentialed in additional specialty areas, obtain additional education or take on more responsibility. Sign-on bonuses encourage technologists to skip from job to job, while retention packages offer incentives for staying.

Make someone accountable for retention

Measure your turnover rate and hold someone (maybe you!) responsible for reducing it. In too many workplaces, no one is held accountable when employees leave, so nothing is done to encourage retention.

Conduct employee satisfaction surveys

You won't know what's wrong ... or what's right ... unless you ask. To check the pulse of your workplace, conduct anonymous employee satisfaction surveys on a regular basis. One idea: Ask employees what they want more of and what they want less of.

Foster an environment of teamwork

It takes effort to build an effective team, but the result is greater productivity, better use of resources, improved customer service and increased morale. Here are a few ideas to foster a team environment in your department:

1. Make sure everyone understands the department's purpose, mission or goal.
2. Encourage discussion, participation and the sharing of ideas.
3. Rotate leadership responsibilities depending on your employees' abilities and the needs of the team.
4. Involve employees in decisions; ask them to help make decisions through consensus and collaboration.
5. Encourage team members to show appreciation to their colleagues for superior performance or achievement.

Reduce the paperwork burden

If your technologists spend nearly as much time filling out paperwork, it's time for a change. Paperwork pressures can add to the stress and burnout that employees feel. Eliminate unnecessary paperwork; convert more paperwork to an electronic format; and hire non-tech administrative staff to take over as much of the paperwork burden as is allowed under legal or regulatory restrictions.

Make room for fun

Celebrate successes and recognize when milestones are reached. Potluck lunches, birthday parties, employee picnics and creative contests will help remind people why your company is a great place to work.

Write a mission statement for your department

Everyone wants to feel that they are working toward a meaningful, worthwhile goal. Work with your staff to develop a departmental mission statement,

and then publicly post it for everyone to see. Make sure employees understand how their contribution is important.

Provide a variety of assignments

Identify your employees' talents and then encourage them to stretch their abilities into new areas. Do you have a great "teacher" on staff? Encourage him/her to lead an in-service or present a poster session on an interesting case. Have someone who likes planning and coordinating events? Ask him to organize a departmental open house. Know a good critical-thinker? Ask him/her to work with a vendor to customize applications training on a new piece of equipment. A variety of challenging assignments helps keep the workplace stimulating.

Communicate openly

Employees are more loyal to a company when they believe managers keep them informed about key issues. Is a corporate merger in the works? Is a major expansion on the horizon? Your employees would rather hear it from you than from the evening newscast. It is nearly impossible for a manager to "over-communicate."

Encourage learning

Create opportunities for your technologists to grow and learn. Reimburse them for CE courses, seminars and professional meetings; discuss recent journal articles with them; ask them to research a new scheduling method for the department. Encourage every employee to learn at least one new thing every week, and you'll create a work force that is excited, motivated and committed.

Be flexible

Today's employees have many commitments outside their job, often including responsibility for children, aging parents, chronic health conditions and other issues. They will be loyal to workplaces that make their lives more convenient by offering on-site childcare centers, on-site hair styling and dry cleaning, flexible work hours, part-time positions, job-sharing or similar practices. For example, employees of school-age children might appreciate the option to work nine months a year and have the summers off to be with their children.

Develop an effective orientation program

Implement a formal orientation program that's at least three weeks long and includes a thorough overview of every area of your department and an introduction to other departments. Assign a senior staff member to act as a mentor to the new employee throughout the orientation period. Develop a checklist of topics that need to be covered and check in with the new employee at the end of the orientation period to ensure that all topics were adequately addressed.

Give people the best equipment and supplies possible

No one wants to work with equipment that's old or constantly breaking down. Ensure that your equipment is properly maintained, and regularly upgrade machinery, computers and software. In addition, provide employees with the highest quality supplies you can afford. Cheap, leaky pens may seem like a small thing, but they can add to employees' overall stress level.

Conclusion

Retention involves five major things

After having read all the retention tools/techniques we can conclude that almost all the retention strategies revolves around these five parameters they are:

Compensation

Compensation constitutes the largest part of the retention process. The employees always have high expectations regarding their compensations.

Environment

Environment is another factor which contributes to employee retention. A motivated employee wants to contribute to work areas outside of his specific job description.

