"IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE ."

(PERIOD 2007-2013)

A THESIS SUBMITTED

TO

TILAK MAHARASTRA VIDYAPEETH, PUNE

FOR THE DEGREE OF DOCTOR OF PHILOSOPHY (PH.D)

IN HUMAN RESOURCES MANAGEMENT

Under the Board of Studies

MANAGEMENT

Submitted By

MRS. MOOON PAIITHANNKAR

UNDER THE GUIDANCE OF

Dr. Sanjeevani Gogawale

July, 2014

CERTIFICATE

This is to certify that the thesis entitled "IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013) which is being submitted herewith for the award of the Degree of Doctor of Philosophy (Ph.D.) in **Management**, of Tilak Maharashrta University, Pune is the result of original research work completed by **Smt. Mooon Paiithannkar** under my guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any degree or similar title of this or any other University or examining body upon her.

DR. SANJEEVANI GOGAWALE

Research Guide

Place: Pune

Date:

ACKNOWLEDGEMENTS

DECLARATION

I hereby declare that the thesis entitled **"IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013)** Completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other University or examining body.

MOOON PAIITHANNKAR

Research Student

Place:

Date:

TABLE OF CONTENTS

CONTENTS: PAGE NO.

LIST OF TABLES

LIST OF CHARTS AND FIGURES

LIST OF GRAPH

ABSTRACT

"IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE."

(PERIOD 2007-2013)

Introduction:

The researcher wants to bring it to the notice that the importance of Employees Turnover factors is already proved in the previous researches. The literature in support of that has been studied and included in the thesis. The main Intention is to arrive at the appropriate percent contribution of these organizational determinants of Employee Turnover. This will help solving many of the HR problems connected with lower productivity or job switching.

1. **Rationale and Significance of the study:**

   Employee Turnover is widely discussed concept in the field of Human Resource Management, which possesses high degree of significance in productivity, Retention, stability of the business in an organization.
   Satisfied employees are the strength of the industry, so the focus of this study is to figure out the gap that exists in the IT companies in Pune. There could be both the internal as well as external factors that is acting as the variables of the study

2. **Approaches to the Problem:** There is a need to have a scientific approach while treating the Employees in this context. Employers must develop a system to concentrate on each factor while making policy. This study will help to bring about the improvement in each of the areas of human resource

management and to establish the most accurate cause and effect relationship between employees (Low Level Resources) and organization.

3. **Theoretical Framework:** This point consists of mainly the explanation about dissatisfaction factors which consist of motivational factors, working environment, job related issues, organizational culture, social environment at workplace, employee commitment and turnover Intention. To solve the purpose of finding the dissatisfaction factor and its impact in the organization, survey has been done on different IT sectors which belonged to Large, Medium and Small size Companies.

   a. Large Sector IT Companies: The companies which had the number of employees (Low Level Resources) minimum 500 and above.

   b. Medium Sector IT Companies: The companies which had the number of employees (Low Level Resources) minimum 100 to 500.

   c. Small Sector IT Companies: The companies which had the number of employees (Low Level Resources) minimum 50 to 100.

4. **Reason for Choice of Topic:** The researcher strongly believes that most of the problems in any organization are due to mismanagement. The current scenario in the global business world has a lot of problems which are mainly associated with HR management. The satisfied Human Resource will certainly lead organization, societies and finally the world to the vertex of the success. The researcher wants to contribute significantly towards the attainment of lowering the Turnover level amongst the employees (Low Level Resources) which may help every organization to survive at a long run and at the same time able to cut down its extra cost that occur. Thus the researcher has undertaken this project.

5. **Title of the Thesis:** The title of the Thesis is **"IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013)**

6. **Objectives of the Study:**

The main Objectives are to Study "IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013)

The study will focus the following objectives:-

A. To understand the conceptual background of Employees dissatisfaction and employees turnover.

B. To study various theories on relationship between dissatisfaction and turnover of employees.

C. To evaluate the relationship between employee dissatisfaction and employee turnover, and the extent to which one of these variable affect another.

D. To investigate the business system of software companies.

E. To find out ways and means to reduce the dissatisfaction level of Employees.

F. To study various existing theories on relationship between dissatisfaction and turnover of employees

G. To analyze and interpret the data regarding the factors affecting the level of satisfaction of Employees working in different department of software companies.

H. To make suggestions and draw conclusions in problem areas through the improvement in the level rate of employee Turnover.

3.6. Hypotheses of the study:

The Main Hypotheses is ----"Employee dissatisfaction makes impact on Employees Turnover in Software companies".

The following are the other *hypotheses*:

Hypotheses for Employees-

H_0 1- the Motivational factors make impact on Turnover Intension of Employees.

H_0 2- The working Environment make impact on Turnover Intension of Employees.

H_0 3- The Job Related Issues make impact on Turnover Intension of Employees.

H_0 4- The Organizational Culture make impact on Turnover Intension of Employees.

H_0 5- The Social Environment at Workplace make impact on Turnover Intension of Employees.

H_0 6- The Employee Commitment make impact on Turnover Intension of Employees.

H_0 7- The Motivational factors and Employee Commitment make impact of on Turnover Intension of Employees.

Hypotheses for Managers (Sr.Resources)-

H_0 8- The Motivational factors make impact on Turnover Intension of Managers (Sr.Resources).

H_0 9- The working Environment make impact on Turnover Intension of Managers (Sr.Resources).

H_0 10- The Job Related Issues make impact on Turnover Intension of Managers (Sr.Resources)

H_0 11- The Organizational Culture makes impact on Turnover Intension of Managers (Sr.Resources)

H_0 12- The Social Environment at Workplace makes impact on Turnover Intension of Managers (Sr.Resources).

H$_0$ 13-The Employee Commitment makes impact on Turnover Intension of Managers (Sr.Resources).

H$_0$ 14-   The Motivational factors and Employee Commitment make impact on Turnover Intension of Managers (Sr.Resources).

A Diagram Designed by the Researcher for this study.

```
┌──────────────────┐
│ Motivational     │
│ Factors          │────────────────┐
└──────────────────┘                │
                                    │
┌──────────────────┐                │
│ Working          │                │
│ Environment      │──────────────→ │
└──────────────────┘                │
                                    │
┌──────────────────┐                │      ┌──────────────┐
│ Job Related      │                │ ══⟹  │ Turnover     │
│ Issues           │──────────────→ │      │ Intention    │
└──────────────────┘                │      └──────────────┘
                                    │
┌──────────────────┐                │
│ Organizational   │                │
│ Culture          │──────────────→ │
└──────────────────┘                │
                                    │
┌──────────────────┐                │
│ Social Environment│               │
│ at Workplace     │──────────────→ │
└──────────────────┘                │
                                    │
┌──────────────────┐                │
│ Employee         │                │
│ Commitment       │──────────────→ │
└──────────────────┘
```
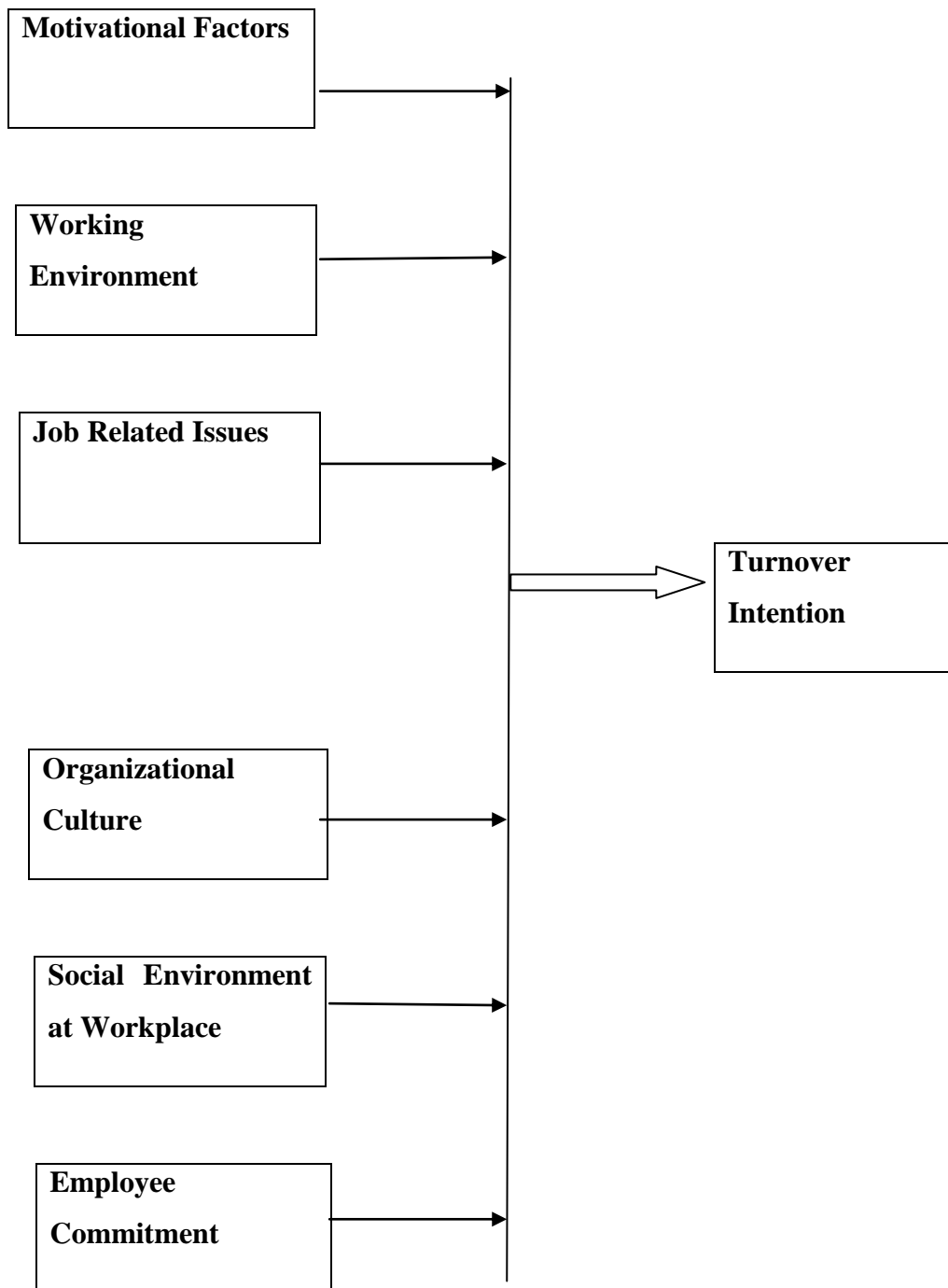
Source: (Designed by the Researcher,2013)

7. Research Design and Methodology:

i) Universe:

This study is undertaken to find out the contribution of dissatisfaction factors in employees (Low Level Resources) that is leading to Employee Turnover in Pune. By the end of 2009 the total number of IT companies in Pune were 1000 and amongst were 261 are large, 278 were medium IT companies, 461 were small IT companies (as per the Pune IT Directory published by mccia)

It is also using a number of studies which include research papers done previously about the topic of employee dissatisfaction. These research studies are providing results which can lead the study, by means of analyzing, to a sound conclusion about whether or not employee dissatisfaction drives to employee turnover in the IT sector

Moreover, the studies provide the information about any effects of the employee's need fulfillment, leave aside the satisfaction, on employee turnover so that the study can come up with suggestions regarding the design of the models of increasing employee satisfaction and major things to pay attention to in terms of their content and delivery mediums. The study will do this by trying to find proof of consequences of reported effects in terms of changes in employee turnover, again by the help of other research studies. If these studies indicate that employee satisfaction affects newcomer employees (Low Level Resources) in various ways, then the study will tie these findings to turnover.

ii). Selection of the Sample:

The samples of the respondents have been selected keeping the two categories in mind. One is the employees of software industries, and the second is the Managers which is called as Sr. Resources of the IT companies.

Example for Managers or Sr.Resources the following designations have been chosen:-
Sr. Manager, Executive Manager, Administration Manager, Delivery Manager, Operations Manager, Project Manager, Cluster Manager, Asst. Manager, Client Support Manager.

Example for Employees or the Lower level Resources the following have been considered:-

Desktop Engineers, Shift Lead operations, Sr. Support Consultant, Principal Consultant, Associate SQA Engineer, DM, B.P.C, Sr. Test Engineer, Associate System Consultant, Network Engineer, Software Developer, Technology Support, Associate consultant, Software Engineer, Technology Engineer, Technical Lead, Technology Specialist, Sr. Tools Development Engineer, Systems Engineer, Operations Executives, SAP basic Trainee, Environment Support, Technical Analyst.

Selection of the samples had been done on the following criteria:

  ✓ Total employees (Low Level Resources) were selected as respondent on the following basis

Sr.no	Type of Industry	No of companies	No of Employees (Low Level Resources)	No of Sr.Resources (Managers)	Total Sample
1	Large (Imp above 500)	15	34	33	67
2	Medium (Emp 100 – 500)	11	42	10	52
3	Small (Emp 50 -100)	11	24	07	31
	Total Sample	37	100	50	150

- The survey for the above industries was selected within the Pune region.
- Every question from the questionnaire carry a weight, based on which the hypothesis is stated.

iii). Period of Study:

The Primary and secondary data till 31-04-2013 was taken in to account. However the information about the business development of the companies has been taken for almost last four years 2007 – 2011

iv). Techniques of the Analysis:

The data collected in the form of questionnaire answered by the respondents from selected industries. The information collected was processed and tabulated suitably by highlighting all the parameters. The theoretical information was converted in numbers by ranking the Likert 5 point Scales. While analyzing the data and testing of hypotheses statistical tools like Mean, Standard Deviation, correlations, step-wise multiple regressions, Mann Whitney test, and reliabilities for all variables have been used to express. The test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.

v). Parameters:-

Following are the determinants of Employee turnover which are taken as parameters for the purpose of this research project   both for employees (Low Level Resources) as well as employer of different organization :---

A) Demographic Profile
B) Dissatisfaction Factor
C) Employee Commitment.
D) Turnover Intention.

Under <u>Demographic Profile</u> the following aspects have been considered they are:-

1. Age
2. Gender
3. Name of the Organization
4. Sector
5. Designation
6. Department
7. No of years working in this organization

Under <u>Dissatisfaction Factors</u> the following aspects have been considered they are:-

A) <u>Motivational Factors</u> – This includes pay, promotion, Recognition, Reward, Training Facilities, Fringe benefits, Staff Quarters.

B) <u>Working Environment</u> – This includes proper Infrastructure, Canteen Facilities, Rest Room facilities, proper Ventilation, Standard Lighting System, Proper Drinking water Facility, Toxic workplace, Work Timing.

C) <u>Job Related Issues</u> - This includes Flexible Works, inadequate pay, repetitive work, time motion system, job opportunities, satisfied with the co-workers, lack of career advancement.

D) <u>Organizational Culture</u> – This includes informal communication, information sharing, celebration of traditions, celebration of success, caring culture, politics free environment.

E) <u>Social Environment at Workplace</u> – This includes family interest, helping nature, critics to remove defects, sharing personal information.

Under <u>Employee Commitment</u> - following aspects have been considered they are:-

1. Organizational Commitment
2. Total interest
3. Absentees
4. Team work

Under <u>Turnover Intention</u> - following aspect have been considered:-

1. Willing to leave the job.

vi) Tools used for collection of Data:

This study had collected data from various sources. It had mainly focused on collecting data
- by observation
- through personal interview
- through telephone interview
- by mailing of questionnaire

The study collected data through -
- ✓ primary data
- ✓ secondary data

➢ **Primary Data** :

This was the key source information for the research in the form of a printed questionnaire with options Given and some subjective replies where ever required to be filled in by respondents The questionnaire consisted in 3 parts A) Demographic

Details, B) Dissatisfaction Factors, and C)Employee Commitment which further consisted of 43 questions overall in the optional form. The questionnaire was framed using simple graphic rating scale and Likert –5 point type scale. Questionnaire prepared was for employees (Low Level Resources) and Sr.Resources (Managers) working in different software companies. Possible topics for the survey questions were identified from variety of sources: instructor feedback, employee comments, learning during the MBA course, and research in the field of employee attrition and satisfaction.

The survey questions were written using a Likert Scale and graphic rating scale to measure employee's opinion. The proposed survey questions were distributed to the employees (Low Level Resources) of IT Companies and after review comments were completed, the final questionnaire was distributed to employees (Low Level Resources) and employers randomly of their respective companies. The survey was titled '**Questionnaire for Manager/Employee in Software companies** '. The complete survey is presented in Appendix, Annexure-I

Thus maximum possible care has been taken to ensure the accuracy and reliability of the collected data for this research.

➢ **Secondary Data:**

Secondary data was collected from different sources like,

1. websites and search engines on the Internet
2. Books
3. magazines
4. reports and publications of the organizations
5. Newspapers
6. Journals (International & National) with ISSN/ISBN numbers.
7. Articles Published/unpublished
8. Master and Ph.D theses in the related area.
9. Industrial Directory- Chamber of Commerce.
10. Other sources of published information.

vii) Significance of the study:

In a Human Resources Management, turnover or staff turnover or labor turnover is the rate at which an employer gains and losses employees (Low Level Resources). Simple ways to describe it are "how long employees (Low Level Resources) tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover compared to its competitors, it means that employees (Low Level Resources) of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's Productivity, if skilled workers are often leaving and the worker population contains a high percentage of novice Employees (Low Level Resources).

(*Note: It is necessary to clarify that, for the purpose of this study the term Low and Senior Level Resources turnover is written in the context of Employee Turnover based only on the Software companies and its aspects related to the specific sector. Therefore it is requested to take note of this throughout the further discussion in this Thesis*)

Employee Turnover of the employees (Low Level Resources) depends upon both internal as well as external factors. Like recruitment, turnover can be classified as 'internal' or 'external'. Internal turnover involves employees (Low Level Resources) leaving their current positions and taking new positions within the same organization. Both positive (such as increased morale from the change of task and supervisor) and negative (such as project/relational disruption, effects of internal turnover exist, and therefore, it may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical HR mechanisms, such as an internal recruitment policy or formal succession Planning.

The determinants of Employee Turnover are:

1. Age
2. Gender
3. Name of the Organization
4. Sector
5. Designation
6. Department
7. No of years working in this organization
8. pay, promotion,
9. Recognition,
10. Reward,
11. Training Facilities,
12. Fringe benefits,
13. Staff Quarters
14. proper Infrastructure,
15. Canteen Facilities,
16. Rest Room facilities,
17. proper Ventilation,
18. Standard Lighting System,
19. Proper Drinking water Facility,
20. Toxic workplace,
21. Work Timing.
22. Flexible Works,
23. inadequate pay,
24. repetitive work,
25. time motion system,
26. lack of Rotation,
27. lack of Co-operation of co-workers,
28. Lack of career advancement.
29. informal communication,
30. information sharing,

31. celebration of traditions,

32. celebration of success,

33. caring culture,

34. Politics free environment.

35. family interest,

36. helping nature,

37. critics to remove defects,

38. Sharing personal information.

39. Organizational target

40. Total interest

41. Absentees

42. Team work

43. Leaving the job.

viii) Scope and Limitation of the Study:

1. Thirty seven large, medium and small software companies had been considered as first stage sample size, as representative organization for the study.

2. Only internal factors are taken in to consideration for the purpose of carrying out this research.

3. Organizations in which more than 50 to 6000 employees (Low Level Resources) working were selected for the survey.

4. Organizations from all over Pune city covering in and around areas.

5. The responses were collected from 100 employees (Low Level Resources) and 50 employers from the selected organizations.

6. Time constraint of the respondents posed a serious limitation for gathering results pertaining to the study.

7. Sample size of 150 may not include all IT Employees (Low Level Resources) from entire Pune City.

8. A stratified sample has been chosen as randomly.

    xi) Chapter Scheme

    1 Introduction

v) Testing of Hypotheses:

Various statistical techniques't' test and Mann Whitney results indicate that the two groups that is employees (Low Level Resources) (Low Level Resources) and Sr. Level Resources (Sr.Resources (Managers)) shows a negative impact on Employee Turnover. The component "Turnover Intention" in comparison with employees (Low Level Resources) (Low Level Resources) and Sr.Resources (Managers) is strong as they exhibit similar kind of behavior. In the 'Motivational factors' and 'Job Related Issues' it shows that it is weekly co-related as the result of hypotheses is rejected. Dissatisfaction factors like "Working Environment", "Organizational Culture", "and Social Environment at Workplace" and "Employee Commitment" shows a strong co-relation between the employees (Low Level Resources) and Sr.Resources (Sr.Resources (Managers)) as they exhibit a similar kind of behavior towards Turnover Intention. The Working Environment is the most significant as compared to other factors since this factor provides high level of dissatisfaction for both employees (Low Level Resources) and Sr.Resources (Managers). The dissatisfaction factors are inter- related and interdependent for measuring Employee Turnover.

The following table is the Summary of all the statistical test done to find out the Impact of dissatisfaction factors of Employees (Low level Resources) and Sr.Resources (Managers):

PURPOSE	STATISTICAL TEST	OBSERVATIONS AND RESULTS
To study the Impact of motivational factor • **For satisfaction towards "Fringe Benefits"** • **For "The training facilities are adequate".** On Turnover Intention of Employees. The **Insignificant variables** are :- • I get adequate salary in organization. • I am happy with promotion scheme of the organization. • I get recognition from my superiors for good work. • I get reward for achieving the target. • I am happy with the staff quarters.	Step wise Multiple Regression.	t = -4.542, b= -0.367, Beta = -0.393, ρ value = 0.00 t = -3.688, b= -0.288, Beta = -0.319, ρ value = 0.00

To study the Impact of Working environment Factors • **For satisfaction towards "Canteen facility available in an organization".**		t = -4.617, b= -0.299, Beta = -0.418, ρ value = 0.000
• **For the "timing of work that do not disturb the family"** On Turnover intention of Employees. The **Insignificant variables** are :- • Organization has proper infrastructure. • I am happy with the rest room facility • Organization has proper ventilation. • I am happy with the standard lighting system. • I am happy with the drinking water facility • I do not think my work place is toxic	Step wise Multiple Regression.	t = 2.892, b= -0.177, Beta = 0.262, ρ value = 0.005

To study the Impact of Job Related Issues • **For satisfaction towards getting "flexible work facility in an organization"** on Turnover Intention of Employees The **Insignificant variables** are :- • I do not think that whatever I get is inadequate [benefits] in my organization. • I do not do repetitive work in my organization. • Organization has proper time and motion system. • Organization provides new job opportunities. • I am satisfied with my co-workers. • I get an opportunity to achieve my personal goals in my organization.	Step wise Multiple Regression.	t = -3.548, b= -0.288, Beta = -0.337, ρ value = 0.001

To study the Impact of Organization Culture		
• **For satisfaction towards "Organization is free from**		t = -3.340, b= -0.325, Beta = -0.320, ρ value =

organizational politics" on Turnover Intention of Employees The **Insignificant variables** are :- - Organization has informal communication. - People share their information without any hesitation. - Organization takes initiatives to celebrate traditional functions. - Organization takes initiatives to celebrate success of employees. - Organization has caring environment.	Step wise Multiple Regression.	0.001
To study the Impact of Social Environment at Workplace - **For satisfaction towards "Employees don't feel uncomfortable to share personal information".** On Turnover Intention of Employees. The **Insignificant variables** are :- - Organization has employee-family oriented image. - I am happy that my colleagues are co-operative and help in	Step wise Multiple Regression.	t = -3.003, b= -0.278, Beta = -0.290, ρ value= 0.003

crisis situations. • My colleagues criticize for better work rather than to de-motivate.		
To study the Impact of Employee commitment • **For satisfaction towards "I am totally interested in my job"** • **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intention of Employees. The **Insignificant variables** are :- • I am committed to achieve organizational target. • I am totally interested in my job. • I am looking for a new job.	Step wise Multiple Regression.	t = -5.790, b= -0.416, Beta = -0.464, ρ value = 0.000 t = -4.529, b= -0.312, Beta = -0.363, ρ value = 0.000
To study the Impact of Motivational Factor and Employees commitment • **For satisfaction towards "Employee Commitment"**		t = -3.655, b= -0.511, Beta = -0.372, ρ value = 0.000

	Step wise Multiple Regression.	t = -2.487, b= -0.333, Beta = 0.253, ρ value = 0.000**.
• **For "Motivational Factors"** On Turnover Intention of employees. The **Insignificant variables** are :- • Working Environment • Job Related Issues • Organizational Culture • Social Environment at Workplace Employee Commitment		
To study the Impact of Motivational Factor • **For satisfaction towards "I get recognition from my superiors for good work"** • **For "I am happy with the staff quarters"** On Turnover Intention for Managers. The **Insignificant variables** are :- • I get adequate salary in organization. • I am happy with promotion scheme of the organization.	Step wise Multiple Regression.	t = -4.015, b= -0.516, Beta = -0.480, ρ value = 0.000 t = -2.396, b= -0.230, Beta = -0.287, ρ value = 0.021

• I get reward for achieving the target. • The training facilities are adequate. • I am happy with the fringe benefits		
To study the Impact of Working environment Factors • **For satisfaction towards "Organization has proper infrastructure"** On turnover intention of Managers. The **Insignificant variables** are :- • I am happy with the Canteen facility. • I am happy with the rest room facility • Organization has proper ventilation. • I am happy with the standard lighting system. • I am happy with the drinking water facility	Step wise Multiple Regression.	t = -3.787, b= -0.417, Beta = -0.480, ρ value = 0.000

• I do not think my work place is toxic • The timing of work do not disturb the family		
To study the Impact of Job Related Issues • **For satisfaction towards "Organization provides new job opportunities",** On turnover Intention of Managers. The **Insignificant variables** are :- • I get flexible work facility in my organization. • I do not think that whatever I get is inadequate [benefits] in my organization. • I do not do repetitive work in my organization. • Organization has proper time and motion system.	Step wise Multiple Regression.	t = -3.987, b= -0.492, Beta = -0.499, ρ value = 0.000

• I am satisfied with my co-workers. • I get an opportunity to achieve my personal goals in my organization.		
To study the Impact of for Organization Culture • **For satisfaction towards "Organization has caring environment"** • **For satisfaction towards "People share their information without any hesitation"** On Turnover Intension of Managers. The **Insignificant variables** are :- • Organization has informal communication. • Organization takes initiatives to celebrate traditional functions.	Step wise Multiple Regression.	t = -3.966, b= -0.453, Beta = -0.478, ρ value = 0.000 t = -2.256, b= -0.257, Beta = -0.272, ρ value = 0.029.

• Organization takes initiatives to celebrate success of employees. • Organization is free from organizational politics		
To study the Impact of Social Environment at Work Place • **For satisfaction towards "Organization has employee-family oriented image".** On Turnover Intension of Managers. The **Insignificant variables** are :- • I am happy that my colleagues are co-operative and help in crisis situations. • My colleagues criticize for better work rather than to de-motivate. • Employees don't feel uncomfortable to share personal information.	Step wise Multiple Regression.	t = -3.037, b= 0.475, Beta =-0.402, ρ value = 0.004
To study the impact of Employee		

Commitment		t = -3.937, b= -0.406, Beta = -0.425, ρ value = 0.000
• **For satisfaction towards "I am totally interested in my job"**	Step wise Multiple Regression.	t = -3.301, b= -0.340, Beta = -0.353, ρ value = 0.003
• **For satisfaction towards "I like to work in a team"**		t = -2.664, b= 0.289, Beta = -0.278, ρ value = 0.011
• **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intension for Managers. The **Insignificant variables** are :- • I am committed to achieve organizational target. .		
The Motivational factors and Employee Commitment make impact • **For satisfaction towards "Organizational Culture".** on Turnover Intension of Sr.Resources). The **Insignificant variables** are :- • Motivational Factors • Working Environment	Step wise Multiple Regression.	t = -5.221, b= -0.916, Beta = -0.602, ρ value = 0.000

• Job Related Issues • Social Environment at Workplace • Employee Commitment		
To study Employees and Managers defer over the followings • **For Turnover Intension** • **For Motivational Factors** • **For Working Environment :** • **For Job Related Issues** • **For Organizational Culture** • **For Social Environment at Workplace:** • **For Employee Commitment:**	t-Test t-Test	$t(148) = -1.488$ $\rho = 0.139,$ $t(148) = -5.781$ $\rho = 0.000$ $t(148) = 1.783$ $\rho = 0.077$ $t(131.601) = 6.006$ $\rho = 0.000$ $t(148) = 0.559$ $\rho = 0.577$ $t(148) = 0.322$ $\rho = 0.748$ $t(119.895) = -2.617$ $\rho = 0.010$
To study whether Employees and Managers defer over satisfaction towards work environment and	Mann – Whitney Test	

PURPOSE	STATISTICAL TEST	OBSERVATIONS AND RESULTS
Employee commitment. • **For Working Environment** • **For Employee Commitment**		$Z = -1.559$, $P = 0.119$ $Z = -2.539$, $P = 0.01$
To study the Impact of motivational factor • **For satisfaction towards "Fringe Benefits"** • **For satisfaction towards "Fringe Benefits"** On Turnover Intention of Employees.	Step wise Multiple Regression.	$t = -4.542$, b= -0.367, Beta = -0.393, ρ value = 0.00 $t = -3.688$, b= -0.288, Beta = -0.319, ρ value = 0.00
To study the Impact of Working environment Factors • **For satisfaction towards "Canteen facility available in an organization".** • **For the "timing of work that do not disturb the family"** On Turnover intention of Employees.	Step wise Multiple Regression.	$t = -4.617$, b= -0.299, Beta = -0.418, ρ value = 0.000 $t = 2.892$, b= -0.177, Beta = 0.262, ρ value = 0.005
.		

To study the Impact of Organization Culture • **For satisfaction towards "Organization is free from organizational politics"** on Turnover Intention of Employees	Step wise Multiple Regression.	t = -3.340, b= -0.325, Beta = -0.320, ρ value = 0.001
To study the Impact of Social Environment at Workplace • **For satisfaction towards "Employees don't feel uncomfortable to share personal information".** On Turnover Intention of Employees.	Step wise Multiple Regression.	t = -3.003, b= -0.278, Beta = -0.290, ρ value= 0.003
To study the Impact of Employee commitment • **For satisfaction towards "I am totally interested in my job"**	Step wise Multiple Regression.	t = -5.790, b= -0.416, Beta = -0.464, ρ value = 0.000

• **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intention of Employees.		t = -4.529, b= -0.312, Beta = -0.363, ρ value = 0.000
To study the Impact of Motivational Factor and Employees commitment • **For satisfaction towards "Employee Commitment"** • **For "Motivational Factors"** On Turnover Intention of employees.	Step wise Multiple Regression.	t = -3.655, b= -0.511, Beta = -0.372, ρ value = 0.000 t = -2.487, b= -0.333, Beta = 0.253, ρ value = 0.000**.**
To study the Impact of Motivational Factor • **For satisfaction towards "I get recognition from my superiors for good work"** • **For "I am happy with the staff quarters"** On Turnover Intention for Managers.	Step wise Multiple Regression.	t = -4.015, b= -0.516, Beta = -0.480, ρ value = 0.000 t = -2.396, b= -0.230, Beta = -0.287, ρ value = 0.021

To study the Impact of Working environment Factors • **For satisfaction towards "Organization has proper infrastructure"** On turnover intention of Managers.	Step wise Multiple Regression.	t = -3.787, b= -0.417, Beta = -0.480, ρ value = 0.000
To study the Impact of Job Related Issues • **For satisfaction towards "Organization provides new job opportunities",** On turnover Intention of Managers.	Step wise Multiple Regression.	t = -3.987, b= -0.492, Beta = -0.499, ρ value = 0.000
To study the Impact of for Organization Culture • **For satisfaction towards "Organization has caring environment"**	Step wise Multiple Regression.	t = -3.966, b= -0.453, Beta = -0.478, ρ value = 0.000

• **For satisfaction towards "People share their information without any hesitation"** On Turnover Intension of Managers.		t = -2.256, b= -0.257, Beta = -0.272, ρ value = 0.029.
To study the Impact of Social Environment at Work Place • **For satisfaction towards "Organization has employee-family oriented image".** On Turnover Intension of Managers.	Step wise Multiple Regression.	t = -3.037, b= 0.475, Beta =-0.402, ρ value = 0.004
To study the impact of Employee Commitment • **For satisfaction towards "I am totally interested in my job"** • **For satisfaction towards "I like to work in a team"**	Step wise Multiple Regression.	t = -3.937, b= -0.406, Beta = -0.425, ρ value = 0.000 t = -3.301, b= -0.340, Beta = -0.353, ρ value = 0.003

• **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intension for Managers.		t = -2.664, b= 0.289, Beta = -0.278, ρ value = 0.011
To study the impact of Dissatisfaction factors • **For satisfaction towards "Organizational Culture".** On Turnover Intension of Managers.	Step wise Multiple Regression.	t = -5.221, b= -0.916, Beta = -0.602, ρ value = 0.000
To study Employees and Managers defer over the followings • **For Turnover Intension** • **For Motivational Factors** • **For Working Environment :** • **For Job Related Issues**	T-Test	t (148) = -1.488 ρ = 0.139, t(148) = -5.781 ρ = 0.000 t (148) = 1.783 ρ = 0.077 t(131.601) = 6.006 ρ = 0.000

• **For Organizational Culture**	T-Test	t(148) = 0.559 ρ = 0.577
• **For Social Environment at Workplace:**		t(148) = 0.322 ρ = 0.748
• **For Employee Commitment:**		t(119.895) = -2.617 ρ = 0.010
To study whether Employees and Managers defer over satisfaction towards work environment and Employee commitment. • **For Working Environment** • **For Employee Commitment**	Man – Whitney Test	Z = -1.559 , P = 0.119 Z = -2.539, P = 0.01

Thus the above table represents the results of the test applied to find out the impact of dissatisfaction factors of Employees (Low Level Resources) and Sr.Resources (Managers) in the software Industries.

X) Findings & observations, Conclusions & Suggestions and Scope for the future research.

i) Findings: Following are the findings of this research

1. Findings from the Profiles of the Companies: The profile of the thirty seven companies as discussed in Chapter 4 show that the companies that belonged to the large and medium are well established and doing well in their respective business sectors, the small ones are still trying to establish themselves in the market. The small companies need more attention to follow the legal and ethical ways to deal with the human resources available with them. This could help a faster growth to the small sector companies. The big companies are trying their level best to bring about good amount of satisfaction level among the employees (Low Level Resources) to improve productivity, creativity, retensions, etc., and trying their level best to maintain a organizational culture and organizational climate.

ii) Findings relating to Employees (Low Level Resources):-

8.1) Following findings are based on the analysis of data.

.

1. From the samples collected, 80% of the respondents amongst employees (Low Level Resources) were male.

   From the observations it has been found that companies do have the right kind of policies to recruit both male and female employees (Low Level Resources) in equal percentage. But due to several reasons it is the female candidates very less who turn up for the interviews. The reasons depicted as not interested in the technical field, prefer picking other course may be in arts, commerce, management, or other courses like fashion designing or interior designing e.t.c, it is also observed that female candidates if also opt for technical side, are not able to stick on for very long as either they get married and get transferred or leave the job, or due to being new moms not able to handle the pressures.

2. Out of 37 companies 32% of the respondents belonged to Large, 42% belonged to medium and 26% belonged to small size IT companies.

3. Out of 6 departments of IT companies 23% of the respondents belonged to operations department, 40% from Technology department, 21% belonged to Client Support, 3% were from Marketing department, 1% from sales department, 12% were from the Project Department.

4. This sector is highly sensitive for Employee Turnover, 84% of the employees (Low Level Resources) served the company for less than 5 years, 14% employees (Low Level Resources) showed their service within 5 to 10 years, and only 2% of the employees (Low Level Resources) served the same organization between 10 to 15 years.

5. The researcher had tried to find out the intensity of Turnover on various parameters that is Motivational Factors, Working Environment, Job Related Issues, Organizational Culture, Social Environment and Employee Commitment. The researcher had considered all the parameters as independent variables and Turnover Intention considered as a dependent variable to find out its relationships and dependency.

6. Under Organizational Culture the researcher has found out that organization takes initiatives to celebrate success of Employees (Low Level Resources).
So it can be said that there is well being practices are initiated by the HR department of companies under study.

7. The Motivational factor of the organization is pretty good, where employees (Low Level Resources) are happy with the practices prevailing in the organization.

8. It has been observed from the Working Environment of the organization that organization has good canteen facilities available to the employees (Low Level Resources) and work timing do not disturb the family.

9. In the context of Job Related Issues of Employees (Low Level Resources) it has been observed from the data collected employees (Low Level Resources) are free from doing repetitive work and this is because of the vertical and horizontal type of communication existing in the working system.

10. With respect to organizational culture it was observed that a total cordial culture was in existence in 60% of the companies. It was further observed that employees (Low Level Resources) were having freeness to share any information whether personal or impersonal.

11. It was found that employees (Low Level Resources) who are regular and sincere enough hardly take leave or absent from job which resultantly depicted a good satisfaction level in their work.

iii) Findings relating to Sr.Resources (Managers):-

Following findings are based on the analysis of data.

1. It is observed by the researcher that 38% of the respondents were among Sr.Resources (Managers) between the age group of 27 to 32 years which showed the maximum in number and the minimum numbers of respondents were 8% in the age group of 37 to 42 years. The rest respondents among mangers were 36% in the age group of 22 to 27 years and 18% were in the age group of 32 to 37 years.

2. It has been found that 70% of the respondents among Sr.Resources (Managers) were males from the IT companies.

3. It has been observed in this research that 66% respondents were maximum which belonged to large sector of IT companies, 18% were from Medium and 16% were from Small sector.

4. In this research it has been observed that maximum numbers of respondents among Sr.Resources (Managers) belonged from the Technology department that is 30%, and least numbers belonged from sales department that is 4%. The rest that is 20% from operation department and 18% from the Marketing department.

5. It has been observed that in the context, Length of service in the organization maximum respondents belong within the range of less than 5 years that is 25%, within the range of 5 and less than 10 years were 17% and within the range of 10 and less than 15 years were 6% and 2% were in the range of 15 and less than 20 years. On the basis of above findings it can be stated that very less people manage to continue in the same organization after completion of 15 years and less than 20 years length of service.

6. On Motivational Factor the researcher has observed that the measures adopted by the IT sector organization for motivating Sr.Resources (Managers) were found satisfactory.

7. The researcher has found that the working environment of Sr.Resources (Managers) in the organization had been supportive in the context of work timing that does not disturb the family life.

8. In the findings of Job Related Issues doing repetitive work was one of the issues and due to existence of good informal relationships in the organization employees (Low Level Resources) are free to clarify their queries several times.

9. From the findings of Organizational culture the researcher has observed that the organization encourages informal communication and people do not hesitate to share their information.

10. The researcher observes in the social environment at work place that the Sr.Resources (Managers) are fortunate as the employees (Low

Level Resources) feel comfortable, to share personal information and colleagues accepts and Improvise critics as a constructive means.

11. From the findings of employee Commitment the researcher observes that employees (Low Level Resources) enjoy work while fun, thereby they hardly take leave or remain absent from the Job.

12. As per the interviews conducted for the respondents, It has been observed that the employees (Low Level Resources) in the organization are suffering from
    a) Office politics,
    b) Gender inequality,
    c) Bias decisions,
    d) Rumors',
    e) Gossips,
    f) Co-workers back stabbing,
    g) Cast discrimination,
    h) Revenge,
    i) Conflict,
    j) Bullying

In-spite of the organization's effort there is a disturbance created in the smooth working due to above stated points.

13. It has been observed during the interview that the other reasons which were leading to dissatisfaction factors in the organization were
    a) For career Advancement or Promotions (Designation)
    b) Dissatisfaction with pay
    c) Lack of Training and Development
    d) Difficult travelling
    e) Flexibility of working hours
    f) Workload Stress
    g) Dissatisfaction with management style
    h) Nature of work

i) Way work is organized (Lack of proper plan)

j) Switch of work (projects)

14. From the survey it has been observed that the highest turnover occurs between 1-5 years of employment and then between the range of 5 and less than 10 years. As per the interview it was understood that the employees (Low Level Resources) who worked between 1 to 5 years range were fresher or the low level employees (Low Level Resources). The reason behind their leaving the organization is that, they feel exploited and over pressured with work, insufficient pay package as per work performed, switch off work, bullying. And for those between the range of 5 and less than 10 years leave as they aim for better projects, better benefits, better pay, higher Designation, better exposure, and work from offshore.

The employee turnover rate has risen across all categories of employees (Low Level Resources) regardless of professional qualifications. However, the low skilled employees (Low Level Resources) showed lower turnover rates and the same holds for employees (Low Level Resources) with more years of service in the same company.

As per the interviews of the respondents it shows that attrition rate is high in the IT sector companies that estimated to 14%-15% for employees (Low Level Resources) with very difficult market conditions where demand is often not matched by existing supply of potential IT technicians and engineers. Turnover of managerial staff was also high. 51% of the respondents indicated a turnover rate between 6% to 15% of managerial staff in their respective company.

Table No 8.3.9: Year-wise Employees Turnover for 37 Software Companies.

Sr.No	Name	Size	year 2008	Leavers	T.O %	year 2009	Leavers	T.O %	year 2010	Leavers	T.O %	year 2011	leavers	T.O %
1	IBM Daksh	1	5000	150	3%	5000+	150	3%	7000+	980	14-15%	10001+	300	3%
2	Cybage Infotech India Pvt.Ltd	2	4000	800	15-20%	5000	750	15-20%	5000+	250	5%	5000+	750	15-20%
3	CogniZant Technology Solution India Pvt Ltd.	1	5000	750	15-20%	6000+	900	15-20%	10001+	1400	14-15%	10001+	1400	15-20%
4	Tech Mahindra Pvt Ltd	1	9000	180	2%	9000	180	2%	9000+	1260	14-15%	10001+	200	2%
5	Persistent system Ltd	1	6000	120	2%	6000	120	2%	6000+	840	14-15%	6360	127	2%
6	Bright Consultancy	3	150	3	2%	250	5	2%	350	10	3%	500	10	2%
7	ITElite S/w System Ltd	3	300	6	2%	400	8	2%	500	25	5%	600	12	2%
8	Cybage S/w	2	4000	80	2%	5000	100	2%	5000	700	14-15%	5000	100	2%

Sr.No	Name	Size	year 2008	Leavers	T.O %	year 2009	leavers	T.O %	year 2010	Leavers	T.O %	year 2011	leavers	T.O %
	Pvt.Ltd													
9	Tata Consultancy Services	1	4500	90	2%	10000	200	2%	10001+	500	5-7%	10001+	200	2%
10	Capgemini Pvt Ltd	1	5000	350	5-7%	6000	300	5-7%	10001+	500	5-7%	10001+	500	5-7%
11	Search Pvt Ltd	3	250	13	5-7%	300	15	5-7%	350	14	4%	450	22	5-7%
12	Bires Infotech Pvt Ltd	3	201+	8	4%	500	70	14-15%	500+	25	5%	600+	84	14-15%
13	Symantec India Pvt Ltd	1	10001+	1500	14-15%	10001+	1500	14-15%	10001+	1400	14-15%	10001+	1400	14-15%
14	BPPLM S/w Solutions Ltd	3	200	4	2%	300	6	2%	400	56	14-15%	`500	10	2%
15	Atos India Pvt Ltd	2	10001+	500	5-7%	10001+	700	5-7%	10001+	1400	14-15%	10001+	500	5-7%
Sr .No	**Name**	**Size**	**year 2008**	**Leavers**	**T.O %**	**year 2009**	**leavers**	**T.O %**	**year 2010**	**Leavers**	**T.O %**	**year 2011**	**leavers**	**T.O %**
16	Softpro Solutions Pvt Ltd	3	110+	3	2%	150+	3	2%	250+	12	5%	350+	7	2%
17	Nvidia Corporations Pvt Ltd	1	5001+	250	5-7%	5001+	350	5-7%	5001+	700	14-15%	5001+	250	5-7%
18	AllScript	2	5001	250	5-	5001	350	5-	7001+	1050	15-	7001	350	5-

	s Healthcare IT		+		7%	+		7%			20%	+		7%
19	Igate Computer Systems	1	10001+	700	5-7%	10001+	700	5-7%	10001+	200	2%	10001+	500	5-7%
20	AFour Technologies Pvt Ltd.	2	1001+	50	5-7%	10001+	700	5-7%	10001+	200	2%	10001+	500	5-7%
21	Tavisca Solutions Pvt Ltd	2	650	32	5-7%	651+	32	5-7%	701+	14	2%	725+	36	5-7%
22	Rise Smart Pvt Ltd	3	51+	2	5-7%	125+	6	5-7%	200+	14	7-8%	500+	25	5-7%
23	Quick heal Technologies	2	2001+	100	5-7%	250+	12	5-7%	325+	22	7-8%	400+	20	5-7%
24	Truth Finder Services Pvt Ltd	3	300	15	5-7%	350	17	5-7%	400	28	7-8%	400+	20	5-7%
25	Sybase an sap Company	2	5000	250	5-7%	5001+	350	5-7%	10000	200	2%	10001+	500	5-7%
26	Syntal Pvt Ltd	2	5001+	100	2%	5001+	100	2%	5001+	100	2%	10001+	200	2%
27	Covlix Pvt Ltd	2	1001	20	2%	1001+	20	2%	1001+	50	5%	1001+	50	2%
28	Sungard Global	1	10001+	700	5-7%	10001+	700	5-7%	10001+	400	4-5%	17000	2550	15%

Sr.No	Name	Size	year 2008	Leavers	T.O%	year 2009	leavers	T.O%	year 2010	leavers	T.O%	year 2011	leavers	T.O%
	Services													
29	Impact Infotech Labs	3	200	10	5-7%	200+	14	5-7%	200+	4	2%	300+	15	5-7%
30	Wipro Solutions Pvt Ltd	1	10001+	400	4-7%	10001+	400	4-7%	10001+	1000	10-12%	10001+	400	4-7%
31	Quannox Tech	2	1000	20	2%	1501+	30	2%	2501+	200	7-8%	4001+	80	2%
32	BMC Software Pvt Ltd.	1	5000	100	2%	6500+	130	2%	6500+	325	5%	6900+	138	2%
Sr.No	Name	Size	year 2008	Leavers	T.O%	year 2009	leavers	T.O%	year 2010	leavers	T.O%	year 2011	leavers	T.O%
33	AbeeSoft Technologies Ltd.	3	1001+	40	4-7%	10001+	400	4-7%	10001+	700	7%	10001+	400	4-7%
34	Accenture Services Pvt Ltd	1	10001+	700	4-7%	10001+	400	4-7%	10001+	500	5%	10001+	400	4-7%
35	Binary Technologies, Pune	3	200	10	5-7%	250+	5	5-7%	350+	11	3%	350+	17.5	5-7%
36	Infosys	1	10000	500	4-5%	10001+	400	4-5%	10001+	400	4%	10001+	400	4-5%
37	precision infomatic	2	5000	100	2-5%	5000+	250	2-5%	6000+	180	3%	10001+	200	2-5%

The above table shows the attrition rate of 37 IT Companies and their Turnover statistics for the past 4 years. The companies have been categorized in three sectors that are large size, medium size and small. The above table has been calculated as per the Turnover percentage.