Growth

Growth is an integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he will leave the organization as soon as he gets an opportunity.

Relationships

Sometimes the relationships with the management and the peers becomes the reasons for an employee to leave the organization. The management is often not able to provide an employee a supportive work culture and environment in terms of personal or professional relationships. A supportive work culture helps grow employee professionally and boosts employee satisfaction. There are times when an employee starts feeling bitterness towards the management or peers, which leads to less satisfaction and eventually attrition.

Support

Employee today are asking for a work place that helps them balance the demands of their work and family lives, rather than forcing them to choose one over the other.

Schemes Like

1. Special schemes for their children
2. Scholarships
3. Medical benefits
4. Trainings etc.

Figure: Five Major Aspects of Retention



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Is HR Going to Obsolete in IT Era

Abstract

Do you remember the Personnel department. That's what the term by which human resources department used to be called, when 90 percent of its function was collecting and filing new hire paperwork from employees mostly. If you don't remember the Term personnel department, it might be because it was rendered obsolete around the 1980s and 1990s.

It turns out businesses needed a higher level of sophistication than just a paperwork. Companies in particular needed experts in the areas of labour compliance, enforcing corporate rules and regulations, as well as responding to benefits questions from employees and paperwork. So the personnel department evolved to become known as HR. Now, it's HR's turn to evolve rather obsolete.

Keywords: Human Resource Management, Information Technology.

Introduction

In this contemporary IT Era, where all the HR functions can be outsourced or can be managed efficiently by HRMS solutions in the market which are easily available in very cheap cost due to technology flood.

It can also be seen in the way that there is no viable future for the HR function, and HR professionals will inevitably be replaced by software's.

There are few points to elaborate it more:

Outsourcing will be Preferred in Spite of In-House HR

Many businesses are going to get a lot of capability done by better technology, more self-service and the employee doing a lot on their own

Entry-level HR jobs, as they currently exist, will all disappear as transactional tasks are consigned to outsourced services.

With employees taking on increasing responsibility for their benefits, we'll see not only the administration of benefit programs but the entire benefits department become outsourced.

Service firms will offer „benefit-in-a-box“ models that will offer cost-effective, bundled health and welfare, wellness and retirement plans to organizations



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Service firms will offer „benefit-in-a-box“ models that will offer cost-effective, bundled health and welfare, wellness and retirement plans to organizations

The internal HR function will survive. As Chip Luman, the COO of HireVue, explains, “Given the ongoing regulatory environment, the need to pay, provide benefits, manage employee relations issues, and process information will go on.”

In House HR's New Core Competence will be Strategic Thinking



More recently, an Economist Intelligence Unit report stressed the need for C-suite executives to partner with HR to drive growth. In support of that, over half the experts mentioned that HR needs to increase its strategic value to the business. Dr. Presser says, “This includes the ability to make accurate projections based on understanding of the goals of the business and using metrics that describe more than lagging indicators, such as how long it takes to fill a job or the per-employee training spend.” **This strategy role cannot be outsourced.** “Strategic planning requires in-house expertise.”

HR Professionals is in a transition into HR Business Professionals who not only understand HR functions but also understands business operations and strategy.”

From Generalist to Specialist

Earlier we were in a „generalist“ mode and now the pendulum may be swinging back toward the specialist. HR generalists as we know them will disappear

There will be more specialized roles

This to be the case as the employment landscape becomes more complex with changing regulations around employment law and benefit compliance with the Employment and statutory Acts.

Managing Remote Workforce in An Effective Manner will be A New Norm

Remote workers is a growing challenge to managers who are not effective in managing people at a distance. Automation and a different set of expectations will be part of the solution. New technologies will be used to analyze the work production instead of the working time. Results will

become more important and business will expect HR to be producing more result-driven performance analysis.

HR will need to become much more like Marketing

Recruiting is going to become more like marketing, identify specific micro-segments of either job seekers or job holders that you want to target to bring into your firm, just like a marketing firm would. It's also important to remember HR needs to provide much of the framework and consistency around effective people management in the form of HR policies, practices and programs. And there's also the important employee advisory role many HR practitioners play (although HR exists primarily to serve the needs of the employer, not employees) Yes, Rapid changes in technology have affected businesses in more ways than we can count, from globalization and organizational adjustments to a workforce clamouring for remote and mobile job opportunities — and human resources has had to adapt swiftly. If HR wants to continue to play a critical role in helping businesses anticipate and manage organizational change, it must have technology at its core.