Chart No. 8.1

Percentage of Employee Turnover for the YEAR -2008 of 37 Software Companies

medium 26%

small 1%

large 73%

Note: - The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.1.shows that the attrition rate for the year 2008 is very high in the large sector of IT companies that is 73%, Medium with 26% and Small with only1%.

Chart No.8.2

Percentage of Employee Turnover for the YEAR -2009 of 37 Software Companies

1%

33%

66%

- large
- medium
- small

Note: - The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.2.shows that the attrition rate for the year 2009 was 66% in the large sector, 33% were in medium and 1% was in the small sector.

Chart No.8.3

Percentage of Employee Turnover forthe YEAR -2010 of 37 Software Companies

Legend:
- large
- medium
- small

2%
29%
69%

Note: - The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.3.shows the attrition rate for the year 2010 that 69% was in large sector, 29% was in the medium, and 2% was in the small sectors.

Chart No: 8.4.

Percentage of Employee Turnover forthe YEAR -2011 of 37 Software Companies

- small 2%
- medium 26%
- large 72%

Note: - The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.4 shows that the turnover or the attrition rate is 72% in the large sector, 26% in the medium and 2% in the small.

Thus from the charts above shows that the attrition rate is high in the large sector as usual and then the medium sector and last the small sectors. The reason behind this is that generally large sectors or the medium sectors require a huge manpower staff to run the organization and due to many factors like pay package, designation, working offshore, internal politics, greed of joining other big companies' e.t.c, insists employees to leave the organization. In the similar manner organizations also hunt for new talents with fresh knowledge.

In the case of small sector IT companies' organization tries to retain its recruited employees as they do not want to get involved in landing up with high cost, and they also look forward in concentrating on the growth stage of the company which ultimately result in low attrition rate.

iv) Conclusions:-

This study was intended to give an insight to the IT companies on the impact of Employee Turnover. The result of this study indicates that Employee Turnover is an important area that needs to be focused on:

a) **Global Business:**

An organization focusing on "customer relationship management" they should not forget that employees (Low Level Resources) are also internal customer. Organizations can satisfy their customer only if they have also satisfied their employees (Low Level Resources). Business determines enhancement priorities based on the low satisfaction items, rather than considering actual employee needs.

b) **Manpower Estimation:**
A systematic process for tracking and analyzing may help in reducing the number of Turnovers and also to choose the right men, at the right place, for the right work at the right time.

c) **Motivational Factors:**
Motivational factors are the need of the hour. Employees (Low Level Resources) can be kept happy by Working on the organization's holiday list or by increasing the number of unpaid leaves per year may serve as an effective option. Also involving employees (Low Level Resources) in more challenging tasks or involving them in important decision-making matters would also help to get the desired result, or provide an employee assistance plan or health insurance. This could ensure some security to the employees (Low Level Resources). Organization can think of Gift vouchers as they are always welcomed with a smile. These could be used to reward the best

performer. Flexi- timing is also becoming a popular concept. Tangible non-monetary incentives like appreciation for performing personnel are a good medium. It is a good motivator as people always want to be appreciated and this makes up for the lack of increment.

d) Need of right Working Environment:

Unfavorable working Environment featured as main factor. Organizations need to implement few of the aspects that could reduce Employee Turnover in IT companies. From the chapter 6 the table no. 6.2.2.1 & 6.3.6.1 working environment of employees (Low Level Resources) and Sr.Resources (Managers) respectively both show a major dissatisfactory level. So organizations need to work on the above stated variance. To satisfy the need of the employees (Low Level Resources) and Sr.Resources (Managers), aspects like Provision of ventilation, provision of lighting system, provision of drinking water system, provision of convenient parking, provision of green campus could be implemented as its impact may be on the quality of work.

e) Link pay to performance:

The table no 6.2.3.1 from chapter 6 on Job Related Issues shows as per the data collected and interviewed, most of the employees (Low Level Resources) were dissatisfied with the pay pack that they were receiving from their companies. In such cases companies can Offer attractive, competitive, comprehensive benefits package, such as life insurance, disability insurance and flexible hours causes Better benefits = Reduced employee turnover. By recognizing excellent performance, and especially, link pay to performance to reduce employee turnover. Usually key employees (Low Level Resources) are motivated when their above-average efforts are recognized and rewarded.

Another factor that revealed from the table of Job Related Issue was that employees (Low Level Resources) are not satisfied working with their co-workers.so organizations could focus on building sportsmanship, a healthy competitive spirit amongst employees (Low

Level Resources) or Sr.Resources (Managers), an informal relationship so that they could find their best friends work while fun.

f) Poor Management:

From the interviews taken from the respondents it was found that organizations that belonged to the Small sector had a bad or poor management. As the employees (Low Level Resources) complained about doing repetitive task and had no proper time and motion system. The employees (Low Level Resources) in this sector seemed to be unhappy. The organizational culture which prevailed was also too weak. The top management has to be convinced about the advantages as well as disadvantages of high Employee Turnover. So in such cases organization can try to handle poor management as that could reduce the rate of employee turnover.

g) Celebrating Success:

From the table Organizational culture in chapter 6 employees (Low Level Resources) are not happy with the recognition and celebrations. By the recognizing and celebrating success of the human assets, could help in marking their passage as important goals are achieved.

h) Higher Employee Turnover in Large sector:

Employee turnover tends to be higher in large sector and lower in small sector as the number of employees (Low Level Resources) working in total is less. One of the reasons for this is that since it is in the growing stage it aims at increasing its number of employees (Low Level Resources) rather than to think of indirect downsize. But it is just opposite in the case of large sector, the number of employees (Low Level Resources) working is high and due to which many a times there comes a reason to either downsize with indirect means or unsatisfied employees (Low Level Resources) whose needs change as per time

due to which they go in for job-hop. Thus organizations must do the right kind of planning when they think of reloading their place with some fresh talents.

v) Suggestions for Employees (Low Level Resources) and Sr.Resources (Managers):-

Employee turnover should not be left to be handled by the human resource department alone rather it should be looked at as part of the overall business strategy since human capital is one of the major factors of production. This way, factors that are causing employee turnover will be handled and top management level can take action to minimize employee turnover. Thus the study suggests the need to investigate on the role played by the top management in the alleviating employee turnover investigation as necessary. The study also recommends the need for the managements to be vigilant with their exit interviews or Leavers survey so as to get insights of why the employees (Low Level Resources) are leaving while redoubling their efforts in streamlining the motivation package.

Turnover is not always bad. Turnover can actually have a very positive effect on the enterprise. Bringing in new staff with fresh ideas can spark innovation. On the other hand, IT leaders want to avoid high turnover in critical job areas because of the time and money it takes to fill the staffing gaps.

It is important to understand the right level of turnover for the organization as well as why talent is leaving and IT leaders should determine the appropriate level of turnover for their organization, and where it would have the most positive and negative impact.

1. The employee between the age group of 37 and less than 42 years are vey less in the IT sectors. This particular group of people specifically expects satisfaction of self – Actualization needs (Maslow's need Hierarchy Theory). Thus organization may be provided such Motivational measure which may satisfy self Actualization needs, Like

I. Demonstrate respect for employees (Low Level Resources) at all times.

II. Listen to them deeply

III. use their ideas

IV. Never ridicule or shame them through rude communication,

V. Share that they are valued.

2. As per the study made by the researcher it was found that the female percentage is less when compared to male counterpart. So the organizations may work on increasing the number of female employees (Low Level Resources). To achieve this,

a) Organization may create awareness about their working environment, organizational culture, and social environment.

b) As India is a male dominant country many a times it has been seen that inspite of women being capable of handling many major activities, still top management fail to depend and authorize any major duty or responsibility. So the organization may try to change the working attitude on approaches towards female Employees (Low Level Resources).

c) Female employees (Low Level Resources) can be motivated by rewards or work from home facilities, which can help in continuity in their service for a longer period.

3. As per the information collected through interview from the respondents it is reflected that the employee Turnover rate is high in the Sales department, Project Department, Client Support, Technology and operations (descending order). To reduce this Organizations may consider few of these measures which are as follows

a) A sense of commitment can be instilled within employees (Low Level Resources)

b) Sufficient opportunities may be provided to employees (Low Level Resources) to acquire knowledge and skills

c) Monotonous and repetitive work could be made challenging and interesting by adding variety to the employees (Low Level Resources).

4. By increasing the informal communication Employee Turnover could be controlled in the following manner.

a) An annual company dinner at fancy hotel

b) Pick up a monthly charity to help

c) Encourage to have good or best friend at work

Thus this study can help organization to understand the wishes of the employees (Low Level Resources) and Sr.Resources (Managers) which include financial satisfaction, related to fair promotion system, fringe benefits, other factors like proper infrastructure with provision of clean toilets and rest rooms, employee relationship, sense of belongingness, and employee commitment.

Figure 8.3.10: The researcher has proposed a Retention Model

High

Satisfaction

Low

Employee

Turnover

High

Retention

I. T

Employees

(Low Level

Resources)

High

Dissatisfaction
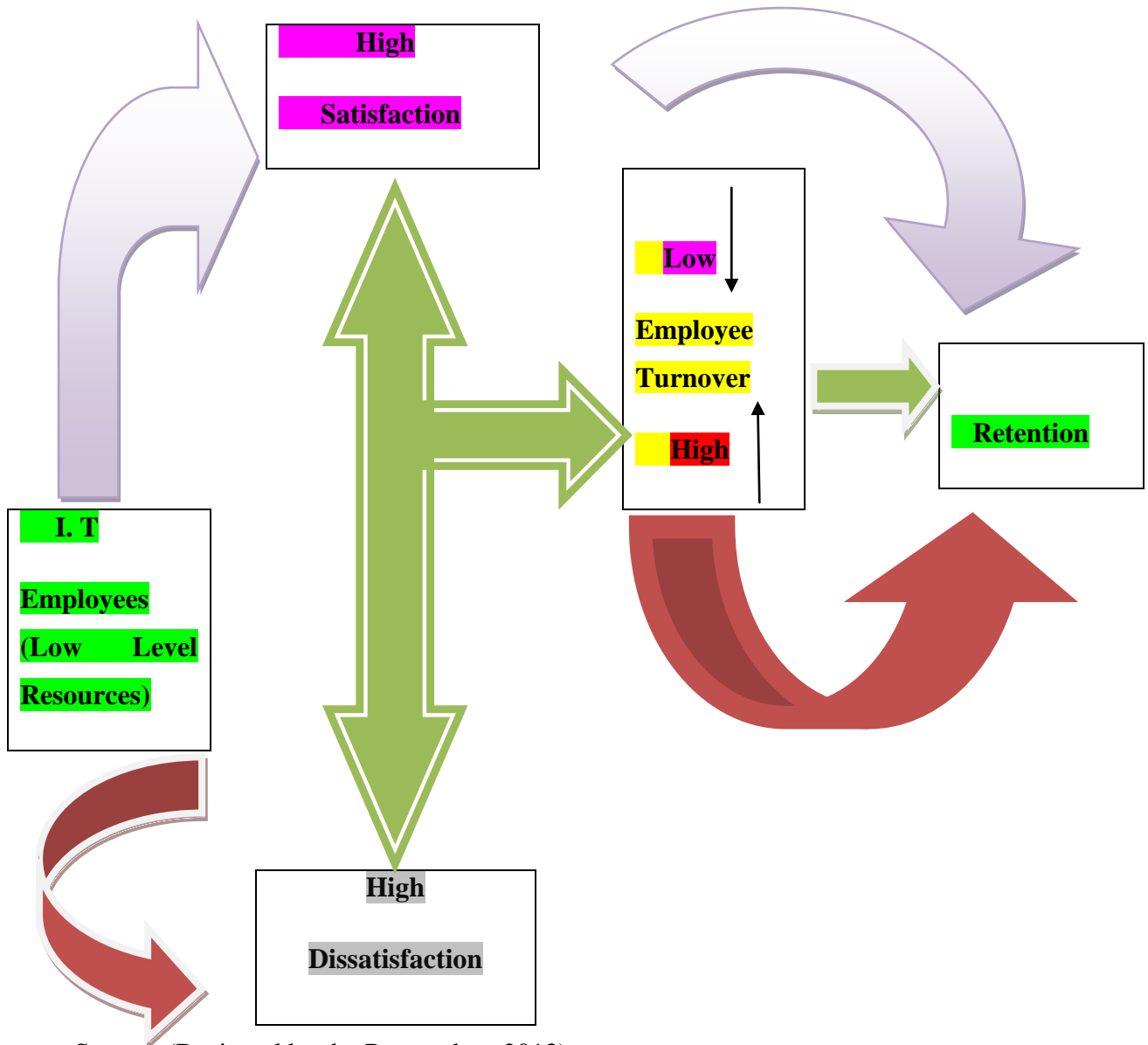
Source: (Designed by the Researcher, 2013).

Table No.8.4

Factors	Monetary Parameters	Non-Monetary Parameters
Satisfaction	Performance bonuses, employee stock option plans and retention bonuses, compensation plans to encourage employee buy-in.	career development, job rotation and transparent performance Management systems, Merit based promotions
Dissatisfaction	Pay-package, Loan facility, Fairness of salaries. Help at the time of Financial Crises. Performance based compensations, income Growth	Knowledge, Responsibility, Timings, Infrastructure, canteen, rest room, Designation, convenient Parking, Cultural Shocks, Gender inequality, Switch over, workload, Compensation package differences.

Table No. 8.4.1

Impact	Low / Positive	High /Negative
(+)Bringing in new ideas & skills from new hires, Better job, staffing Flexibility, Facilitate change and innovation.

(-)decrease in Productivity, Service delivery , Spread of organizational knowledge . | vacant posts provide opportunities for re-structuring sections or departments vacancies in key posts will increase internal promotion prospects promotion of innovation, flexibility reduction of pay bill costs – initial employment cost of replacement staff may be lower displacement of poor performers Adjustment of staffing mix to provide greater flexibility. | significant replacement costs, significant operational disruption, loss of key skills, knowledge and experience, employee dissatisfaction and loss of morale, further turnover may be stimulated by an increase in the workload, or pressure on, those who remain. |

Scope for Further Research:

A study of today's IT employees (Low Level Resources) may generate important lessons for managing the general workforce of tomorrow.
The dissatisfaction factors of Employees (Low Level Resources) has been the subject of several studies, but there is no study that describe the factors such as Motivational Factors, Job Related Issues, Working Environment, Social Environment at work Place, Organizational Culture, and Employee Commitment with relation to Turnover Intention.

Therefore the efforts for the future research are to be directed towards obtaining "Structural equation Model" for Turnover Intention and other dissatisfaction factors in the field of Service Sector.

By developing a "structural equation Model" the researcher can relate to all the parameters in all the possible ways, without leaving any gaps in the model. By doing so could help in understanding and reducing Employees (Low Level Resources) Turnover in almost all sectors.

And also in the Research Analysis there could be some external factors which is not evident or is analyzed in the current study and this could be sectorial specific or individual competence based factor where the domain knowledge in India or developed countries compensations varies a lot. This could also be further future scope for research.

Chapter – 1: Introduction

CONTENTS:-

Chapter 1:

 1.1. Introduction

The impact of Employees turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting organizations.

India is currently facing a major shortage of skilled workers in almost every industry. In addition to the worker shortage, there are other factors making employee retention more important than ever before.

Employee dissatisfaction has manifested itself in absenteeism, poor performance, and turnover. Much has been written on the subject of employee turnover by researchers in the fields of psychology and management. However, there is very little in the Literature concerning the relationship between dissatisfaction and turnover in Indian context. The purpose of this research is to review the major issues of employee turnover in an effort to better understand the role of satisfaction/dissatisfaction in the turnover process.

The dictionary defines dissatisfaction as: The condition or feeling of being displeased or unsatisfied; discontent.[1] This is a major problem in today's business world when it comes to employees. Employee dissatisfaction leads to poor service, poor overall quality, and poor business practices. Some of these can result in not only losing a customer but can range all the way to complete public relations disasters or legal actions.

---

[1] Oxford Advanced Learner's Dictionary, Oxford University Press, 7th edition 2005.

There are many ways to spot employee dissatisfaction. One way is by taking customer complaints. This can be seen from the obverse side of the employee as to what they are lacking in their job. For example if a customer complains that they did not get what they were promised the obverse side would be that the employee did not have the proper tools, systems, or was not informed on the correct policies to do the job correctly.

1.2. Factors that result in Dissatisfaction:

There are many reasons why an employee could be dissatisfied with their position at a company. This also includes elements that would be the employee's job to take care of. Many cases of employee dissatisfaction stem from unreal expectations that the employee has on what their job should be. For example if a subway's fry cook expecting a company car that would be an unreasonable demand for the position and would result in the employee disliking their job.

Another employee factor that results in dissatisfaction is the attitude of the employee. "Employers usually hire for aptitude and fire for attitude. Attitudes are the results of experience and one's values and beliefs". A good friend of one of our group members who had worked in a very high-trust position for over ten years was fired due to his elitist attitude with management. Compared to him, the other group members could only perform at about 50% of his speed at the time of his firing and yet the group member remains with the firm, as a now much more submissive employee.

Having the wrong expectations or attitude about a position are the two leading employee based factors of dissatisfaction. Sadly, there is not much that a business can do about these factors. There are however, many employer factors that result in employee dissatisfaction.

In a human resource, **turnover** or **staff turnover** or **labor turnover** is the rate at which an employer loses employees (attrition rate). Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other

companies in the same industry. High turnover can be harmful to a company's productivity. Workers are often leaving and the worker population contains a high percentage of novice workers.

In India, for the period of December 2000 to November 2008, the average total non-farm seasonally adjusted monthly turnover rate was 3.3%. However rates vary widely when compared over different periods of time or different job sectors. For example, during the period 2001-2006, the annual turnover rate for all industry sectors averaged 39.6% before seasonal adjustments, during the same period the Leisure and Hospitality sector experienced an average annual rate of 74.6%.[2]

High turnover often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance (due to unrealistic expectations or poor candidate screening) lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management have been cited as predictors of high turnover.

Low turnover indicates that none of the above is true: employees are satisfied, healthy and safe, and their performance is satisfactory to the employer. However, the predictors of low turnover may sometimes differ than those of high turnover. Aside from the fore-mentioned career opportunities, salary, corporate culture, management's recognition, and a comfortable workplace seem to impact employees' decision to stay with their employer.

Many psychological and management theories exist regarding the types of job content which is intrinsically satisfying to employees and which, in turn, should minimizes external voluntary turnover. It has been observed that there tends to be a higher level of stress with people who work with or interact with a narcissist who in turn increases absenteeism and staff turnover.

The significance of this research is-

i) To identify the actual reasons of turnover

___

[2] **http://labourbureau.nic.in/ASI%202k5-6%20%20V2%20Contents.htm**

ii) To analyze how turnover affects productivity on organizations.

iii) To find out the possible solutions of reducing turnover.

iv) To help business organizations by identifying their problems, analyzing the information's and recommending for possible solutions.

Turnover occurs for many different reasons. Sometimes new job attracts employees and pull them to leave the old one. In contrary employee also pushed to leave job due to the dissatisfaction in their present workplace or by domestic circumstances when someone reallocates with their spouse or partner. A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere. A lack of proper training and development is also major cause for voluntary turnover. Employees have a preference for security of their jobs.

Employee turnover can be extremely devastating for any company. Management should have their own rating on employee turnover and measurement how this affects organizations performance. Turnover is an index of organizational effectiveness and as such it authorizes attention and some understanding of itself.

Some researchers have focused on potential predictors of turnover behavior, such as job tenure, locus of control etc. Turnover basically arises from the unhappiness from job place for individual employee. But being unhappy in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential. That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons. There are number of factors that contribute to employee turnover.

High turnover rates typically mean companies are doing a poor job selecting the right employees, failing to provide a motivating work environment or losing out to employers that offer better pay and benefits. Many of the negative effects of turnover relate to performance quality, but the "Encyclopedia of Business" points out companies with higher turnover may struggle to complete all necessary or important

daily functions. For instance, if it takes 10 workers to a complete a given work task or function in a day, and only seven workers are currently employed in that area, the company has to figure out how to deal with the unfulfilled daily work requirement. High costs are one of the more discussed negatives of high turnover. Every time an employee leaves and is replaced, there are costs associated with the process of losing the first employee and hiring and training the new one. The Rain Maker Group indicates that it can cost about one-half of an unskilled worker's salary to replace a lost employee. Replacing a technically skilled employee or a high level manager can cost as much as three to five times the annual salary. Training costs are commonly discussed, but many people forget costs to complete exit interviews, market new openings and complete necessary background, reference and drug checks.

In organizations with high turnover, constant change in employee ranks means average years of experience and background of employees are low. This means employees are generally less familiar with work tasks they complete and working effectively with customers. The "Business Link" website indicates that the more valuable the positions being turned over are to the company, the more impact the turnover will have on current and future performance.

If an employee feels that he has advanced as far as he can in a company, then he may consider finding a company that offers a more diverse career path. Discuss career expectations with each of your employees to understand their expectations and aspirations regarding professional growth. A lack of career-advancement possibilities can result in the loss of experienced and key employees.

A small business relies on its existing staff to provide excellent support for clients and manufacture high-quality products. One of the effects of turnover in business is a drop in the overall quality of the company's business practices. The constant loss of employees means that there aren't enough people to answer customer inquiries and take orders. In production, a lack of qualified employees means that those who are working need to cover two and three jobs to keep up with manufacturing goals. This results in a drop in product quality, which can affect your company's standing in the marketplace.

The other side of the coin "not all employees turnover is bad". It's hard to find a more misunderstood and mismanaged human resource area than employee turnover. Executives are constantly sounding off about how "bad" employee turnover is, but in some cases, employee turnover is actually a positive thing. It would be a mistake to assume that any firm that has low or "zero" turnover is a well-managed firm. Low turnover rates could, in fact, be caused by a number of factors including a lack of employment opportunities within the region, financial constraints that prevent employees from moving (upside down mortgage), a bad firm image (Enron or AIG) that keeps recruiters away, or a high concentration of older workers reluctant to change jobs later in their career. Another much more common reason for low turnover (that few firms actually want to consider) is the fact that your employees may be in low demand because they are perceived as being poorly skilled and undesirable.

True recruiters are always trying to steal away the best employees, even during tough economic times. If no one steals (or even tries to steal) your employees, it might mean they aren't worth stealing. At least 25% of all turnover is "desirable turnover." While I would never go so far as to recommend organizations start rewarding managers for such turnover, you certainly wouldn't want to punish a manager for turnover in the following cases:

1. A bottom performer leaves on their own (avoiding the need to terminate them).

2. A bottom performer is terminated (showing that the performance management system worked).

3. A bottom performer leaves and goes directly to a competitor (hurting them).

4. An average or lower level performer gets replaced by someone that becomes a superior performer (referred to as a talent swap).

5. An employee with declining or irrelevant skills is replaced by someone with increasing or more relevant skills.

6. A lower performer is replaced by promoting someone inside that needed more challenge or growth to develop (thus improving the organization, increasing internal movement).

7. The employee exiting is a notoriously bad manager.

8. A non-diverse employee gets replaced by a diverse one.

9. An employee with key skills working in a non-critical job/business unit transfers to a strategic job/business unit.

10. The exiting employee was a trouble maker or dissatisfied person that required a lot of management time.

11. The exiting employee was a union organizer or leader who's departure weakened the union effort.

12. The exiting employee was slated for an upcoming layoff.

13. The exiting employee was highly paid due to tenure but delivered no more than workers earning much less.

14. The exiting employee is a retiree who led a fulfilling career and has agreed to consider "fill-in" work during retirement.

1.3. Some turnover is neither good nor bad.

"Neutral" turnover might impact the firm by driving up replacement cost, but might be something that you exclude from turnover reporting rates that are used to reward/punish managers. Some of the situations that can be classified as "neutral turnover" include:

1. Turnover of an employee or contractor that was hired to provide short-term coverage.

2. Turnover by an employee who provided sufficient notice, enabling an exceptional replacement to be sourced, hired, and trained prior to the employee's exit.

3. Turnover by an employee leaving a non-hard-to-fill job with a short learning curve.

4. Turnover of a top-performing employee who has a high probability of returning as a boomerang.

5. Turnover by an employee who left the firm because of a major illness or something that could not be predicted or prevented.

1.4. Critical or Highly Undesirable Turnover

Some turnover must be classified as highly undesirable or bad. Critical or bad turnover might be something that you focus your retention and metrics efforts on. I estimate that in an average organization, less than 20% of all turnovers should be classified as critical. Some of the situations that can be classified as "critical" include:

1. Turnover of a top performer with little or no advance notice.

2. Turnover of a critical team leader or manager.

3. Turnover of a top innovator or thought leader.

4. Turnover of an individual with mission critical skills or knowledge.

5. Turnover of an employee that possesses the only knowledge or experience in a critical field in the organization.

6. Turnover of an individual with extensive contacts and experience.

7. Turnover of an employee in a "mission critical" job.

8. Turnover of an employee in a revenue generating or revenue impact job.

9. Turnover of an employee in a critical business unit.

10. Turnover of a diverse person or someone with international experience (especially in an exempt job).

11. Turnover of a top performer or a key individual that goes to a direct competitor.

12. Turnover of an individual that was on the succession plan.

13. Turnover of a high-potential individual who left due to a lack of development opportunities.

14. Turnover of a desirable employee forced out during a layoff or merger because of seniority or weak, non-performance-based, layoff processes.

15. Turnover in a position where there was no available internal candidate or external applicant pool to replace them.

16. Turnover of an individual forced to leave due to a work-related disability or accident.

17. Turnover of an employee who subsequently files a credible government or legal complaint against the firm.

18. Turnover of a famous person or industry icon.

19. Unplanned turnover of a C-Level executive who receives significant external publicity.

1.5. Advantages of Employees Turnover.

New blood - If the same team of employees is in place for a long time, they tend to become stale. They may still get the job done, but almost as if they are on automatic pilot and there will be very little innovation. New blood may be able to see what can be improved and act on in, because they haven't yet had chance to get stuck in a rut. They can inject new ideas and innovation into the proceedings.

Keeps other employees on their toes - Long-term employees tend to resent newcomers, simply because they are set in their ways and don't want anyone else to show them up. However, in the long run, it can be a good thing, because it reminds older members of staff that they can't afford to slack off. There is also the possibility that relations between staff members will improve as the result of new members of staff.

Gets rid of troublesome employees - Most organizations have at least one or two members of staff that cause trouble - perhaps because they gossip or are moody. Their behaviour may be detrimental to the office as a whole. Once they have left, the office environment may become a much better place - unless the trouble-makers are replaced by other trouble-makers of course.

1.6. Disadvantages of Employees Turnover.

Brain drain - Staff members build up a great manual of knowledge during their time in a job. Unfortunately, few, if any, write this knowledge down, so when they leave, it

leaves with them. Management is then faced with the challenge of ensuring that the new members of staff are trained up as quickly as possible, which can be a drain on resources. There is also the risk that the employees who have quit will pass on trade secrets to their new company.

Potential loss of clients - It is often personal contact that makes a business what it is; so losing a good salesperson could result in the loss of clients, because they leave to follow the employee to their new job. This is a major reason that headhunters look to persuade employees to leave and go elsewhere - they already have a proven track record of which another company can take advantage.

Lower levels of loyalty - Loyalty to a company tends to build up over a period of time, so if most of the employees in a company have only been there for a short time, they are unlikely to feel particularly loyal to the company. Lower levels of loyalty mean that employees will come in, do the job and go home - there will be no extra input from them and good employees could well feel under-appreciated.

Ultimately, whether a high employee turnover is a good thing or not depends on the type of company you are running. A company where new employees can be trained quickly and do not take away as much knowledge when they leave could benefit from a high turnover, whereas a knowledge-based company could struggle.

Chapter –II : Literature Review

CHAPTER 2 – LITERATURE REVIEW

Contents:

2.1   Introduction

2.2   Review of Literature

2.2.1   Zheng WeiBo, 2010

2.2.2   Kumar, 2011

2.2.3   zepnep Ton, Feb 2008

2.2.4   Maringa, August 2010

2.2.5   C.H.Ponnu and C.C.Chuah, october 2010

2.2.6   Abdali, 2011

2.2.7   Kumar, Turnover Intentions In Relation to Work Motivation of Banking
             Employees, June 2011

2.2.8   Kinicki., 2001

2.2.9   Kreisman, 2002

2.2.10   Ongori, June 2007

2.2.11. Eric Thompson, 2008

2.2.12   Geeta Sachdeva, June, 2011

2.2.13   Morrell, Feb 2001

2.2.14   Mobley, Griffeth, Hand, & Meglino, May 1979

2.2.15   William, Griffeth, Hand, & Meglino, May 1979

2.2.16   NARESH KHATRI, 1998

2.2.17   Miss Neeraja Behera, 2006

2.2.18   RATHNAWEERA, 2010

2.2.19   Anna Salanova, 15 March 2010

2.2.20   Tremarco, 2008

2.2.21   Cole, April 30, 2001

2.2.22   Consulting, 2007

2.2.23   AHM Shamsuzzoha, 2007

2.2.24   Filipe FIDALGO, April 2012

2.2.25   S.Kohoe, July 2009

2.2.26   Darryl A. Ross, 2009

2.2.27   Fheili, 2007

2.2.28   Tena K. Cochran, May, 2002

2.2.29   W. W. Guyo, 2011

2.2.30   Steel & Ovalle, Nov 1984

2.2.31   Dibble, 2001

2.2.32   Shun-Hsing Chen, 2006

2.2.33   Wallgren, 2011

2.2.34   Peter w.Hom, 2001

2.2.35   Bax, 2003

2.2.36   Urbancová Hana, 2008

2.2.37   Gaia Garino, May 2007

2.2.38   MRARA, April 2010

Chapter No. 2

2.1 Introduction.

The purpose of this chapter is to review the past literature regarding Employees Turnover. Also being looked at is the influence of the employees dissatisfaction factors on Turnover. The literature discussed in this chapter will provide a base from which hypotheses are made. The section in the chapter includes discussion on various factors which results a high turnover level in the industries according to theorists and management consultants. The review has been taken to focus on the relationship between Employees Turnover and Dissatisfaction Factors.

2.2 Review of Literature

This study is related to employee turnover in Software sector in Pune city. The researcher has collected and scrutinized, analyzed and interpreted many research articles and tried to found out the relevance and lacking in the previous study.

2.2.1. **(zheng WeiBo, 2010)** According to empirical study it was found that there are various variables that directly bear on employee's turnover such as employee's job attitude, employee's commitment, and job satisfaction factors lack of alternatives, organizational justice, flexible work arrangement and job coupling.

2.2.2. **(Kumar, 2011)** It was found that employee turnover or retention influenced by motivational factors existed in the organization. It was shown that work motivation to the employees is highest for personal growth than non-financial gains. Example: need for social affiliation and conformity, need for achievement, autonomy and self – Actualization.

2.2.3. **(zepnep Ton, Feb 2008)** It was found that the impact of employee turnover could be managed by the process of conformance. It had been observed that performance depended on the repetition of known tasks.

2.2.4. **(Maringa, August 2010)** It was found that employee turnover is positively related to working conditions prevailed in organization and career opportunity to the employee along with it was showed that job satisfaction directly bears on employee turnover.

2.2.5. **(C.H.Ponnu and C.C.Chuah, october 2010)** It was found that there is a strong and significant relationship between two components of organization justice, procedural justice and distributive justice with organizational commitment and employee turnover.

2.2.6. **(Abdali, 2011)** It was found that there are several causes of employee turnover and how organizational performance and professional qualification of the employee also suffer. The overall purpose of this study was to find out the effect of employee turnover on sustainable growth of organization in computer graphics sector of Karachi, Pakistan. This study specifically finds out the main causes and ground realities of the problem of employee turnover on sustainable growth of organization. The study could be of help in reviewing the relevant policies of similar organizations with regard to their human resources.

2.2.7. **(Kumar, Turnover Intentions In Relation to Work Motivation of Banking Employees, June 2011)** It was found that work motivation dimensions do not have good prediction values for turnover intentions. There is intrinsic factor like need for personal growth, need for achievement, and need for self control have a negative correlation with turnover.

2.2.8. **(Kinicki., 2001)** It was found that inter-role conflict and job avoidance influences turnover indirectly and that employment rates affect turnover.

2.2.9. **(Kreisman, 2002)** It was found that disliking or not respecting the boss is the primary reason for talent loss. It was also found that because of its charismatic leaders people would join or leave the organization resulting to employee turnover.

2.2.10. **(Ongori, June 2007)** It was found that by advising various strategies which can be used by managers in various organizations to ensure that there is low employee turnover.

2.2.11. **(Eric Thompson, 2008)** It was found that how smoke − free laws influence turnover among restaurant workers which results in training costs.

2.2.12. **(Geeta Sachdeva, June, 2011)** Employee turnover is far more expensive than most people realize. In the worst case scenarios the loss of a single individual can put at risk a major project, with implications for the long term viability of the company. The findings of the present study reveal that respondents (Banking employees) have highest need for personal growth and lowest need for monetary gains amongst all the dimensions of work motivation. It has also been observed that overall work motivation level is high. Further the findings reveal that the general trend of relationship between dimensions of work motivation and turnover intentions is negative but non- significant.

2.2.13. **(Morrell, Feb 2001)** This paper offers a critique of the 'unfolding' model of employee turnover (Lee, Mitchell, Holtom, Daniel & Hill 1999), and is intended to contribute to debate on the theoretical and operational merits of this alternate approach to analyzing turnover. The critique explores the model's conceptual framework and theoretical contribution, as well as offering thoughts on logistical and operational issues. (assessment).

2.2.14. **(Mobley, Griffeth, Hand, & Meglino, May 1979,)** Analysis of the literature reveals that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment are consistently and negatively related to turnover. Generally, however, less than 20% of the variance in turnover is explained. Lack of a clear conceptual model, failure to consider available job alternatives, insufficient multivariate research, and infrequent longitudinal studies are identified as factors precluding a better understanding of the psychology of the employee turnover process. A conceptual model is presented that suggests a need to distinguish between satisfaction (present oriented) and attraction/expected utility (future oriented) for both the present role and alternative roles, a need to consider non work values and non work consequences of turnover behavior as well as contractual constraints, and a potential mechanism for integrating aggregate-level research findings into an individual-level model of the turnover process..

2.2.15. **(William, Griffeth, Hand, & Meglino, May 1979)** The rapid growth of research on organizational citizenship behaviors (OCBs) has resulted in some conceptual confusion about the nature of the construct, and made it difficult for all but the most avid readers to keep up with developments in this domain. This paper critically examines the literature on organizational citizenship behavior and other, related constructs. More specifically, it: (a) explores the conceptual similarities and differences between the various forms of "citizenship" behavior constructs identified in the literature; (b) summarizes the empirical findings of both the antecedents and consequences of OCBs; and (c) identifies several interesting directions for future research.

2.2.16. **(NARESH KHATRI, 1998)** Employee turnover is giving sleepless nights to human resource managers in many countries in Asia. A widely-held belief in these countries is that employees have developed bad attitudes due to labor shortage. Employees are believed to job-hop for no reason or even for fun. Unfortunately, despite employee turnover being such a serious problem in Asia, there is dearth of studies investigating it; especially studies using a comprehensive set of causal

variables are rare. In this study, we examined three sets of antecedents of turnover intention in companies in Singapore: demographic, controllable, and uncontrollable. Singapore companies provide an appropriate setting as their turnover rates are among the highest in Asia. Findings of the study suggest that the extent of controllable turnover is much greater than uncontrollable turnover and that poor management practices are the major source of employee turnover.

2.2.17. **(Miss Neeraja Behera, 2006)** One of the greatest challenges for today's managers lies in building a workplace that employees want to remain with and outsiders want to be hired into. Therefore, an employer's foremost responsibility is retention of its best employees and this can be achieved only by keeping the employees satisfied and motivated. This paper helps in identifying the various determinants of job satisfaction and suggests some strategic initiatives which contribute to job satisfaction and ultimately to employee retention. A few models depicting the relationship between job satisfaction and its positive outcomes as well as the outcomes of employee retention have also been proposed based on theoretical review of research studies conducted in the past.

2.2.18. **(RATHNAWEERA, 2010)** This study attempted to examine the impact of Human Resource Management practices on Human Resource Management outcomes in Sri Lankan public sector banks. Research on Human Resource Management practices and their outcomes such as employee satisfaction, commitment, and retention have rarely been conducted in banking industry in Sri Lanka. Data were collected on employees' perceptions about Human Resource Management practices and their outcomes through structured questionnaire. Sample consisted of 209 employees who are working in different departments of branches in two PSB in Sri Lanka. Multiple Regression, Cronbach alpha, Pearson correlation coefficient and descriptive statistics were used for various analyzes of this study. The findings of the research revealed that Human Resource Management practices are significant predictors of employee satisfaction, commitment and retention. The results of this study revealed that bundles of HRM practices are positively related to better employee satisfaction with adjusted R^2 of 0.623 and a F-value 58.242 ($p<0.001$)

.Compensation and social benefits had the strongest effect on employee satisfaction with a standardized beta of 0.655. This study found that bundles of HRM practices are also positively related to better employee commitment and compensation & social benefits (t = 5.546; p = 0.000), recruitment & selection (t = 4.158; p = 0.000), and training & development practices (t = 3.100; p = 0.002) emerged as the significant variables in explaining the variance in employee commitment. Compensation & social benefits, performance appraisal, and training & development were found to be explanatory factors having significant effect on employee retention of Sri Lankan public sector banks. Compensation and social benefits had the strongest significant effect on employee retention (t = 3.269; p = 0.001) with a standardized beta of 0.231. It is of interest to note that compensation and social benefits practice had the strongest effect on determining the employee satisfaction, commitment and retention of PSB in Sri Lanka. Findings of this study show that providing training for employees is positively related to higher employee satisfaction, employee commitment and higher employee retention**.** Results of regression analysis supported the hypotheses that performance evaluation is positively related to higher employee satisfaction, commitment and retention of public sector banks in Sri Lanka. Findings of this study do not support the hypotheses that grievances handling system of PSB in Sri Lanka is positively related to higher employee satisfaction, commitment and retention.

2.2.19. **(Anna Salanova, 15 March 2010)** Human Resource Management is getting more important in the business nowadays, because people and their knowledge are the most important aspects affecting the productivity of the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and customer service. The aim of this thesis is to analyze the level of employee satisfaction and work motivation in Supermarket Prisma in Mikkeli. It also deals with the effect the culture has on employee satisfaction. The theoretical framework of this thesis includes such concepts as leadership, job satisfaction, motivation, rewards and cultural differences. The empirical part of the thesis and the questionnaire were created according to the mentioned concepts. The questionnaire also included parts where the questions about expectations of the employee, work environment and job organization were asked Based on the research it can be said that

the level of employee satisfaction in Prisma Mikkeli is high, although there is still a room for improvements. One of the biggest strength of the organization is the relationship and communication between the employees and the managers. The biggest improvement is needed in the field of the financial rewards, because most of the employees do not know high satisfaction with it. The conclusions made regarding the research are only valid for Prisma Mikkeli and cannot be generalized for other organizations.

2.2.20. **(Tremarco, 2008)** This study is a comprehensive evaluation and analysis of the factors that contribute to employee turnover in the public relations industry and seeks to uncover best practices for preventing the loss of key talent. This text comprises extensive background and discusses the magnitude of the problem, such as disruption to workflow, increased costs, client dissatisfaction and decreased productivity. The study then examines factors relating to employee turnover against three theoretical and conceptual frameworks: General Systems Theory, The Deming System of Profound Knowledge and Grunig and Hunt's Two-Way Symmetric Model. These theories help the authors focus their secondary research and drive the development of their primary research tools: an online survey to public relations professionals and in-depth interviews with Human Resources executives. High potential public relations professionals are unlike any other subset of the workforce. These high performers crave challenge and responsibility; they feel most fulfilled when being pushed to their limits. Along with the demanding nature of life at a public relations agency, employees expect a better work/life balance and extensive career development opportunities. Public relations firms should develop a philosophy that ensures employees are stretching their skills on a regular basis and institute several programs that will meet their cultural expectations to prevent unwanted turnover. Effective two-way communication must be in place at firms to uncover employees' expectations and to create a motivational environment to achieve the shared goals for success.

2.2.21. **(Cole, April 30, 2001)** The General Chemistry Department of Accutest Laboratories is currently experiencing problems with the speed and accuracy of new analysts as well as a high turnover rate of analysts in general. Some of this is due to

inadequate training. With any production company, time is money. However, high production means nothing if the data is inaccurate. The export of inaccurate data is detrimental to the reputation of the company. The research cited in the text shows that companies that spend more time and money on training have better success with regard to employee satisfaction and low turnover. The plan included in this proposal outlines a specific structure and timeline for the training of new analysts.

2.2.22. (Consulting) The total cost of employee turnover ranges from a low of 50% to 60% (The Hay Group) to 100% to 150% (Hewitt Associates) of the employee's annual compensation. Imagine the savings if your company retained one or two additional employees each year by having better managers and by providing training and career development as an employee benefit. Take a mid-level manager that earns $35,000. If you had to replace this manager, at the minimum it would cost your business $17,500. How many managers does your company lose per year? If your business loses two managers in a year, that's $35,000. Five managers, that's $87,500. Ten managers, that's $170,500.

2.2.23. **(AHM Shamsuzzoha, 2007)** Productivity is very important issue for an industry or organization. There are several factors on which productivity of an organization mostly depends upon. Employee's turnover is one of them which are considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. The purpose of this research is therefore, to find out the actual reasons behind turnover and its damaging effects on the productivity of different industries in Bangladesh. The authors of this paper were visited and studied several local industries both from government and non-government sectors in Bangladesh and observed the suffering for turnover problems. The objective of these case studies were to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share.

2.2.24. **(Filipe FIDALGO, April 2012)** Organizations make large investment on their employees concerning the training, developing, maintaining and the efforts to retaining them. Employee turnover is one of the most important issues to organizations, and one that needs special attention. This problem is even more relevant when business processes are less depending from machinery and heavily rely on human relationships, being real estate business one such good example. With the globalization phenomena, greater competition and economic crises, real estate organizations must provide and constantly innovate services which are based on strategies created by employees. Knowledge must be retained, in a way that it can be stored and disseminated through the organization. This paper examines the impact of employee turnover, and proposes a conceptual model based on a knowledge management approach supported by information and communication technologies on how to minimize the impact of employee turnover in organizations. The research used Grounded Theory to inform the model.

2.2.25. **(S.Kohoe, July 2009)** This research project examined the impacts of employee turnover for Haines city fire and rescue. The problem was that for the past 14 years, Haines City Fire and rescue had been experiencing a high employee turnover. The purpose of this research was to analyze the reasons behind it. A descriptive research method was used to analyze the employee turnover. Result that was found from the study was that the cost of benefits and the other was the wage.

2.2.26. **(Darryl A. Ross, 2009)** Turnover burdens other employees as they must pick up the additional shifts: turnover is costly, as you have to train new employees in your systems; and while you may be saying goodbye to someone you regard as simply an "employee", your residents are being forced to say goodbye to a person who has become a part of their family. The researcher presumes that all of the above is not presumptuous enough to tell how to fix "morale" problems in your receptive facilities (AYSO instruction model of PIE might be useful – Positive Instruction and Encouragement

2.2.27. **(Fheili, 2007)** The purpose of this paper is to determine the elements that have the most significant influence on employees' decisions to remain engaged and employed at a particular firm. Moreover, the paper seeks to describe the importance of retaining critical core employees and developing strategies to enhance employee retention practices. The results of this exposé can be used by firms to: (a) develop policies, practices and strategies that would enable the firm to identify key risk indicators, which allow management to capture the early warning signs of employee disengagement; (b) secure higher levels of employee retention; and (c) create greater efficiencies in meeting strategic business objectives..

2.2.28. **(Tena K. Cochran, May, 2002)** Employee turnover in the retail workplace has become an important area of research from both a theoretical and a practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the growing problem and where a retailer's specific turnover problems lie. However, from a practical standpoint, learning how to minimize the turnover of skilled employees is crucial from the business expense side. Retailers in the twenty-first century must be able to keep knowledgeable and experienced employees working in their organization. This problem is even more critical in today's retail world considering unemployment rates are hovering near a 30-year low. This study examined 1190 employee exit interviews from a chain of fifty-three department stores to analyze the reasons given for leaving the organization. The 41 different reasons for leaving the organization were organized into categories based on similarities found. Significant differences were found in the reasons given for termination based on employment status and length of employment.

2.2.29. **(W. W. Guyo, 2011)**.The objective of the study was to investigate employee turnover problem in Pharmaceutical industries in Kenya with a case study of Ranbaxy Laboratories limited. The study specifically investigated on staff retention measures utilized by the management, whether exit interviews are conducted, and the

competitiveness of reward program and whether the conduciveness of the work place environment as factors that may contribute to workforce turnover in this sector. The study adopted a descriptive research design to identify the employee turnover factors and a sample size of 50 employees were selected using a simple random sampling since the population for the purpose of this study was regarded as homogeneous. The study collected both primary and secondary data using semi-structured questionnaire and review of empirical and theoretical literatures respectively. The instruments were pilot tested for reliability checks. Statistical software SPSS was used for data analysis and generation of charts and graphs. Analysis took both descriptive and inferential dimensions where some elements of measure of central tendency and regression analysis were employed respectively. The study revealed that organization lacked effective staff retention strategies, where exit interviews were not regularly and effectively conducted, the employed reward program was not competitive and existence of unfriendly work place environment influenced most employees to leave the organization. Thus it was concluded that lack of effective strategies to manage these factors influenced most pharmaceutical companies to continue experiencing high staff turnover rates that lower the total organization productivity and increase running costs by recurrent recruitment costs, production disrupting and broken clients relationships. The study recommended that these factors should be part of the organization business strategy rather than being left to managers to act.

2.2.30. **(Steel & Ovalle, Nov 1984)** Reexamined literature cited in previous reviews (W. H. Mobley et al [see PA, Vol 62:9973]; P. M. Muchinsky and M. L. Tuttle [see PA, Vol 64:4296]; and L. Porter and R. M. Steers [see PA, Vol 51:4029]) on the relationship between behavior intentions and employee turnover using meta-analysis procedures. The extent to which moderator variables could be employed to explain variation in findings across intent–turnover studies was assessed. A weighted average correlation of .50 was calculated between behavioral intentions and employee turnover. Intentions were more predictive of attrition than overall job satisfaction, satisfaction with work itself, or organizational commitment. The length of time between procurement of predictor and criterion data influenced the magnitude of intent–turnover relationships.

2.2.31. **(Dibble, 2001)** Research study conducted at a large multinational technical firm showed that a significant number of employees (96 per cent of those interviewed) admitted they did not provide the "real" reason for departure .