To add more to this paper, New technologies that will infact help to HR in a transforming way.

Few Suggestions

Big Data will make HR More Smarter

Compliance and risk avoidance are essential principles for HR, underlying every function and task. Because of this, HR has earned a reputation for being mired in time-consuming duties with significant amounts of paperwork.

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But technology has changed much of that monotony, via new HR portals and platforms that digitize much of the information HR needs to process. Today's technology gives HR professionals access to the power of Big Data — impacting the way businesses understand their customers, market to new audiences, and communicate with existing and prospective employees.

When combined with other technologies, Big Data provides a tremendous amount of insight and allows HR professionals to make decisions backed by concrete information and more efficient processes.

Cloud will Help Cleaning up the HR Office

The cloud is another innovation that's changing HR in a big way. Both collection and storage of data have always been a big part of HR's function and, until the cloud, meant hard drive space, piles of paper, filing cabinets, and desk drawers. Naturally, this led to inefficiencies, security issues, data loss, and chaotic office spaces.

Employees will get What They Want with Mobile Technology

Cloud security makes it easy to limit access to information. At the same time, cloud-based mobile platforms allow individuals to access their information more readily than ever before.

Mobile HR apps make it easy for employees to access this kind of information anywhere and anytime. And that makes life easier for HR workers, too.

Conclusion

In today's era of business, what companies want to see from HR is a group that can develop the organization culturally; strategically advise the company's leadership on talent; and consult and help employees on personal development, growth and performance.

A 2014 *Harvard Business Review* article even suggested breaking the HR department into two parts. The first part would be administration (basically the traditional notion of HR), reporting to the CFO, and the second would be HR-LO (for leadership and

organization), which would focus on improving the people capabilities of the business and would report to the CEO.

What's more, the future of business and organizational performance isn't going to need as many tacticians. Just as robots will soon replace professional taxi and truck drivers and manufacturing jobs, artificial intelligence is poised to replace many HR professionals in many of the back-office administrative tasks they're used to completing.

There are some encouraging signs of change. Disrupt HR, an organization similar to Tedx, holds conferences to discuss new ways to manage talent. It believes that how we've approached people and talent in the past will not be the best way to approach it in the future.

Many entrepreneurial companies now deliberately avoid using the term "human resources" for "people" and "culture" in attempts to make the old seem new. This is an acknowledgement by cutting-edge CEOs that HR isn't working and that reimagining its title is the first step if rethinking the role.

Many HR professionals tend to be process-oriented in an era that demands creative and strategic thinking. Workforces today are less about control and more about self-management and direction. For these professionals to enhance their credibility and elevate their standing in the organization, it's time they take the initiative and start moving their own development in this direction.

To prepare for Future HR need to be: keep learning, keep updating, keep abreast technology, Risk-taking and networking will help.

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RESEARCH QUESTIONNAIRE

(FACULTY OF COMMERCE AND MANAGEMENT)

University of Kota

Dear Respondent,

I am a Research Scholar of University of Kota, conducting a Research titled:

“An Evaluation of Measures for Retaining Employees in IT Industry”

To assist me in this regard, I would appreciate your efforts in completing the attached questionnaire.

I assure you that all information received in this connection shall be treated and held in strict confidential and shall be used for academic purpose only.



Thank You.

Aarti Mahawer

Survey comprises of Multiple Sections

Your time in completing this questionnaire is greatly appreciated.

1. General Information:

Company Name (Tick)

TCS

Wipro

Infosys

NIIT Technologies

Ex- TCS/Wipro/Infosys/NIIT Technologies

Employee Name (Optional) _____

AGE (Tick)

18-30 Years

31-40 Years

41-50 Years

50 Years and
above

Gender :

Male

Female

Designation and Level of Management

:

Top Level

Middle

Lower Level

How long you have been

0-1 Years

1-5 Years

5- 10 Years

10 + Years

Working with this company :

Total years of Experience:

Please indicate your Educational/Professional Qualification:

a. Diploma certification

b. Non-Engg. Graduation

c. Engineering Graduation

d. Post Graduate

e. Others

Indicate your Marital Status:

- a. Single
- b. Married
- c. Divorced

Please read each statement carefully and then check an appropriate response from the categories given under each statement. Please make sure that the response you check is the most appropriate.