2.2.32. **(Shun-Hsing Chen, 2006)** These studies on higher education focus on students as customers, and evaluate student levels of satisfaction/dissatisfaction with their programs, while generally neglecting teacher work satisfaction. Thus, this study evaluates how employee dissatisfaction with various investment items determines the improvement priority. Design/methodology/approach – This study used the academic literature to establish a satisfaction model for higher education employees. The model is divided into six dimensions: organization vision, respect, result feedback and motivation, management system, pay and benefits, and work environment. Using a questionnaire based on the model, 248 teachers were surveyed to investigate and analyze their importance-satisfaction level. The importance-satisfaction model (I-S model) was then applied to place each quality attribute into the I-S model, and thus determine the improvement strategy. Findings – The analytical results showed that higher education employees focus on high salaries and fair promotion systems. Investigations of the job satisfaction of college teachers in Europe and America have produced similar results. Originality/value – The employee satisfaction model for the higher education sector not only considers satisfaction levels but also degrees of importance in deciding the improvement strategy. .

2.2.33. **(Wallgren, 2011)** The aim of the thesis is to examine the psychosocial work environment, with a focus on the work motivation, of Information Technology (IT) consultants. The thesis is based on five empirical studies. **Study I** (N=167) and **Study II** (N=380) are cross sectional studies, and **Study III** (N=320) is a two-wave longitudinal study. All participants in **Studies I, II** and **III** responded to a questionnaire on background variables, job demands, job control, motivators and perceived stress. The model used in **Studies I**, **II** and **III** is a mediational one that proposes that the effect of job demands and job control on perceived stress is indirect

rather than direct. The hypothesis of motivators as a mediator was tested using full structural equation modeling (SEM) to estimate direct, indirect and total effects. The sample in **Study IV** consists of 12 IT consultants who were interviewed in order to understand what motivates IT consultants in their work environment. In **Study V**, six team leaders at an IT consultancy firm were interviewed in order to understand how team leaders perceive and construct their subordinates' motivation. The results from **Studies I**, **II** and **III** highlight the importance of the presence of high levels of motivators in reducing the perceived stress among IT consultants. High job control was significantly related to high appraisals of motivators, and motivators were negatively related to perceived stress. Additionally, the results from these three studies indicate that job demands are positively related to perceived stress. In **Studies I, II** and **III**, motivators were measured using antecedent conditions that may lead to motivation (e.g., recognition, achievement, variety and the possibility for growth). The results from **Study IV** confirm that variety in tasks, job autonomy, praise for a job well done, the chance to acquire new skills, and the sense of accomplishment affect IT consultants' work motivation. One of the main results from **Study V** is that managers have rather vague ideas about the motivation of their subordinates. One interpretation is that managers do not think that increasing the work motivation of their subordinates is an important part of their job..

2.2.34.   **(Peter w.Hom, 2001)** This study generalizes a leading portrayal of how job dissatisfaction progresses into turnover and more rigorously tested this model using structural equations modeling and survival analysis. The study further integrated job avoidance, inter-role conflict, and employment conditions into this framework.

2.2.35. **(Bax, 2003)** In this article we test the hypothesis that the relationship between labour turnover and the economic performance of the firm is bell-shaped: a turnover level too low has a negative effect and likewise does a level too high. Our analysis is based on economic performance data of 110 offices of a temp agency. Since these offices vary highly in labour turnover but are similar in product and operational management, the data enabled us to control for a number of important

intervening variables. From a regression analysis it could be shown that labour turnover indeed is related to office performance in a curvilinear way, indicating that it is especially excessive turnover that matters. This result proved robust for both performance level and change of performance as the dependent variables..

2.2.36. **(Urbancová Hana, 2008)** The article focuses on labour turnover as a potential threat to knowledge loss. Labour turnover results in an organizations inability to ensure knowledge continuity. In this study, induction was used to identify factors within organizations that determine employees' exit from organizations. The verifiability of these factors was tested by means of correlation and regression. Subsequently, the presented causes of employee turnover were specified as potential threat to knowledge loss. In the current knowledge economy, employees in an organization are considered the key competitive advantage and the most important asset. If an employee leaves an organization, they take the knowledge they have acquired with them. The loss of knowledge is a potential threat to an organizations existence, especially if an employee with valuable knowledge leaves to join a competitor. Therefore, this paper deals with knowledge continuity as a probable means of eliminating this threat. Dependencies between selected qualitative variables were tested to determine their impact on organizations. The study concludes by indicating that, today's knowledge-based organizations must be aware of the main causes and consequences of employee fluctuation so as to maintain their competitiveness in times of economic crisis.

2.2.37. **(Gaia Garino, May 2007)** The study analyse the impact of labour turnover on profits. We extend the efficiency wage model of Salop (1979) by separating incumbent and newly hired workers in the production function. We show that an exogenous increase in the turnover rate can increase profits, but only where firms do not choose the wage. This effect of turnover varies across firms as it depends on turnover costs, the substitutability of incumbents and new hires and other factors. We test our model on UK cross-sectional establishment-level data. We find that our predictions are consistent with the data.

2.2.38. **(MRARA, April 2010)** Health Professionals are critical in the provision of health services, more especially when it comes to nurses who are next to the patient most of the time. It is critically important for the Eastern Cape Department of Health to ensure that skilled health professionals such as doctors, pharmacists, nurses and the like are retained and the staff turnover regarding this category of staff is appropriately managed. The difficulty to attract and retain health professionals is negatively affecting service delivery in the Eastern Cape department of Health and leaves the department with an unacceptably high vacancy rate. This often put more of a burden on to the health professionals who remain within the organization. Some of them will end up leaving the organization. There is a great shortage of health professionals in South Africa and it becomes easier for the health professionals to get employment elsewhere, particularly in the private sector which appears to have a competitive advantage as compared to the public sector. In this study, both quantitative and qualitative methods were used to gather information through the utilization of a questionnaire and interviews were conducted mainly to confirm the results obtained. The results of the study have assisted to reflect factors that could be influencing the health professionals to leave health facilities of the Eastern Cape Department of Health. The respondents were drawn from the two areas within the Health Department, and these are, Mthatha and Port Elizabeth areas. One hundred (100) questionnaires were issued to the health professionals and sixty three responded. Documents that were received from the department were helpful in determining the turnover rate.

References:

1. Abdali, F. (2011). Impact of Employee Turnover on Sustainable Growth of Organization in Computer Graphics Sector of Karachi,Pakistan. *Afro Asian Journal of Social Sciences* , Volume 2, No.2.4 Qurater IV.

2. AHM Shamsuzzoha, M. R. (2007). Employee Turnover-a Study of its Causes and Effects. *IMEJ* , 398-405.

3. Anna Salanova, S. K. (15 March 2010). EMPLOYEE SATISFACTION AND WORK MOTIVATION. *Business Management* , 1-113.
   assessment, L. a.-a. (n.d.).

4. Bax, A. C. (2003). Labuor Turnover and its Effects on Performance: An Empirical Test Using Firm Data. *Acadamy of Management Journal* , 1-27.

5. C.H.Ponnu and C.C.Chuah, u. o. (october 2010). Organizational Commitment, Organizational justice and Employee turnover in Malaysia. *African Journal of Business Management* , 2676 - 2692.

6. Cole, N. (April 30, 2001). New Training Program forGeneral Chemistry. *IMEJ* , 1-20.

7. Consulting, A. (n.d.). Reduce Employee Turnover by 32%. *Wall Street Journal* .

8. Darryl A. Ross, E. (2009). EMPLOYEE TURNOVER:EFFECTS & IMPLICATIONS BEYOND THE OBVIOUS. *20 Pacificia* , 1-3.

9. Dibble, K. (2001). Why E mployees L eave a Co mpany. *Business Training Experts* , 1-2.

10. Eric Thompson, E. J. (2008). Smoke- Free Laws and Employee Turnover. *Contemporary Economic Policy,* , vol. 26, issue 3, 351-356.

11. Fheili, M. I. (2007). Employee turnover: an HR risk withfirm-specific context. *Journal of Operational Risk)* , (69–84).

12. Filipe FIDALGO, L. B. (April 2012). Employee Turnover Impact in Organizational Knowledge Management:. *Journal of Knowledge Management , Vol. II,* (Issue 2), 1-16.

13. Gaia Garino, C. M. (May 2007). THE IMPACT OF LABOUR TURNOVER: Theory and Evidences from UKMICRO-DATA. *American Journal of Agricultural Economics,* , 427-37.

14. Geeta Sachdeva, D. N. (June, 2011). TURNOVER INTENTIONS IN RELATION TO WORK MOTIVATION OF BANKING EMPLOYEES. *IJRFM* , Volume 1, Issue 2.

15. Kinicki., P. W. (2001). Towards a Greater Understanding of How Dissatisfaction Drives Employee Turnover. *Academy of Management Journal.* , vol.44, No.5.

16. Kreisman, B. J. (2002). why Employees Leave a Company. *www.btedemo.com* .

17. Kumar, G. S. (2011). Turnover Intentions in Relation to Work Motivation of Banking Employees. *IJRFM* .

18. Kumar, G. S. (June 2011). Turnover Intentions In Relation to Work Motivation of Banking Employees. *International Journal of Research in Finance & Marketing.* , volume1, issue 2.

19. Maringa, s. I. (August 2010). An Assessment of the Impact of Employee Turnover on Customer Service and Competitiveness of an Establishment .

International Research Symposium in Service Management, Le Meredian Hotel,Mauritius , 24-27.

20. Miss Neeraja Behera, D. C. (2006). Retaining High Performing Employees through Job Satisfaction: A. *ijhrm* , 345-378.

21. Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (May 1979,). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin, Vol 86(3)* , 493-522.

22. Morrell, K. l.-C. (Feb 2001). Lee and Mitchell's unfolding model of employee turnover - a theoretical assessment. *Occasional Papers Series (Business School)* , 2001: 2.

23. MRARA, M. T. (April 2010). AN INVESTIGATION OF TURNOVER AND RETENTION FACTORS OF HEALTH PROFESSIONAL STAFF WITHIN THE EASTERN CAPE DEPARTMENT OF HEALTH. *Journal of Organizational Beheaviour* , 603-615.

24. NARESH KHATRI, P. B. (1998). EMPLOYEE TURNOVER: BAD ATTITUDE OR POOR MANAGEMENT? *The Straits Times* , 1-42.

25. Ongori, H. (June 2007). A Review of the Literature on employee turnover. *African Journal of Business Management* , 049 - 054.

26. Peter w.Hom, A. J. (2001). Towards a Greater Understanding of How Dissatisfaction Drives Employee Turnover. *Acadamy of Management Journal* , 975-987.

27. RATHNAWEERA, R. R. (2010). *DO HRM PRACTICES IMPACTEMPLOYEE SATISFACTION,COMMITMENT OR RETENTION?* University of Agder,: Faculty of Economics and Social Sciences.

28. S.Kohoe, E. (July 2009). the impact of Employee Turnover for Haines City Fire & Rescue. *Organizational impacts of Employee Turnover* , 1-48.

29. Shun-Hsing Chen, C.-C. Y.-Y.-H. (2006). The development of an employee satisfaction model for higher education. *TQM magazine* , 484-500.

30. Steel, R. P., & Ovalle, N. K. (Nov 1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology, Vol 69(4)* , 673-686.

31. Tena K. Cochran, J. H. (May, 2002). REASONS GIVEN FOR EMPLOYEE TURNOVER IN A FULL PRICED DEPARTMENT STORE. *Manual of the American Psychological Association (4th ed)* , 1-66.

32. Tremarco, P. K. (2008, August). High Potential PR Professionals: A Study of Employee Turnover and Retention. *Public Relations and Corporate Communications* , 1-111.

33. Urbancová Hana, L. L. (2008). Staff Turnover as a Possible Threat to Knowledge Loss. *IMEJ* , 1-15.

34. W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (May 1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin, Vol 86(3),* , 493-522.

35. W. W. Guyo, R. G. (2011). FACTORS CONTRIBUTING TO THE EMPLOYEE TURNOVER IN PHARMACEUTICAL COMPANIES IN KENYA: A CASE STUDY OF RANBAXY LABORATORIES LIMITED. *Kabarak University First International Conference* , 1-11.

36. Wallgren, L. G. (2011). Work motivation and the work environment of IT consultants. *Journal of Applied Psychology* , 1-136.

37. zepnep Ton, R. S. (Feb 2008). Managing the Impact of Employee Turnover on Performance:The Role of Process Conformance. *organization Science* .

38. zheng WeiBo, S. K. (2010). *a critical review of employee turnover Model(1938-2009) and development in perspective of performance.* African Journal of Business Managemnent Vol.4 .

Chapter – III : Research Methodology

CHAPTER 3:- RESEARCH DESIGN AND METHODOLOGY

Contents:

3:1. Introduction

3.2. Approaches to the problem

3.3. Reason for choice of the Topic

3.4. Title of the Thesis

3.5. Objectives of the study

3.6. Hypothesis of the study

  3.6.1. Proposed study

  3.6.2. Assumptions

3.7. Research Design and Methodology

   3.7.1. The Universe

   3.7.2. Selection of the Sample

   3.7.3. Period of Study

   3.7.4. Techniques of the Analysis

   3.7.5. Parameters

3.8. Tools used for collection of Data

   3.8.1. Primary Data

   3.8.1.1. Questionnaire

   3.8.1.2 Discussions and Interviews

3.8.1.3 Observations

3.8.2 .Secondary Data

3.9. Significance of the Study

3.10 Scope and Limitations of the Study

3.11 Chapter Scheme

3.11.1. Introduction

3.11.2. Literature Review

3.11.3. Research Design

3.11.3.2. Research Instrument

3.11.3.3. Method of Contact

3.11.3.4. Profile of the Companies

3.11.3.5. Data Analysis and Interpretation

3.11.3.6. Testing of Hypotheses

3.11.3.7. Conclusions and Suggestions

3.12 Summary.

CHAPTER 3:- RESEARCH DESIGN AND METHODOLOGY

3:1. Introduction

The methodology includes extensive literature review of professional journals and magazines regarding the issue of Employee Turnover. The reviews provided the study with many articles and research papers, which are interesting and useful, concerning the theories of socialization, information seeking, perceived variables in dissatisfaction of employees, outcomes of resigning, and other general issues of the Employee Turnover subject in general.

The present study started off in the direction of how to reduce employ turnover and work towards employee retention or other outcomes that may lead to an effect on the performance.

Most of the literature led the scope of the present study to a different direction covered under the topic of Manpower turnovers. Almost all articles were referring to indirect employment market effects that are transmitted, and there was a direct relationship proved to have existed between turnover and retention. Rather, a major part of the articles mentioned other outcomes such as commitment, job satisfaction, and self-efficacy. There was a need to form an additional relationship between these and employee retention.

The research led the study to realize that employee retention, whether it is skills or effort oriented, was a major practice due to the nature of the time period it was held in the organization.

The purpose of this chapter is to discuss the research methodology of this study. The research design and procedures followed for this descriptive study were used to answer questions concerning the objectives of this study. The chapter contains the sections explaining approach to the problem, objectives, hypothesis, Research design methodology, data collection, scope and limitations of the study.

3:2 Approaches to the Problem:

With reference to the review of literature and previous researches as well as the opinions of famous theorists, the researcher has considered the following points to develop proper approaches and right direction to the research project. The important points related to Employee Turnover which is as stated below.

3.3 Reason for Choice of Topic:

The researcher strongly believes that most of the problems in any business organization are arising due to mismanagement. The current scenario in the global business world has a lot of problems which are mainly associated with HR management. The researcher wants to contribute significantly towards the attainment of higher level of job satisfaction which will lead to employee Retention and not employee turnover among the employees which may lead to the well being of mankind. This way Organizations can reach many milestones in the path of the success.

3.4. Title of the Thesis:

The title of the Thesis is **"IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013**)

3.5. Objectives of the Study:

The main Objectives are to Study "IMPACT OF DISSATISFACTION ON EMPLOYEES TURNOVER IN SELECTED SMALL, MEDIUM AND LARGE SCALE SOFTWARE INDUSTRIAL UNITS IN PUNE." (PERIOD 2007-2013)

The study will focus the following objectives:-

A. To understand the conceptual background of Employees dissatisfaction and employees turnover.

B. To study various theories on relationship between dissatisfaction and turnover of employees.

C. To evaluate the relationship between employee dissatisfaction and employee turnover, and the extent to which one of these variable affect another.

D. To investigate the business system of software companies.

E. To find out ways and means to reduce the dissatisfaction level of Employees.

F. To study various existing theories on relationship between dissatisfaction and turnover of employees

G. To analyze and interpret the data regarding the factors affecting the level of satisfaction of Employees working in different department of software companies.

H. To make suggestions and draw conclusions in problem areas through the improvement in the level rate of employee Turnover.

3.6. Hypotheses of the study:

The Main Hypotheses is ----"Employee dissatisfaction makes impact on Employees Turnover in Software companies".

The following are the **other** *hypothesis*:

Hypotheses for Employees-

H_0 1- the Motivational factors make impact on Turnover Intension of Employees.

H_0 2-   The working Environment make impact on Turnover Intension of Employees.

H_0 3- The Job Related Issues make impact on Turnover Intension of Employees.

H_0 4-   The Organizational Culture make impact on Turnover Intension of Employees.

H_0 5-   The Social Environment at Workplace make impact on Turnover Intension of Employees.

H_0 6-   The Employee Commitment make impact on Turnover Intension of Employees.

H_0 7- The Motivational factors and Employee Commitment make impact of on Turnover Intension of Employees.

Hypotheses for Managers (Sr.Resources)-

H_0 8-   The Motivational factors make impact on Turnover Intension of Managers (Sr.Resources).

H_0 9-   The working Environment make impact on Turnover Intension of Managers (Sr.Resources).

H_0 10-   The Job Related Issues make impact on Turnover Intension of Managers (Sr.Resources)

H_0 11- The Organizational Culture makes impact on Turnover Intension of Managers (Sr.Resources)

H_0 12-   The Social Environment at Workplace makes impact on Turnover Intension of Managers (Sr.Resources).

H_0 13-The Employee Commitment makes impact on Turnover Intension of Managers (Sr.Resources).

H_0 14-   The Motivational factors and Employee Commitment make impact on Turnover Intension of Managers (Sr.Resources).

3.6.1 .Proposed study:-

```
┌─────────────────────┐
│ Motivational Factors │──────────────┐
│                      │              │
└─────────────────────┘              │
                                     │
┌─────────────────────┐              │
│ Working             │──────────────┤
│ Environment         │              │
└─────────────────────┘              │
                                     │
┌─────────────────────┐              │              ┌──────────────┐
│ Job Related Issues  │──────────────┤   ═══════>    │ Turnover     │
│                     │              │              │ Intension    │
└─────────────────────┘              │              └──────────────┘
                                     │
┌─────────────────────┐              │
│ Organizational      │──────────────┤
│ Culture             │              │
└─────────────────────┘              │
                                     │
┌─────────────────────┐              │
│ Social  Environment │──────────────┤
│ at Workplace        │              │
└─────────────────────┘              │
                                     │
┌─────────────────────┐              │
│ Employee            │──────────────┘
│ Commitment          │
└─────────────────────┘
```
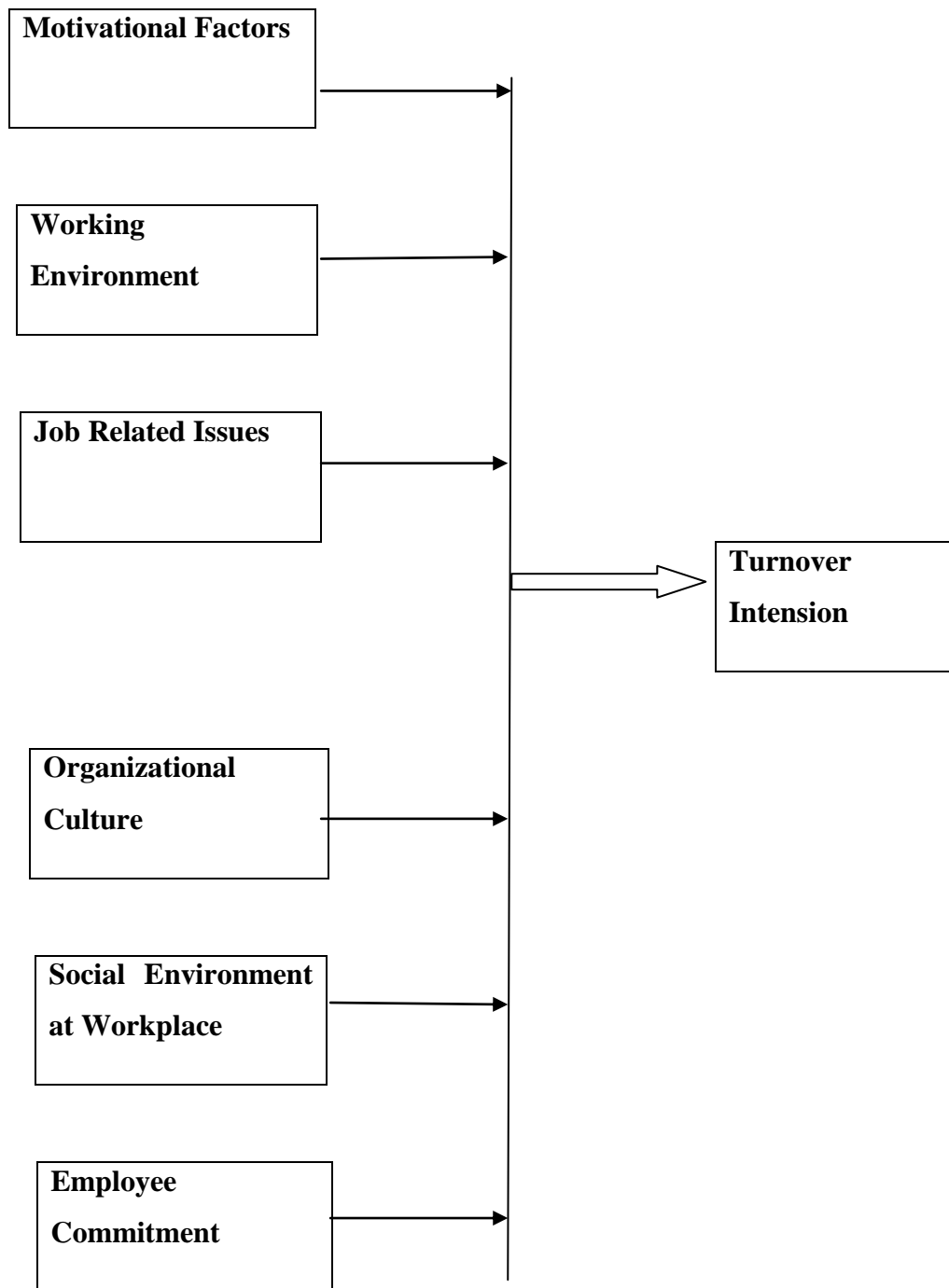
Source: (Designed by the Researcher) 2013.

3.6.2. Assumptions:

The study assumes that the education levels of the employees who were newcomers were constant. The influence of the selection of employees during recruitment on employee performance was also assumed to be constant. However, this does not mean that any effect they have which is proven in previous will be ignored

3.7: Research Design and Methodology

3.7.1: Universe:

This study is undertaken to find out the contribution of dissatisfaction factors in employees that is leading to Employee Turnover in Pune. By the end of 2009 the total number of IT companies in Pune are 1000 and amongst them 261 are large, 278 are medium IT companies, 461 are small IT companies (as per the Pune IT Directory published by mccia)

As per definition of small, medium and large given by Industrial Development and Regulation Act 1951 notification S.O. 1642(E) dated 29-09-2006. The definition for small, medium and large scale industry in service sectors is :-

Small Enterprise Investment – between 10 lakhs to 2 crore

Medium Enterprises – between 2 Crore to 5 Crore

Large Enterprise – 5 crore and above.

As the study is related to employee turnover we have converted these guidelines into number of employees as follows:-

Minimum investment for an employee in an IT industry would be a Laptop or a Pc means Rs.20,000 per employee resulting into the small scale industry to be having 50 to 100 employees.

For Medium scale industry additional investment such as scanners, printers, dedicated license software and servers maybe touching up to Rs. 3 Crores. So the

employees size is considered as 100 to 500 and any organization having more than 500 employees is considered as Large scale industries.

It is also using a number of studies which include research papers done previously about the topic of employee dissatisfaction. These research studies are providing results which can lead the study, by means of analyzing, to a sound conclusion about whether or not employee dissatisfaction drives to employee turnover in the IT sector

Moreover, the studies provides the information about any effects of the employee's need fulfillment, leave aside the satisfaction, on employee turnover so that the study can come up with suggestions regarding the design of the models of increasing employee satisfaction and major things to pay attention to in terms of their content and delivery mediums. The study will do this by trying to find proof of consequences of reported effects in terms of changes in employee turnover, again by the help of other research studies. If these studies indicate that employee satisfaction affects newcomer employees in various ways, then the study will tie these findings to turnover.

3.7.2: Selection of the Sample:

The samples of the respondents have been selected keeping the two categories in mind. One is the employees of software industries, and the second is the Managers which is called as Sr. Resources of the IT companies.

Example for Managers or Sr.Resources the following designations have been chosen:-

Sr. Manager, Executive Manager, Administration Manager, Delivery Manager, Operations Manager, Project Manager, Cluster Manager, Asst. Manager, Client Support Manager.

Example for Employees or the Lower level Resources the following have been considered:-

Desktop Engineers, Shift Lead operations, Sr. Support Consultant, Principal Consultant, Associate SQA Engineer, DM, B.P.C, Sr. Test Engineer, Associate System Consultant, Network Engineer, Software Developer, Technology Support, Associate consultant, Software Engineer, Technology Engineer, Technical Lead, Technology Specialist, Sr. Tools Development Engineer, Systems Engineer, Operations Executives, SAP basic Trainee, Environment Support, Technical Analyst.

3.7.2.1: Selection of the samples had been done on the following criteria:

✓ Total employees were selected as respondent on the following basis

Sr.No	Type of Industry	No of companies	No of Employees (Low Level Resources)	No of Sr.Resources(Managers)	Total Sample
1	Large (Employees) above 500)	15	34	33	67
2	Medium (Emp 100 –	11	42	10	52

	500)				
3	Small (Emp 50 -100)	11	24	07	31
	Total Sample	37	100	50	150

- The survey for the above industries was selected within the Pune region.
- Every question from the questionnaire carry a weight, based on which the hypothesis is stated.

3.7.3. Period of Study:

The Primary and secondary data till 31-04-2013 was taken in to account. However the information about the business development of the companies has been taken for almost last four years 2007 – 2011

3.7.4. Techniques of the Analysis:

The data collected in the form of questionnaire answered by the respondents from selected industries. The information collected was processed and tabulated suitably by highlighting all the parameters. The theoretical information was converted in numbers by ranking the Likert 5 point Scales. While analyzing the data and testing of hypotheses statistical tools like

Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express. The test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.

3.7.5. Parameters:-

Following are the determinants of Employee turnover which are taken as parameters for the purpose of this research project   both for employees as well as Managers (Sr.Resources) of different organization :---

        A) Demographic Profile

        B) Dissatisfaction Factor

        C) Employee Commitment.

        D) Turnover Intension.

Under <u>Demographic Profile</u> the following aspects have been considered they are:-

1. Age
2. Gender
3. Name of the Organization
4. Sector
5. Designation
6. Department
7. No of years working in this organization

Under <u>Dissatisfaction Factors</u> the following aspects have been considered they are :-

A) <u>Motivational Factors</u> – this includes pay, promotion, Recognition, Reward, Training Facilities, Fringe benefits, Staff Quarters.

B) <u>Working Environment</u> – this includes proper Infrastructure, Canteen Facilities, Rest Room facilities, proper Ventilation, Standard Lighting System, Proper Drinking water Facility, Toxic workplace, Work Timing.

C) <u>Job Related Issues</u> - this includes Flexible Works, inadequate pay, repetitive work, time motion system, job opportunities, satisfactied with the Co-operation of co-workers, lack of career advancement.

D) <u>Organizational Culture</u> – this includes informal communication, information sharing, celebration of traditions, celebration of success, caring culture, politics free environment.

E) <u>Social Environment at Workplace</u> – this includes family interest, helping nature, critics to remove defects, sharing personal information.

Under <u>Employee Commitment</u> - following aspects have been considered they are :-

1. Organizational Commitment
2. Total interest
3. Absentees
4. Team work

Under Turnover Intension - following aspect have been considered:-

1. Willing to Leave the job.

3.8. Tools used for collection of Data:

This study had collected data from various sources. It had mainly focused on collecting data

- by observation
- through personal interview
- through telephone interview
- by mailing of questionnaire

the study collected data through -

- ✓ primary data
- ✓ secondary data

3.8.1. Primary Data:

This was the main key source information for the research in the form of a printed questionnaire with options stated and some sentences where ever required as samples to be filled which help in analyzing, stating the hypothesis and concluding with the suggestive measures that can be taken. The questionnaire consisted in 3 parts A) Demographic Details, B) Dissatisfaction Factors, and C) Employee Commitment which further consisted of 40 questions overall in the optional form. The questionnaire was framed using simple graphic rating scale and Likert –5 point type scale. Questionnaire were prepared, was for employees and Managers working in different software companies. Possible topics for the survey questions were identified from variety of sources: instructor feedback, employee comments, learning during the MBA course, and research in the field of employee attrition and satisfaction.

The survey questions were written using a Likert Scale and graphic rating scale to measure employee's opinion. The proposed survey questions were distributed to the employees of IT professionals and after review comments were completed, the final survey was distributed to employees and employers also randomly of their respective companies. The survey was titled '**Questionnaire for Manager/Employee in Software companies** '. The complete survey is presented in Appendix C.

Thus maximum possible care has been taken to ensure the accuracy and reliability of the collected data for this research.

3.8.1.1. Questionnaire:

The primary instrument of this study was a questionnaire, developed with an intention to judge the responses of the employees in connection with all the parameters influencing the satisfaction level of the employees.

The parameters pertaining in the questionnaire are: a) Demographic Profile, b) Dissatisfaction Factors, c) Employee Performance.

The total questions are divided in 42 parameters. Every parameters has five questions in the form of Likert Scale (five rating Scale from 1 to 5 starting from strongly Agree to strongly disagree at the end). Every question thus has minimum 1 and maximum 5 marks. The marks for every question and total marks for every parameters and overall total has become the base for all statistical analysis and interpretation.

An introductory and directional paragraphs was placed at the beginning of the questionnaire. A cover letter preceded the questionnaire. The cover letter stated the purpose of the study, its significance and a confidentiality statement. Questionnaire was answered with the help of Likert Scale, which helped in determining the percentage value of each parameter.

A five point scale was used with one being strongly disagree to strongly Agree. The higher the rating the higher the contribution of the factor will be there. The questions were framed keeping the positive side of the picture so as to match the ratings with ascending order of satisfaction.

3.8.1.2 Discussions and Interviews:

Personal discussions as well as telephonic discussions were conducted with Managers, Professionals, Industry Experts and Academicians. This has added so much value and helped to work faster in the right and appropriate direction in the field of research work.

3.8.1.3 Observations:

Observation method has also been used to collect the crucial data for the purpose of accuracy. The researcher attended a few companies by personal contacts as a guest and observed the working environment.

3.8.2 Secondary Data:

Secondary data was collected from different sources like,

1. websites and search engines on the Internet
2. Books
3. magazines
4. reports and publications of the organizations
5. Newspapers
6. Journals (International & National) with ISSN/ISBN numbers.
7. Articles Published/unpublished
8. Master and Ph.D theses in the related area.
9. Industrial Directory- Chamber of Commerce.
10. Other sources of published information as per requirement.

3.9 Significance of the study:

In a Human Resources Management, turnover or staff turnover or labor turnover is the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's

Productivity, if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

(*Note: It is necessary to clarify that, for the purpose of this study the term Low Level or employees and Senior Level Resources or managers turnover is written in the context of Employee Turnover based only on the Software companies and its aspects related to the specific sector. Therefore it is requested to take note of this throughout the further discussion in this Thesis*)

Employee Turnover of the employees depends upon both internal as well as external factor. Like recruitment, turnover can be classified as 'internal' or 'external'. Internal turnover involves employees leaving their current positions and taking new positions within the same organization. Both positive (such as increased morale from the change of task and supervisor) and negative (such as project/relational disruption, effects of internal turnover exist, and therefore, it may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical HR mechanisms, such as an internal recruitment policy or formal succession Planning.

The determinants of Employee Turnover are:

1. Age
2. Gender
3. Sector
4. Designation
5. Department
6. No of years working in this organization
7. pay, promotion,
8. Recognition,
9. Reward,

10. Training Facilities,

11. Fringe benefits,

12. Staff Quarters

13. proper Infrastructure,

14. Canteen Facilities,

15. Rest Room facilities,

16. proper Ventilation,

17. Standard Lighting System,

18. Proper Drinking water Facility,

19. Toxic workplace,

20. Work Timing.

21. Flexible Works,

22. inadequate pay,

23. repetitive work,

24. time motion system,

25. lack of Rotation,

26. lack of Co-operation of co-workers,

27. Lack of career advancement.

28. informal communication,

29. information sharing,

30. celebration of traditions,

31. celebration of success,

32. caring culture,

33. Politics free environment.

34. family interest,

35. helping nature,

36. critics to remove defects,

37. Sharing personal information.

38. Organizational target

39. Total interest

40. Absentees

41. Team work

42. Leaving the job.

The significance of these factors in Employee Turnover is substantial: however the actual contribution of each of them has to be measured. This will enable us to produce a model helping decision makers to focus on these factors based on the percentage contribution made by each factors and there interdependence.

There is a need to have a scientific approach while treating the employees.

3.10 Scope and Limitation of the Study:

1. Thirty seven large, medium and small software companies had been considered as first stage sample size, as representative organization for the study.
2. Only internal factors are taken in to consideration for the purpose of carrying out this research.
3. Organizations in which more than 50 to 6000 employees working were selected for the survey.
4. Organizations from all over Pune city covering in and out areas.
5. The responses were collected from 100 employees and 50 employers from the selected organizations.
6. Time constraint posed a serious limitation for gathering results pertaining to the study.
7. Sample size of 150 may not include all IT Employees from entire Pune City.
8. The sample has been chosen strategically.

3.11 Chapter Scheme

3.11.1 Introduction:

This chapter covers the discussion about the importance of Employee Turnover in organizations, theoretical Framework and theories of Employee Turnover that are important for this research Work.

3.11.2 Review of Literature:

In this chapter, following points are included: introduction about the literature review, actual review of employee's turnover literature and previous researches and summary. It contains a valuable literature on employee turnover and its determinants. Articles, Research Papers, Theses, Surveys and Books are reviewed on the topics associated with job satisfaction and conclusions have been drawn from these extracts.

3.11.3 Research Design:-

Sample Size:- A sample size of 150 IT professionals was collected

(Same as respondents for qualitative research.)

Samples of male and female employees are drawn from the two strata that have been decided in Pune City.

Sampling Units	Respondents	Sampling Procedure
IT Employees	100	Stratified random sample using gender.
IT Employer	50	Stratified random sample.

Sample Technique:- A Stratified random sampling technique using gender as stratification variables is applied.

3.11.3.2. Research Instruments:-

- Questionnaire open and close ended,
- Qualitative comments from the respondents

3.11.3.3 Method of contact:-

- Personal and official interview

- Length of Interview – 20 minutes.

3.11.4 Profile of the Companies:

The chapter includes the information about all the 37 software companies, amongst them 15 are from Large Sector companies, 11 are from Medium Sector companies and 11 from the Small sector companies which were from in and around Pune city area for the research project. There are large, medium and small companies under consideration.

3.11.5 Data Analysis and Interpretation:

In this chapter, the analysis of Demographic Profile, overall dissatisfaction factors of the employees and employer and analysis of opinion of Respondents about employee turnover with respect to the parameters i.e. Motivational Factors, Working Environment, Job related Issues, Organizational Culture, Social Environment at Workplace, Employee Commitment has been done by using Statistical techniques.

3.11.6 Testing of Hypotheses:

This chapter analyzes the interrelationship in components of all the predictors with Employee Turnover. The impact of all the independent variables that is Motivational factors, Working Environment, Job Related Issues, Organizational Culture, Social Environment at Workplace, and Employee Commitment have a positive relationship with the dependent variable that is Turnover Intension.

3.11.7. Conclusions and Suggestions:

The findings, conclusions and recommendations are derived from the profiles of the companies, Data Analysis and Interpretation and from the Testing of Hypothesis. Conclusions are drawn with a view to bring about certain improvement in reducing the turnover of the employees and suggestions are made for reducing the turnover in

the software companies. The scope of future research in this area has also been directed by the researcher.

3.12. Summary:

This chapter discussed the procedures employed in collecting the data. Fourteen hypotheses were developed using various tools to test from the information obtained in the literature review that was used to examine the relationship between each dissatisfaction factor and the turnover in an organization. The main focus was to know the percentage contribution of each dissatisfaction factor in employees' turnover. This chapter explains the importance and reasons for choice of this topic. Overall process of research including methods of data collection like, questionnaire, observation, selection of sample, tools and techniques of data analysis and hypotheses testing are discussed in this chapter. It also includes the significance, scope and limitations of the study.

References:

1. http://www.punediary.com/industries.html Accessed on 20/02/08

2. J.K.Sachdeva, 'Business Research Methodology', 1st edition, Published by, Himalaya Publishing House Pvt Ltd., Mumbai, 2008.

Chapter – IV: Theoretical Aspects

Contents:-

4.1 Introduction

4.2. Human Resource Management System.

4.3. Employee Satisfaction.

4.4. Meaning.

4.5 Definition.

4.6. Models of Employees satisfaction.

4.7. Factors affecting Employee Satisfaction.

4.8. Turnover.

4.9. Meaning.

4.10. Definition.

4.11. Theory of Turnover.

4.12. The main reasons for leaving.

4.13. Models of turnover.

4.14. Factors affecting Turnover.

4. Theoretical Aspects

4.1 Introduction

This chapter discusses the various theoretical aspects on Turnover by different authors from the field of Human Resource Management. This chapter also includes the definitions, meaning, scope, and different models contributed by different experts on satisfactions, dissatisfactions and Turnover.

4.2. Human Resource Management System

Lado and Wilson (1994, p.201) define HRM system as "a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources."[1] In addition, it can be defined as "… as an organizational capability which involves the strategic integration of the set of HR activities, functions and processes: selection, training, appraisal, promotion and compensation, carried out to attract, develop and maintain the strategic HR that allow the firm to achieve its goals .

4.3. Employee Satisfaction:-

Human Resource Management is getting more important in the business nowadays, because people and their knowledge are the most important aspects affecting the productivity of the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and customer service.

4.4. Meaning:

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

---

[1] Human Resource Management, lado and Wilson, Prentice-Hall India 10th edition,1994

4.5 Definition:-

Dave defined employee satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".[2] In the field of human resources, employee satisfaction is perhaps considered one of the most important employee attitudes that need outmost consideration in decision making and policy making.

4.6. Models of Employees satisfaction:

Today, the most important factor affecting the performance of companies is the level of employee satisfaction with the company. In that sense, gauging the level of employee satisfaction has become of an exceptional importance. Employee satisfaction is one of the most important parameters of productivity. An institution has an identity together with its employees. If one wants to increase productivity, one can benefit from their Employee Satisfaction Model.

Focus points are :-

Management style and decision making
Involvement in and liking the job
Performance and pace
Salary and satisfaction
Career planning
Solidarity and participation +
Hierarchical relations
Feeling of success
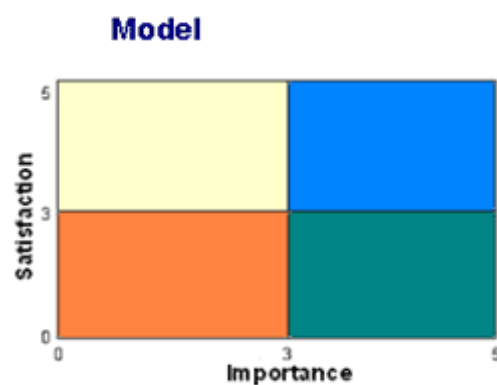
[2] Dave. (MARCH 1,2008). *HR COMPETENCIES.* Society For Human Resource Management. 1 edition , ISBN-10: 142210415X, ISBN-13: 978-1422104156

Several factors appear to be linked to turnover (Henery Ongori, 2007).[3] A review article on studies of turnover revealed that age, tenure, overall satisfaction, job content, Intentions to remain on the job and commitment were all negatively related to turnover. Higher the age of the employee, less is the likelihood of his leaving the organization. Similarly, an employee who has spent a long time in an organization is less likely to leave because of his emotional attachment to the workplace. Job satisfaction has been found to be the most important tool for employee retention. Job satisfaction refers to how employees perceive their jobs (Snell /Bohlander, 2007).[4] It is an emotional state resulting from experiences at work. If employees experience high satisfaction with their jobs, it may create a pleasurable emotional state (Bartolo & Furlonger, 1999; Ivancevich, 2008) and a positive reaction with the organization (Feinstein, 2002; Oshagbemi, 2000). Both job content and job security are found to affect the overall job satisfaction of employees (Green and Tsitsianis, 2005; Benz and Frey, 2008). Employees feel satisfied when they are provided certain degree of freedom in carrying out their tasks and taking job related decisions. Moreover, they enjoy performing jobs which demand higher levels of skills and knowledge (Guthrie, 2001). Employee involvement practices have been reported to reduce turnover (Vera, 2001). According to Luthans (1989) satisfaction can arise from three different facets: (a) emotional response to work environment, (b) relationship between expectations and outcomes; and (c) satisfaction with pay. The significance of job satisfaction can be accessed from the fact that it not only influences the efficiency of workers but also impacts job behaviour such as absenteeism, accidents, work stress and employee turnover (Rajendran and Chandramohan, 2010) identified five components of job satisfaction – work, supervision, co-workers, pay and promotion.

Besides, a number of factors related to job context such as social relations at workplace, communication (sharing of information within organization) and working conditions also influence job satisfaction. Workers are dissatisfied if they are denied

---

[3] African Journal of Business Management pp. 049-054, June 2007
http://www.academicjournals.org/ajbm.ISSN 1993-8233 © 2007 Academic Journals
[4] Human Resource management by Scott Sell, Geogre Bohlander, 2007 by south – Western, ISBN-13:978-81-315-0139-9.

access to information and other resources necessary for performing their job. Similarly, if a performance evaluation criterion is not clearly communicated or if feedback on their performance is not provided by supervisors, it may lead to employee dissatisfaction. Cordial relations with colleagues and supervisors contribute to job satisfaction. A healthy organizational climate characterized by trust and collaboration improves satisfaction. The various dimensions and outcomes of job satisfaction have clearly reflected in figure __.

Figure 4.7: DIMENSTION & OUTCOMES OF JOB SATISFACTION
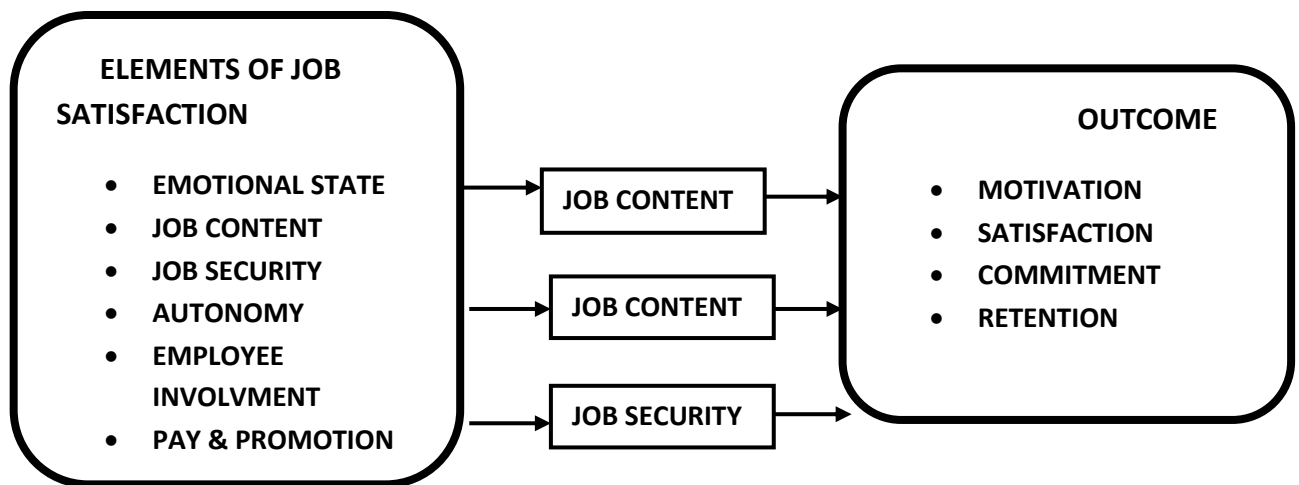
It has been often found that the highest performing workers find good alternatives and are the first to leave (Lichia 2007). Hence, organizations should devise a strategy for keeping their valuable assets (employees) satisfied (figure 2). Strategic initiatives proposed for enhancing job satisfaction and employee retention include the following:

Figure 4.8: SATISFACTION- RETATION MODEL
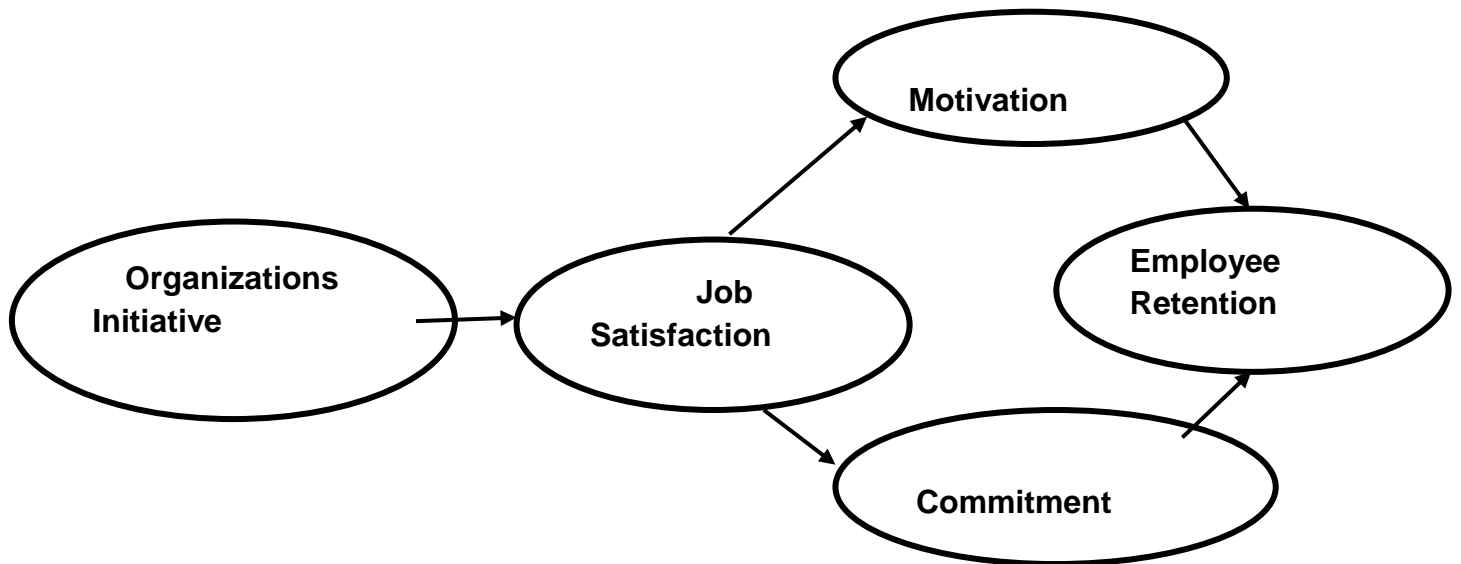
Many research studies indicate work overload as a major factor responsible for job dissatisfaction and intent to quit (Firth et al., 2004). A supervisor should therefore, understand the profile of each individual worker before allocating responsibilities. Elangovan (2001) has indicated strong causal links between stress and job satisfaction (higher stress leads to lower satisfaction). Role ambiguity and role conflict, identified as role stressors have been reported to be negatively associated with job satisfaction.