Disagree Strongly	Disagree Somewhat	Neutral	Agree	Agree Strongly
1	2	3	4	5

2. Evaluation of organizational HR Policy with relevance to Employee Retention

What is your perception regarding company overall policy with special reference to Retention policy

A) Management Policies

Sr. No.	Management Policies	1	2	3	4	5
1	Company is a reputed one among IT industries and company has good future growth prospects.					
2	Company has effective Retention Practices.					
3	Company is having the process of rehiring of employees.					
4	Company provides internal promotion policy					
5	Company is having continuous Performance appraisal System for employees.					
6	Company conducts exit interviews to know the reason of leaving the company					
7	Company compensation policy is attractive					
8	Company pays according to employee's performance					
9	Management and my immediate manager keep cordial relationship with me.					
10	Company has Best HR practices with specific reference to Retention practices					

B. External Environmental Factors:

1	My management constantly re-organizes the employees into technology or business groups as per global industry needs to be competitive in the market					
2	External IT job market is not favorable so IT Jobs are not available outside					
3	External IT Job Market is good so there are better opportunities available outside the company					
4	Company provides competitive compensations as per external Job Market.					

3. Evaluation of compensation Policy with relevance to retention of employees

Following are the statements related to evaluate financial factors in terms of fringe benefits and compensation policies. Please read carefully and tick on the response that is most appropriate for you.

Sr.No.	Compensation Policy	1	2	3	4	5
1.	Are you satisfied with Salary package					
2.	Are you satisfied with overall company compensation policy					
3.	Company provides cash awards					
4.	Company provides referral bonus					
5.	Company encourages and supports the education of children					
6.	Company has good policy of reimbursements					
7.	Company supports retirement plans					

4. Evaluation of Measures Non- Financial Motivation Policies

A) Quality of Work-life Policies

Following are the statements related to Quality of Work Life Policies. Please read carefully and tick on the response that is most appropriate for you.

Sr. No.	Quality of Work life	1	2	3	4	5
1.	Management is flexible in sanctioning leave for the personal social activities.					
2.	Company Supports Employee Engagement activities					

3.	Company has a good culture and environment					
4.	Company provides transfers to desirable locations/branches					
5.	Company provides time off and sabbaticals					
6.	Company is open for flexible working hours.					
7.	Company complies with all the appropriate Acts and Regulation required for employees.					
8.	Company provides best physical workplace.					
9	Company provides specific feedback on the employee's performance.					
10	Company takes care of employee safety.					
11	Company follows adequate measures for health and safety practices					
12	Company has hassle free separation policies like Notice period and Exit Formalities etc					
13	Company provides Medical assistance/facilities for me and my family					
14	Company provides Transportation/Accommodation facility if required					
15	Are you satisfied with diversity, persons with disabilities, nationalities, underprivileged people etc related policies of the company					

Following are the statements related to Rewards and Recognition. Please read carefully and tick on the response that is most appropriate for you.

B) Reward and Recognition Policies

Sr.No.	Rewards and Recognition	1	2	3	4	5
1	Company provides a service award for employees.					
2	Company identifies and rewards the leadership of Employees					

3	Company identifies and rewards the best performance					
4	Company is providing non-cash rewards and recognitions					
5	Management cares for the wellbeing of the employees.					

C) Ideas and Employee Suggestions

Sr.No.	Ideas and Employee Suggestions	1	2	3	4	5
1	Company recognizes the innovative ideas of employees					
2	Company provides new invention recognition awards like for Patent filing and granted etc.					
3.	What would be your suggestion for your company to improve employee retention					

5. Evaluation of Employee Career and Development Policies

Following are the statements related to Career Development. Please read carefully and tick on the response that is most appropriate for you.