Figure: 4.9. INTERVENTION & OUTCOME OF EMPLOYEE RETENTIONS

INTERVENTION

- ROLE CLARITY
- CAREER DEVELOPMENT
- EMPOWERMENT
- JOB ENRICHMENT
- STREE MANAGEMENT
- MENTORING

RETENTION

OUTCOMES

- CUSTOMER SATISFACTION
- HIGH PRODUCTIVITY
- GREATER PROFITS
- QUALITATIVE GOODS OF SERVICES

66
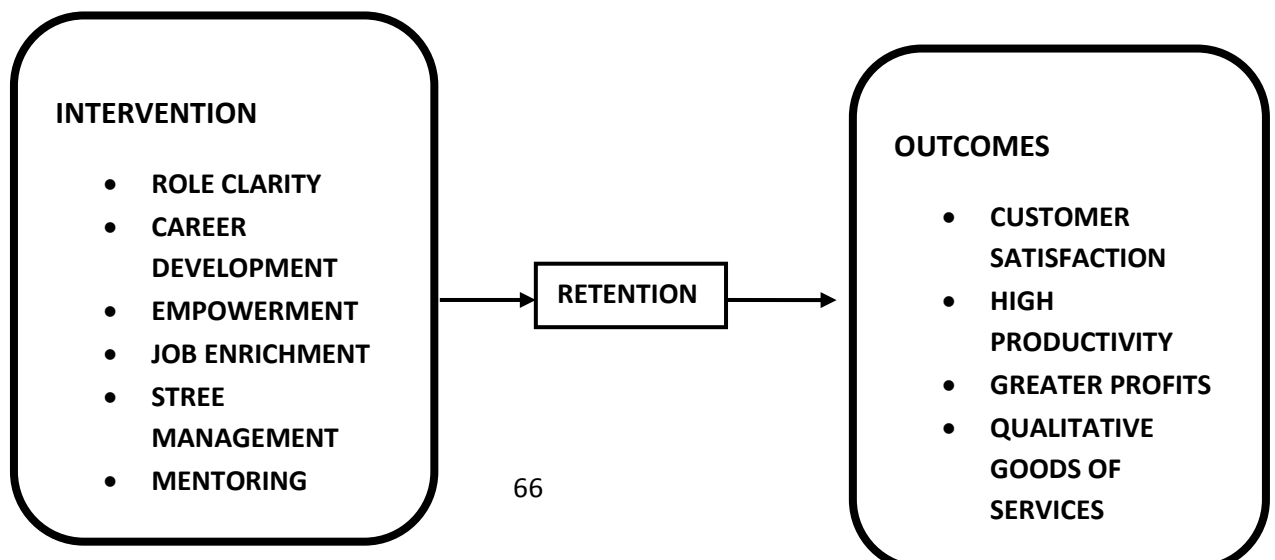
In recent times, employees' demand and expectations have undergone a sea change. Money no more seems to be the prime motivator. Rather, people enquire about career prospects in an organization before applying for a job. To improve retention, companies should adopt career development policies in alignment with the needs of the employees (Wetprasit, 2006).Employee empowerment practices positively affect employee satisfaction (Voisard, 2008; Dewettinck et al., 2003; Halvorsen, 2005, Kirkman & Rosen, 1999). Employees can be empowered through involvement, which in turn is possible through greater emphasis on collective bargaining, continuous improvement of team performances and suggestion schemes.

4.7. Factors affecting Employee Satisfaction:-

Employee Satisfaction is a many-faceted thing. The contemporary employer has much to consider beyond the basic terms of employment having to do with wages and hours. Each worker wants the optimal setting for work, and there can be intense competition for skilled workers. Even the mundane, less-skilled positions can suffer from too much turn-over, so the employees need to have satisfaction on the job.

1. Environment. – pleasant workplace, efficient, and healthy
2. Support - incentive program, Daycare, Flexi-time, have a voice in policies.
3. Benefits - health-care, retirement plans, leaves of absence, vacation-time, and ongoing education.
4. Mission - Encouragement and extra-curricular activities
5. Upkeep, Image- premises clean and tended, with the infrastructure intact Working technology and smooth communications.
6. Worth - feel as though they are getting a fair, competitive wage and that they are appreciated.

4.8. Turnover:-

In a Human Resources Management, **turnover** or **staff turnover** or **labor turnover** is the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's Productivity, if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Like recruitment, turnover can be classified as 'internal' or 'external'. Internal turnover involves employees leaving their current positions and taking new positions within the same organization. Both positive (such as increased morale from the change of task and supervisor) and negative (such as project/relational disruption, effects of internal turnover exist, and therefore, it may be equally important to monitor this form of turnover as it is to monitor its external counterpart. Internal turnover might be moderated and controlled by typical HR mechanisms, such as an internal recruitment policy or formal succession Planning. Turnover often means that employees are unhappy with the work or compensation, but it can also indicate unsafe conditions, or that too few employees give satisfactory performance (due to unrealistic expectations or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management has been cited as predictors of high turnover.

4.9. Meaning:-

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees.

4.10. Definition:-

The ratio of the number of workers that had to be replaced in a given time period to the average number of workers

Or in other words we can say Employee Turnover is the Percentage of a company's employees who leave during a specified period. Although it is most often expressed at annual turnover rate, the calculation can be done for shorter or longer periods.

Turnover can be caused by employees who leave on their own. This is called voluntary turnover. When an employee leaves because of a layoff or a disciplinary firing this is called involuntary turnover. The total of the two is called total turnover.

To calculate turnover rate divide the number of employee who left, in each category, by the total number of employees at the start of the period.

4.11. Theory of Turnover:

The traditional theory of how employees make the decision to leave a job focuses on two key variables:

1. The employee's level of satisfaction/dissatisfaction with their current employment, and
2. The perceived desirability and ease of finding new employment.

In fact, this model of turnover is based on the premise that active consideration to leave a job is necessitated by low levels of both job satisfaction and commitment to the organization and this assumes that turnover decisions follow a rational and fairly deliberate, pre-determined path.

However, in recent years, this simple model has been shown to be less effective at predicting turnover since there is not necessarily an orderly progression from dissatisfaction with a job to a search for alternative employment. There has also been increased recognition that many other factors can influence an employee's decision to leave. Furthermore, the extent and availability of perceived alternatives for

employment have not been shown to be a good predictor of turnover and thus overemphasizes the role of pay as a motivator to leave, at the expense of other intrinsic sources of job satisfaction.

As a substitute for the traditional model of turnover, the "unfolding" model of employee turnover has identified five main "paths" as the most comprehensive means of summarizing why employees leave their jobs. For three of these paths, a critical event or disruption ("shock") in the employee's routine is sufficiently strong that it may lead to turnover, even including abrupt decisions to leave made without the consideration of alternatives and without having the employee experience a slow withdrawal of commitment to the organization. In other words, this model does not assume that there is a linear and continuous relationship between the factors contributing to the decision and the turnover decision itself – rather, the "unfolding" model is more representative of the "threshold" nature of the decision to leave a job.

It is extremely important to recognize, however, that such events or "shocks" can occur either inside or outside of the organization and can be either positive or negative. The following examples help to illustrate the possible range and variety of disruptions or shocks that employees may experience and that may lead to turnover:

Examples of shocks outside the control of the employer

- Becoming pregnant, being admitted to college, being relocated to another city because of your spouse's job – these are the types of changes that generally do not prompt employees to reassess their attachment to the organization but can lead directly to a decision to leave, often because the employee already has a pre-existing plan of behaviour in place.

Examples of shocks within the control of the employer

- Getting a new supervisor, being passed over for a promotion, being relocated to another city because of your job – these are the types of changes that can cause employees to re-evaluate their commitment to the organization and then decide to leave, whether deciding quickly or over a longer time period and whether or not they have an alternate job in place.

Table No. 4.11.1 the five paths of the unfolding model can best be summarized as follows:

	Initiating event	Reassess attachment	Relative satisfaction	Alternate job search	Time of decision	Proportion of departures
Path 1	Disruption ("Shock")	No, since an alternate plan is often already in place	High (not relevant to the decision to leave)	No	Very short	Approximately 5%
Path 2	Disruption ("Shock")	Yes	Medium/Low	No – shock is so great as to trigger leaving without a job search	Short	Approximately 5%
Path 3	Disruption ("Shock")	Yes	Medium/Low	Yes	Long	55%-65%
Path 4 A	Accumulated dissatisfaction	Yes	Low	No	Medium	Approximately 5%
Path 4 B	Accumulated dissatisfaction	Yes	Low	Yes	Long	20%-30%

Subsequent analysis of this model has found validation in the premise that critical events are predictive of turnover and that an employee's decision to leave is not necessarily mediated by a "slow burn" in work attitudes/satisfaction or by a deliberative search for alternative employment.

4.12. The main reasons for leaving

In traditional internal face-to-face exit interviews, "better pay" and "better job opportunity" are often the main reasons cited for leaving the organization. However, relying on the information gathered in this way can be misleading, since, in this type of interview situation, employees are often reluctant to identify the true causes for their decision to resign and tend to provide more "socially acceptable" reasons for leaving.

This is not to suggest that pay has no influence over an employee's decision to leave. Rather, this issue emphasizes the need to be sensitive to both "push" and "pull" factors that may have influenced the employee's decision.

4.13. Models of turnover:-

Over the years there have been thousands of research articles exploring the various aspects of turnover, and in due course several models of employee turnover have been promulgated. The first model and by far the one attaining most attention from researcher, was put forward in 1958 by March & Simon. After this model there have been several efforts to extend the concept. Since 1958 the following models of employee turnover have been published.

- March and Simon (1958) Process Model of Turnover
- Porter & Steers (1973) Met Expectations Model
- Price (1977) Causal Model of Turnover
- Mobley (1977) Intermediate Linkages Model
- Hom and Griffeth (1991) Alternative Linkages Model of Turnover
- Whitmore (1979) Inverse Gaussian Model for Labour Turnover
- Steers and Mowday (1981) Turnover Model
- Sheridan & Abelson (1983) Cusp Catastrophe Model of Employee Turnover
- Jackofsky (1984) Integrated Process Model
- Lee et al. (1991) Unfolding Model of Voluntary Employee Turnover

- Aquino et al. (1997) Referent Cognitions Model
- Mitchell & Lee (2001) Job Embeddedness Model

In order to collect the most effective information from departing employees, employers need to recognizes the need to provide departing employees with a forum that makes them comfortable revealing the full range of factors that led to their resignation and encourages them to give an honest critique of the expectations, conditions and requirements of their jobs. With the use of an exit survey system that effectively canvasses the opinions and attitudes of departing employees, a wide range of operational, organizational and personal variables affecting the decision to leave are likely to be uncovered. It is this information that is essential to highlighting the areas of perceived deficiency in the organization's working environment and can then be used to plan effective retention strategies and actions.

4.14. Factors affecting Turnover:-

High turnover tends to occur in jobs where employees view themselves as undervalued. Low pay is one factor, but turnover also increases when employees feel they are not treated with respect and where there is a lack of teamwork, or where management is viewed as arbitrary and overly demanding. A lack of flexible work scheduling can also cause employees with families, especially women, to leave a job. Turnover can also increase when there is a change to the corporate structure, such as a merger or a major organizational restructuring. Jobs where there are high levels of stress or injury, such as police officer, child-care worker and construction worker, may also have higher level of turnover.

Chapter – V : Company Profile

Chapter 5 - Profile of the Companies.

Contents:

5.1 Introduction

5.2 Company Profile

Chapter 5- Profile of the companies.

5.1 Introduction

As proposed the researcher has surveyed selected Software companies in and around the Pune city area. The total 150 respondents are spread over 37 companies. The respondents are the employees as well as employers from Large, Medium and Small Scale companies with more than 50 to 5,000 employees. Out of these 37 companies 15 are Large Scale companies with more than 500 to 5000 employees, 11 are Medium Scale companies with more than 100 to 500 employees, and 11 are Small Scale companies with more than 50 to 100 employees. The information of these companies for the purpose of this research is as given below.

5.2 Company Profile:

5.2.1. IBM Daksh :-

In April 2004, IBM Corporation acquired Daksh e-Services to form IBM Daksh. Today, IBM Daksh is a leading provider of business process services. It offers solutions in CRM, finance and administration and back-office processes catering to Financial, Travel, Retail, Insurance, Communication and Technology verticals.

Frost & Sullivan has named IBM the Contact Center Outsourcing Vendor of the Year in Asia Pacific, for two consecutive years, 2006 and 2007. It received the NASSCOM-India Today Woman Corporate Awards for Excellence in Gender Inclusivity in the BPO-ITeS category.

IBM Daksh is a winner of many recognized awards for employee and customer satisfaction. The company promises growth for its employees. Some

of the facilities offered by the company include life insurance, paid holidays, referral bonus program, company car entitlement, retirement benefits, promotional schemes etc.

IBM Global Services (now split to Business Services & Technical Services) was called the "jewel in the IBM crown" by the Aberdeen group in 2003. For worldwide IBM, this is the group that contributes to more than half its global revenues ($54 billion in 2005) presently and growing at a healthy rate (8% in 2005). With half of global service employees to be located in India, IBM India's importance for the global corporation can be easily fathomed.

Year	Employees
1900	5001
2003	9,000
2004	23,010
2005	38,500
2006	53,000
2007	74,000
2008	94,000
2009	112,900
2010	131,001

5.2.2. Cybase Infotech India Pvt.Ltd:-

Cybase Infotech is a product engineering and IT Services company based in Pune, India. The company is CMMI Level 5 Version 1.3 and is ISO 27001 certified.Cybase has more than 4000 employees and 188 clients throughout North America, Europe, the Middle East, and APAC.

Cybase is a global information technology provider of outsourced software product development and application development and maintenance. The company is focused on developing solutions for the Media & Entertainment, Travel&Hospitality,

Retail&Distribution, Healthcare& Life Sciences, Legal, and Telecommunication domains.

Cybase was incorporated on December 09, 1995.

- Cybase Software featured as a Global Services 100 Provider, 2012
- Cybase wins Asia's Best Employer Brand Awards
- Cybase was ranked in the 2011 Global Outsourcing 100 list
- Cybase was ranked amongst top 10 in the Media and Entertainment space by IAOP
- Featured No.4 in the 2008 Global Outsourcing 100, rising star category by IAOP
- Featured in the Top Specialty Product Engineering Vendor category list in the Global Services 100 (GS100)
- Cybase has a unique ExcelShore application which helps in providing optimized services

5.2.3. Cognizant Technology Solution India Pvt Ltd.

Cognizant Technology Solutions Corp. is an American multinational provider of custom information technology, consulting and business process outsourcing services. It is headquartered in Teaneck, New Jersey, USA. Cognizant is included in the NASDAQ-100 and the S&P 500 indices.

Originally founded as an in-house technology unit of Dun & Bradstreet in 1994, Cognizant started serving external clients in 1996. Cognizant's IPO was launched in 1998, after a series of corporate splits and restructures of its parent companies. During the dot com bust, it grew by accepting the application maintenance work that the bigger players were unwilling to perform. Gradually, it ventured into application development, complex systems integration and consulting work.

Cognizant saw a period of fast growth during the 2000s, becoming a Fortune 500 company in 2011. In 2011, the Fortune magazine named it as the world's third most admired IT Services Company after Accenture and IBM.

The company that is now called Cognizant has its roots in The Dun & Bradstreet Corporation, a joint venture between Dun & Bradstreet (76%) and Satyam Computers (24%).SriniRaju was the CEO of this company established in 1994. Kumar Mahadeva played a major role in convincing D&B to invest $2 million in the joint venture. He was born in Sri Lanka, where his father led his nation's civil service. Mahadeva traveled to England for his studies, earning a master's degree in electrical engineering from Cambridge in 1973. Originally called DBSS, the unit was established as an in-house technology unit, and focused on implementing large-scale IT projects for D&B businesses. In 1996, the company started pursuing customers beyond the D&B fold.

In 1996, Dun & Bradstreet (D&B) spun off several of its subsidiaries including Erisco, IMS International, Nielsen Media Research, Pilot Software, Strategic Technologies and DBSS, to form a new company called Cognizant Corporation. Three months later, in 1997, DBSS was renamed as Cognizant Technology Solutions. In July 1997, D&B bought Satyam's 24% stake in DBSS for $3.4 million. Headquarters were moved to the United States, and in March 1998, Kumar Mahadeva was named CEO. Operating as a division of the Cognizant Corporation, the company mainly focused on Y2K-related projects and web development.

In 1998, the parent company Cognizant Corporation was split into two companies: IMS Health and Nielsen Media Research. After this restructuring, Cognizant Technology Solutions became a public subsidiary of IMS Health. In June 1998, IMS Health partially spun off the company, conducting an initial public offering of the Cognizant stock. The company raised $34 million, less than what the IMS Health underwriters had hoped for. The money was earmarked for debt payments and upgrading of the company's offices.

Cognizant provides information technology, consulting and BPO services. These include business & technology consulting, systems integration, application development & maintenance, IT infrastructure services, analytics, business intelligence, data warehousing, CRM, supply chain management, engineering & manufacturing Solutions, ERP, R&D outsourcing, and testing solutions.

In 2011, the company's revenue from IT services was split roughly evenly between application development and application maintenance. Its business process outsourcing portfolio leans towards "higher-end" services i.e., work that involves domain knowledge and skills, such as legal services or healthcare claims processing rather than simple voice-based support services.

In the 2012 earnings announcements, the CEO Frank D'Souza categorized the company's service offerings in three groups: *Horizon 1* (application development and maintenance), *Horizon 2* (BPO, IT Infrastructure Services & business consulting) and *Horizon 3* ("SMAC" - Social, Mobile, Analytics and Cloud). As of September 2012, the *Horizon 1* services accounted for over 75% of the company's revenues, and *Horizon 2* services about 20%.

5.2.4. Tech Mahindra Pvt Ltd:-

Tech Mahindra incorporated in 1986 offers Information Technology (IT) services and solution to telecommunications sector across the world.

Tech Mahindra is part of the $12.5 billion Mahindra Group, in partnership with British Telecommunications plc (BT), one of the world's leading communications service providers. Focused primarily on the telecommunications industry, Tech Mahindra is a leading global systems integrator and business transformation consulting organization. Tech Mahindra has recently expanded its IT portfolio by acquiring the leading global business and information technology services company, Mahindra Satyam (earlier known as Satyam Computer Services).

Tech Mahindra's capabilities spread across a broad spectrum, including Business Tech Mahindra has successfully implemented more than 16 Greenfield Operations globally and has over 128 active customer engagements mostly in the Telecom sector. The company has been involved in about 8 transformation programs of incumbent telecom operators.

Its client list includes big companies like British Telecom (BT), AT&T, Motorola and Alcatel-Lucent are among others. BT is largest client that contributes 60% to its revenues.

The company has received various certifications such as ISO 9001:2000, ISO/IEC 20000-1:2005, ISO/IEC 27001:2005, SEI-CMMI Level 5 P-CMM Level 5 and SSE-CMM Level 3.

IT Services- It offers various services such as solution integration, application development and management, consulting, application management, infrastructure management, and revenue management services.

Research and Development services- It provides technological solutions such as software development, testing, hardware development, network offering etc to leading telecom equipment manufacturers across the globe.

It was Asia's Best Performing Companies 2008 at Business Week award.

Tech Mahindra received Growth *Excellence Award 2008 by Frost & Sullivan.*

It was recognized as winner of the 'IT People Employer of the Year Award' at IT People Awards. It was acknowledged as 6th largest Software Services Company in India by NASSCOM in 2008.The company is recognized as winner of the 2011 Microsoft Communications Sector Partner of the Year Award. The company is declared as winner of 2010 and 2011 AT&T Supplier Award for outstanding performance & service to AT&T and its affiliates.

5.2.5. Persistent system Ltd:-

Persistent Systems Limited is a one of the market leaders in outsourced software product development services. The company has design, develop and maintain software systems and solutions create new applications and enhance the functionality of customers' existing software products. The company delivers services across all stages of the product life cycle, which enables us to work with a wide-range of customers and allows us to develop, enhance and deploy customer's software products. The company has been recognized as one of the leading technology companies in the Deloitte Touche Tohmatsu Technology Fast 500 Asia Pacific 2009. The company was incorporated as Persistent Systems Private Limited on May 30, 1990 and in September 17, 2007, the company converted into a public limited company and name was changed to Persistent Systems Limited. The company has depth of experience in the focused areas of telecommunications, life sciences and infrastructure and systems. The company invested in new technologies and frameworks in the areas of cloud computing, analytics, enterprise collaboration and enterprise mobility. During the year 1998-1999, the company started operations at Panini new owned premises at Pune, India. During the year 2001-2002, the company

set up wholly owned subsidiary namely, Persistent Systems, Inc and in the same year, the company started operations at Bhageerath new state-of-the-art owned premises at Pune, India. During the year 2003-2004, the company set up a branch office at Edinburgh, Scotland, UK. During the year 2004-2005, the company set up branch office at Tokyo, Japan. During the year 2005-2006, the company-acquired Goa based Control Net (India) Private Limited and in the same year, the company started operations at Pingala-Aryabhata new owned premises at Pune, India During the year 2007-2008, the company signed an asset purchase and sale agreement with Metrikus (India) Private Limited, Hyderabad and accordingly the company set up Hyderabad branch office. During the year, the company opened a branch office at Rotterdam, The Netherlands and in the same year, the company formed a wholly owned subsidiary namely, Persistent Systems Pte Ltd in Singapore. During the year 2008-2009, the company formed a wholly owned subsidiary, Persistent Systems and Solutions Limited in Pune, India and in the same year, the company set up a branch office at Quebec, Canada. During the year 2009-2010, the company received DIN EN ISO 9001:2008 certification for the software design, development, testing, support, enhancement services for the ChemLMS Product.

5.2.6. Bright Consultancy:-

Bright Consulting is an independent IT consulting company focused on providing IT and Business Service Management solutions. Our corporate mission is to close the gap between IT and Business, thus helping businesses utilizes their resources more effectively and maximize the return on their IT investments. Bright Consulting team of ITIL certified professionals has the competence to deliver services covering all phases of the IT and business service life cycle: from the thorough analysis of the business requirements to precise implementation and maintenance of the final solution. We design solutions fully aligned with our customers' goals and maturity level and provide quality delivery, integration and support services related to them. Shifting IT towards the Business is the meaning we make for our customers, avoiding vendor influence and pressure born from pursuit of sales targets.