1. Education:

Sr. No.	Education	1	2	3	4	5
1	Company supports employees for the higher qualifications.					
2	Company provides opportunity for Higher educational formal courses enrolment					

2. Skill Enhancement:

Sr. No.	Skill Enhancement	1	2	3	4	5
1	Company supports skill enhancement of employees.					
2	Company provides on the job training.					
3	Company provides opportunity for self-Training (online training and Offline Training)					
4	Company provides skill certification					
5	Company provides Incentives on successfully completion of certain training program					

3. Training Programs:

Sr. No.	A. Induction	1	2	3	4	5
1	Company provides initial induction training for the employees.					

2	Company conveys the rules and regulations					
3	Company educates employees about privileges in the Organisation					
4	Management prepares training and development plan for employees					
5	Company provides job description for employees					

Sr. No	B. Behavioral	1	2	3	4	5
1	Company provides inter personal skills, technical and employability training.					
2	Company provides financial support to attend workshops and seminars.					
3	Company provides a mentor to help employees for their development					
4	Company provides leadership training					

6. Tactics adopted by Employees to be retained within the Company (Self-Efforts)

Following are the statements to gain Insights about Employee and what Employees does to be retained in the organisation. Please read carefully and tick on the response that is most appropriate for you.

Sr. NO	Tactics adopted by employee to be retained in the company (Self efforts)	1	2	3	4	5
1	I am taking effort in reskilling myself (Technical/Non-Technical Skill) for future opportunities within the company					
2	I am taking efforts in knowing the company / Department / Project /Business Unit					
3	I maintain cordial relationship with existing manager or newly appointed manager					
4	I meet all deadlines set as part of your job responsibilities.					

7. Female Employees Retention Policies of the company

Following are the statements to understand women oriented benefits provided by company. Please read carefully and tick on the response that is most appropriate for you.

Sr. NO	Female Employee Oriented Policies	1	2	3	4	5
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1.	Company follows work Ethics regarding female employee and fulfils all government norms and regulation.					
2	Company Provides Maternity Leave Benefits					
3.	Company Provides Child Care Support like Day Care ,crèches, maids with babies, feeding areas, play area etc					
4	Company Provides Post Maternity Training to get on-board					
5	Company policy on Transfer to desirable location post marriage					
6	Company follows adequate women safety measures					
7	Company is flexible for mother of Infants					
8	Are you satisfied with the women oriented retention policies					
9	Company supports work from home for mothers of infants					
10	Suggest any retention practices that you would want company to adopt					

8. Following are the statements to understand ex-employees of NIIT/TCS/Wipro/Infosys.

Sr .No.	Ex-employees of NIIT/TCS/Wipro/Infosys
1	Why you left the organisation
2	Would you re-join the company
3	Would you refer the company to someone
4	What could have been done to stop you from leaving

9 .Following are the statements for Evaluation of Job Satisfaction of Employees. Please read carefully and tick on the response that is most appropriate for you.

Sr. No.	Job Satisfaction of Employee	1	2	3	4	5	
1	Are you satisfied with your job						
2	Are you satisfied with company HR retention Policies for emotional,						

	physical and financial well being						
3	Do you feel valued in the company						
4	Will you achieve your career goal by working in this company						
5	How many of your colleague left company in last 3 year from your Team/Department						
7	What is the most important aspect of employee retention in the organisation according to you Competitive Compensation Growth Opportunities Company Environment Training and development Managerial Relationships Near Location/ proximity Quality of Work Life Balance All of Above Other (Specify)						
8	Numbers of the company you had worked prior to joining this company:						
9	Why you have remained employed within the organisation: a. Career Advancement opportunities b. Job security/ Seek Stability in Profession c. Supervisory / Management Relations d. Salary Compensation e. All of the above f. Other – Please Specify						
10	What was the reason of leaving your last company?						

Thanks for your precious time and cooperation.

Questions to understand HR Policies of selected IT companies.

Question for HR of the companies(Unscheduled personal interview and Indirect observation during visits)

What is the Vision and Mission of the Company
Explain History and Growth of the Company
What are the HR Policies of the Company
Total Number of Employees employed.
Recruitment systems in the organisation.
Image of the Company in the employment market of India.
Annual average addition of employees
Salary and Benefits' of the employees
Training, Learning and Development, and career development.
Employee Annual Attrition

*Information is added in the company profiles.