AT BRIGHT CONSULTING, WE:

Are able to see the big picture and indentify the areas for improvement;

Focus on thorough business analysis and understanding of business objectives;Commit to transparent and proactive service delivery; Invest in continuous development of our team's competence; Value the long-term relationships with our customers based on trust and full service support; Combine absolute independence and deep knowledge of the best practices in the IT industry; Transfer our consultants' real world experience and knowledge to our customers' staff in the form of specially designed awareness campaigns.

Bright Consulting is now perceived as a reliable service provider by local and international companies in Bulgaria, EU, Central and Eastern Europe. Appreciating our attention to detail and full commitment to their objectives, our clients choose Bright Consulting team of professionals as their partner in a few of the biggest IT service management projects in the region.

5.2.7.ITElite S/w System Ltd:-

I.T Elite software system Pvt. Ltd. is one of the leading Indian IT solutions and services Company catering to the requirements of customers across the market sector in BFSI , Hospitality , Telecom , Retail, Airline , Shipping, Government Education and Corporate bodies. It specializes in providing Interactive Kiosk and Dynamic Digital Signage solutions across the market sector, Software development, Software implementation, Facility management, Project Management, Professional Man-Power consultancy, ERP solutions & IT Consulting started as a computer maintenance company in Mumbai, promoted & led by two engineering graduates with the aim of offering complete system integration solutions.

Since then, the company has evolved & grown with the industry maintaining "Product quality, after sales services & support as its strength" and today it is a technology oriented company offering to its valued customers :

- Series of Information Technology Products
- Comprehensive Information Technology Solutions

it is one of the leading Indian it solutions and services company catering to the requirements of customers across the market sector in bfsi , hospitality , telecom , retail ,airline , shipping , government education and corporate bodies. it specializes in providing interactive kiosk and dynamic digital signage solutions across the market sector ,software development, software implementation, facility management, project management, professional man-power consultancy, erp solutions & it consulting. The Company is manned by a highly dedicated team of professionals and allied staff. The key personnel have individually over the years acquired vast experience in various facets of the technology solutions thereby collectively representing a formidable pool of knowledge and experience. The key individuals have in their previous capacities worked at very senior levels in some of their best known Information technology companies and individually handled major assignments. Elite Microsystems Pvt. Ltd. is an attempt to utilize this vast pool of resources backed by the very best in material resources to provide an excellent level of service.

To offer solutions and services that add significant value to the customers business and be the preferred choice of customers for their IT requirements

"We believe the key to success is partnerships" .Keeping this mantra in mind , Elite Microsystem strongly believes in working with and leveraging the experience & expertise of the strategic business partners who are leaders in their respective domain and thus meeting the "valued customers" dynamic business requirements in the ever changing & highly competitive e-market place.

5.2.8.Cybase Software Pvt. Ltd:-

Cybase Software is a PRODUCT ENGINEERING and IT Services company based in Pune,India. The company is CMMI Level 5 Version 1.3 and is ISO 27001:2005 certified. Cybase has more than 4000 employees and 188 clients throughout North America,Europe, the Middle East, and APAC.

Cybase is a global information technology provider of outsourced software product development and application development and maintenance. The company is focused on developing solutions for the Media &

Entertainment, Travel & Hospitality, Retail &Distribution, Healthcare &   Life Sciences, Legal, and Telecommunication domains.

Cybase was incorporated on December 09, 1995.Cybase Software featured as a Global Services 100 Provider, 2012.Cybase wins Asia's Best Employer Brand Awards Cybase was ranked in the 2011 Global Outsourcing 100 list.Cybase was ranked amongst top 10 in the Media and Entertainment space by IAOP.Featured No.4 in the 2008 Global Outsourcing 100, rising star category by IAOP.Featured in the Top Specialty Product Engineering Vendor category list in the Global Services 100 (GS100)..Cybase has a unique Excel Shore application which helps in providing optimized services.

Cybase has proven expertise in executing application development projects using Cybase Software Development Methodology. Our methodology provides a consistent way of executing and delivering projects. It provides uniform terminology and expectations for all stakeholders of the project. Our methodology coupled with our model, allows clients the flexibility to have the solutions developed and delivered with the highest levels of quality and cost efficiency through offshore development, onsite development or by combination of these components. The Cybase Software Development Methodology not only provides structure, but it also provides guidelines for tailoring alternatives for standard approach, to suit different client requirements and processes. The core strength of our methodology is that after tailoring and blending with client's processes, it is zero learning for the client as processes remain same for them. Our decision to document our software development methodology stems from the belief that before you can improve a process, you must document it. This document demonstrates that we have a documented process for building software. Our intention is to identify and improve the software development life   cycle   we   use   to   build   software.

It is important to note that our methodology is an evolving methodology that is revised on an ongoing basis. It is not to be considered etched in stone, but is to act as a guideline and is to be used in accordance with the needs of the current project.

After the basic needs of delivery—quality and speed—are met, the next must-have that a customer seeks is consistency in services. Consistency makes for predictability, and accordingly helps in strategizing. To address consistency, most service providers extensively focus on the diagnostics of project health by routinely tracking patterns in the produced deliveries such as bug densities, schedule variances, etc. This allows them to capture irregularities and take corrective actions. Of course, even the highest optimization can't always preempt a problem in the making. But, what it can ensure is that the respective senior stakeholders (Account, Delivery, Project Managers) are able to align their focus in a timely manner and trigger executive interventions. Hence, even the 'reaction' to the brewing problems has a 'preemptive' flavor based on the 'predicted' fragility of the project phases. Cybase UI Team is clearly focusing on making usable designs. We create applications and websites to provide efficiency, effectiveness and satisfaction to the users in completing their tasks in the given scenarios. Cybase delivers value under its business practices leveraging its industry differentiation. Our ExcelShore® model of Operational Excellence remarkably differentiates us from our peers in the industry globally. All projects at Cybase are executed leveraging ExcelShore® model. ExcelShore® is robust software delivery model that has been tested and perfected over the years since 1995. It puts Cybase's core of operational excellence at work in executing software projects, thereby enabling clients to realize their business objectives from the outsourcing relationship. The market trend today for most Independent Software Vendors (ISV) is to build customizable BI tools that suit the needs of their customers. Cybase has partnered with various ISVs and helped them convert their product concepts into full-fledged mature products. Cybase delivery model also focuses on scalability, performance, extensibility, and maintainability of the product in addition to the normal product development lifecycle.

5.2.9. Tata Consultancy Services:-

Tata Consultancy Services Limited (**TCS**) is an Indian multinational information technology (IT) services, business solutions and outsourcing services company headquartered in Mumbai, Maharashtra. TCS is a subsidiary of the Tata Group and is listed on the Bombay Stock Exchange and the National Stock Exchange of India. It is

one of India's most valuable companies and is the largest India-based IT services company by 2012 revenues.

Tata Consultancy Services (TCS) was founded in 1968. Its early contracts included providing punched card services to sister company TISCO (now Tata Steel), working on an Inter-Branch Reconciliation System for the Central Bank of India,[and providing bureau services to Unit Trust of India.

In 1975, TCS conducted its first campus interviews, held at IISc, Bangalore. The recruits comprised 12 Indian Institutes of Technology graduates and three IISc graduates, who became the first TCS employees to enter a formal graduate trainee programmes

In 1979, TCS delivered an electronic depository and trading system called SECOM for the Swiss company SIS SegaInterSettle. TCS followed this up with System X for the Canadian Depository System and automating the Johannesburg Stock Exchange. TCS associated with a Swiss partner, TKS Teknosoft, which it later acquired.

In 1981, TCS established India's first dedicated software research and development center, the Tata Research Development and Design Center (TRDDC) in Pune. In 1985 TCS established India's first client-dedicated offshore development center, set up for client Tandem.

In the early 1990s the Indian IT outsourcing industry grew rapidly due to the Y2K bug and the launch of a unified European currency, Euro. TCS created the factory model for Y2K conversion and developed software tools which automated the conversion process and enabled third-party developer and client implementation.

TCS and its subsidiaries provide a wide range of information technology-related products and services including application development; business process outsourcing; capacity planning; consulting; enterprise software; hardware sizing; payment processing; software management; and technology education services.

TCS' services are currently organized into the following service lines (percentage of total TCS revenues in the 2011/12 fiscal year generated by each respective service line is shown in parentheses):

- Application development and maintenance (44.75%);
- Asset leverage solutions (3.84%);
- Assurance services (7.45%);

- Business intelligence (4.55%);
- Business process outsourcing (11.04%);
- Consulting (2.58%);

5.2.10.CapgeminiPvt Ltd:-

Cap Gemini S.A. (Euronext: CAP) is a French multinational corporation headquartered in Paris, France. It provides IT services and is one of the world's largest consulting, outsourcing and professional services companies with a staff of 121,026 operating in 48 countries. India currently is the single largest employee base for Capgemini, with the headcount 40,000 by October 2012. It (Rue de Tilsitt) was founded in 1967 by Serge Kampf, the current chairman, in Grenoble, France. CEOPaul Hermelin has led the company since his appointment in December 2001.

Capgemini's regional operations include North and South America, Northern Europe & Asia Pacific and Central & Southern Europe. Services are delivered through four disciplines; Consulting, Technology, Outsourcing and Local Professional Services. The latter is delivered through Sogeti, a wholly owned subsidiary.

Capgemini was founded by Serge Kampf in 1967 Revenu:1 as an enterprise management and data processing company. The company was inaugurated as the *Société pour la Gestion de l'Entrepriseet le Traitement de l'Information* (Sogeti).

- In 1973 Sogeti acquired a majority stake in its major European IT services competitor, CAP.
- In 1974 Sogeti acquired Gemini Computers Systems, a US company based in New York.
- In 1975, following the two major acquisitions of CAP and Gemini Computer Systems, Sogeti renamed itself as CAP Gemini Sogeti.
- In 1981, Cap Gemini Sogeti launched US operations following the acquisition of Milwaukee-based DASD Corporation, specializing in data conversion and employing 500 people in 20 branches throughout the US. Following this acquisition, The U.S. Operation was known as Cap Gemini DASD.
- In 1986, Cap Gemini Sogeti acquired the consulting division of US-based CGA Computer to create Cap Gemini America.

- In 1991, Gemini Consulting was formed through the integration of two management consulting firms (United Research and The MAC group).

- In 1995, the Center for Business Innovation at Cap Gemini was transformed from an institutional university model to a networked research capability under the leadership of its Director Christopher Meyer (author)

- In 1996, the name was simplified to Cap Gemini with a new group logo. All operating companies worldwide were re-branded to operate as Cap Gemini.

- In 2000, Cap Gemini acquired Ernst & Young Consulting. It simultaneously integrated Gemini Consulting to form Cap Gemini Ernst & Young.

- In 2002, Cap Gemini re-launched its Sogeti brand, creating a new legal entity bearing the original name of the company, headquartered in Brussels, Belgium. The new company is focused on delivering IT services to a more limited range of markets.

- In 2003, the firm acquired Transiciel and merged the two practices into Sogeti-Transiciel (later consolidated within Sogeti in 2006).

- In April 2004, the Group reverted to Capgemini (its current name).[14]

- In the summer of 2005, due to heavy financial losses, Capgemini sold its North American healthcare consulting practice, including both payer and provider practices, to Accenture but retains its life sciences practice.

- In August 2006, Capgemini acquired Future Engineering.

- In September 2006, Capgemini acquired a 51% shareholding in Unilever India Shared Services Limited (Indigo), a provider of financial shared services and Sarbanes-Oxley compliance services to the global Unilever Group. Indigo has operating centers in Bangalore and Chennai and employs approximately 600 staff.

- In October 2006, Capgemini agreed to acquire Kanbay International for US$1.2 billion in cash ($29 per share). The acquisition increased Capgemini's India staff to 12,000+(which is grown to 26,000+ in mere 4 years of time) employees. The current India employee strength on 23 October 2012 is 40,000 The acquisition was completed on 8 February 2007.

- On 8 February 2007, Capgemini announced the acquisition of Software Architects, a US-based consulting company, to expand its US business.

- On 25 July 2008, Capgemini announced the acquisition of Getronics Pink Roccade Business Applications Services BV of the Netherlands. The acquisition amounted to an equity value of €255 million paid in cash.

- In October 2008, Capgemini acquires UK Test specialist Vizuri.

- In November 2008, Capgemini acquires Empire and Sophia Solutions to reinforce its presence in Eastern Europe.

- In September 2009, Capgemini Australia acquires Nu Solutions; bolsters software testing expertise.

- In February 2010, Capgemini announced the acquisition of IBX.

- In June 2010, Capgemini announced the acquisition of Strategic Systems Solutions, a small company specializing in the capital markets.

- In June 2010, Capgemini announced the acquisition of PlaisirInformatique, a French company specializing in complex data migrations in the banking and insurance sector.

- In September 2010, Capgemini announced the acquisition of CPM Braxis, the largest Brazilian IT consultant company.

- In November 2010, Capgemini announced that it has acquired the India-based IT services company, Thesys Technologies Private Limited ("Thesys"), a Temenos-Certified Services Partner that provides banking implementation solutions to the global financial services industry.

- In December 2010, Capgemini Acquires German IT-Services Provider CS Consulting GmbH.

- In February 2011, Cheshire Police Authority signed a framework agreement with Capgemini for IT services to support back-office policing activities. The framework would include technology to enable shared services. It is expected to generate savings of £40 million for Cheshire Constabulary over ten years.[In February 2011, Capgemini got a $63 million three-year contract to provide support to smart meters for Canada's utility BC Hydro in British Columbia. In March 2011, Capgemini secured a £100 million contract with BAA to takeover its 'core IT services.

5.2.11. Search Pvt Ltd:-

Search pvt ltd is a privately held IT services company whose main business involves search engine consulting and implementation services for a range of search engines including Microsoft / FAST ESP, SharePoint, the Google Search Appliance and Apache Solr, an open source search engine. Search Technologies claims to provide a wide range of services from experts-to-hire to managed services. The company is headquartered in Washington DC's Dulles Technology Corridor and has offices in Costa Rica, California, Kentucky, Mass. and the UK.

Search pvt ltd was founded in 2005 by three former executives of search engine software companies, Kamran Khan (CEO), John Steinhauer (VP technology) and Dennis Tran (VP Sales), all of whom remain employees of the company.

In 2008, Search pvt ltd recruited Paul Nelson a pioneer in the search engine industry since 1989 and the original author of RetrievalWare. Paul Nelson is currently Chief Architect at Search Technologies, and a minority shareholder in the company.

Search pvt ltd serves various markets including media & entertainment, publishers, government, and consumer products & services. Their customers include Booz Allen Hamilton, Library of Congress, Lenovo, U.S. Government Printing Office, and Unilever. The company has experienced steady, rapid growth since its founding which is attributed to their sole focus on implementing search solutions for clients. In December 2009, Search Technologies acquired InfoSolutions Inc., a Cincinnati-based company also focused on search engine solutions. In 2011, Search pvt ltd announced their customer. In June 2012, Search pvt ltdannounced that they surpassed their 100th Google Search Appliance customer.

5.2.12. Bires Infotech Pvt Ltd:-

Bires Infotech is the part of Bires Group. To carry on the business of software development, information technology, IT enabled services, web development,

technological absorption and research in the respective fields, web and graphic designing, animation, domain registration, web hosting services, search engine optimization, social media marketing, online marketing and advertisement, ecommerce, online trading platforms, ERP and MIS solutions, data entry, data transcription, data and document storage and management services and generally take part in IT governance projects and alignments and to engage business process outsourcing, knowledge management solutions, human resource consulting and recruitment services, training services, IT consulting and advisory services. In India and abroad the business of designing ,developing, marketing and trading in computer software including management information System, database services, Industrial Applications, Office System, Desk Top Publishing, Communications including Telecommunications & Satellite communication ,CAD, CAM, Animation, Operation Systems, Utilise and developments in the field of computer and to manufacture, establish develop, formulate structure , offer service and/or other wise deal in information .

Never test the ground before taking your next step; only he who keeps his eye fixed on the far horizon will find his right road. As rightly said above, our esteemed customers have always trusted the path of Bires Group of Companies. I thank & appreciate their trust and assure them that Bires Group of Companies will always endeavor to exceed Our Customers expectations and make them proud of being associated with us. Our company is committed to the values like diligence, honesty, persistence and smart work. All these values, your extended support, commitment, knowledge, transparent policies & most importantly the blessings from the Almighty have helped us to reach our business objectives at towering heights. Further, we assure that the growth and the success story of the company will be repeated in the succeeding years with a high level of enthusiasm and cheers from all corners and sections of the society in particular with reference to our revered customers and employees who are our biggest strengths in all future endeavors.

5.2.13. Symantec Software India Pvt Ltd:-

Symantec is a Private Sector Organization that offers services in IT-Software Services with Annual Total Turnover of 500-1000Crs and with Employee Strength of 1001-2500.

Symantec Corporation is the leading software company providing utility programs for personal computers and is also a key player in other specialty software categories. It does not have one dominant product, but has pursued a strategy of developing or acquiring various product technologies that are leaders in their respective market segments. Symantec has expanded rapidly, primarily through acquisitions, which have averaged two per year.

Symantec was founded in 1982 by 34-year-old Dr. Gary Hendrix, a prominent expert in natural language processing and artificial intelligence. He brought together a group of Stanford University researchers in the field of natural language processing to form the company, which had various ideas for innovative software, including a database program. The enterprise's initial funding was a National Science Foundation grant. When that grant ran out, Hendrix obtained financing from venture capital firms that were interested in investing in the field of artificial intelligence, even though the company in 1983 was still far from creating a product.

The merger received significant support by venture capitalist John Doerr, who went on to become a member of the board of directors. Doerr was the first to see the potential in the merger and helped bring it about through his urging and financial backing.

Symantec shipped its first major product, Q&A for the IBM-compatible PC, in 1985. Q&A was a flat-file database program and was one of the few database management software packages for personal computers that used natural language query, based on an internal vocabulary of nearly 600 words. In order to obtain lists or statistics based on a data file, the user types in queries as ordinary English sentences instead of as arcane commands.

5.2.14. Peak pacific group Ltd:-

Peak Pacific Limited was founded to meet the growing need for industry expertise in providing independent e-Learning consultancy, technology through products, services

and managed solutions. Peak Pacific achieves its business goals by working closely with its clients, advising and sharing best practice knowledge, developing partnerships and creating strategic tie-ups with domain experts. Peak Pacific and its partners have the necessary combined core competencies for business success. Our teams can quickly understand client requirements and provide the right services and solutions through its experience in; Consultancy, Instructional Design, Development and Technology expertise. Peak Pacific has its corporate office in Hong Kong with development centres in Hong Kong and India.

Peak Pacific enjoys the challenges that every client brings. Each project, no matter the size, must be treated with the same goal, which is to develop a learning solution that matches the needs of the client and end user.

Peak Pacific likes to take each project and see how it can add value, whether it might be through design approach, development tools, learning style or technology for delivery. We try to think ahead and see how the program will be received by the end user. The Peak Pacific team is able to provide expertise in many different aspects when it comes to technology. This includes; LMS, Assessment tools, authoring tools, SCORM and AICC standards, aviation legacy authoring tools, Airbus CMI and LMS, rapid development tools, mobile learning, and more.

Peak Pacific provides professional consultancy services for developing e-Learning roadmaps and strategies for the future. We provide turnkey solutions for businesses of any size.

Our Consultancy Services include:

> **Change Management:** We assist businesses work through their e-Learning change management processes by reviewing current policies, procedures and practices, and work together to create new learning environments for the next generation of learners. **Turnkey e-Learning Solution:** We can provide a complete turnkey solution for any new training centre, e-Learning business startup; from supplying IT infrastructure, support teams, call centre, Instructors, e-Learning technology, consultancy and content design/development services. **Onsite/offsite teams:** To lower business costs, why not use our professional and

experienced teams as an onsite or offsite model to manage all your e-Learning needs. This will enable you to create a better working relationship, and develop a greater understanding of the clients' pains and needs for large scale or long term projects. **Project Management:** Take away the headache of interfacing with 3rd party vendors and managing projects. Why not use our services by having our project manager's onsite to manage your business needs and vendors. This allows you to focus on requirements and our e-Learning experts manage all the intricate details required to manage e-Learning projects. **Subject Matter Experts:** Peak Pacific has access to a pool of professional subject matter experts in; Aviation, Oil and Gas, Finance, English Language and Healthcare, which allows us to develop e-Learning content with minimum input from the clients during the project.

Peak Pacific has a team of experts that have been designing and developing e-Learning courses for more than 10 years. The team comprises experienced individuals who have worked in various domains and created more than 500 courses over the years. Peak Pacific provides a number of hosting options for its clients. This option enables clients to quickly implement an e-Learning solution without the hassle of infrastructure costs, hiring teams and buying hardware or software. It's a one-stop solution with a low start up cost base. Peak Pacific provides a number of hosting options for its clients. This option enables clients to quickly implement an e-Learning solution without the hassle of infrastructure costs, hiring teams and buying hardware or software. It's a one-stop solution with a low start up cost base.

5.2.15.Atos India Pvt Ltd:-

Atos SE (Societaseuropaea) is an international information technology services company with annual 2012 revenue of EUR 8.8 billion and 76,400 employees in 47 countries. Serving a global client base, it delivers hi-tech transactional services, consulting and technology services, systems integration and managed services. With its deep technology expertise and industry knowledge, it works with clients across the

following market sectors: Manufacturing, Retail, Services; Public, Health & Transports; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and is quoted on the Paris Eurolist Market. Atos operates under the brands Atos, Atos Consulting & Technology Services, Atos Worldline and Atos Worldgrid.

5.2.16.Softpro Solutions Pvt Ltd:-

Softpro India Computer Technologies Pvt. Ltd. was founded in 2004, by a group of Technocrats, Er. S. K.Verma of 1989 batch from Indian Institute of Technology (IIT) Kanpur, the pioneer institute of country, and Er. Ajay Chaudhary, an Engineering Graduate from Institute of Engineering & Technology (I.E.T) Lucknow of 1995 Batch.
Softpro India Computer Technologies Pvt. Ltd. is a dynamic new generation software solution as well as Networking Product Development company. The company develops markets, sells and supports software products, web-portals, Network Projects and offers turnkey solutions to the customers.

Our development team is built of motivated, young, yet experienced professionals, all of whom have a higher degree. We have a strong track record of innovation. Our solutions have been used by clients of different background and size, from small companies and individuals and government organizations. Softpro India is master in programming services, Application Development and Integration Services, Web Design and Development Services and Search Engine Optimization Services (SEO). We offer customized and flexible IT solutions, with low costs for international standards, without any reduction or loss in quality, technology and/or scalability for the client. We treat our clients with courtesy, friendliness and intelligence. At Softpro India we are proud of our high quality standards. These standards allow us to provide our customers with reliable and error-free software applications, regardless of complexity. Our top-notch developers use the

latest software methodologies and technologies. This means that they can concentrate on our clients' business goals and keep them involved in every stage through the entire project. Our meticulous approach has helped us build our excellent track record with no failed or aborted projects. We are in the business of change, managing complexity with an unparalleled insight, looking beyond the horizon of IT with resources focused on solutions. Becoming successful is a skill but one cannot perfect it without practice. Our Values Trust, Respect and Honesty.Dedication, commitment and passion for work to deliver excellent results & superior quality. To be innovative and creative in what industry has to offer. Full support to our Staff to develop to their full potential. We believe in long term and fruitful relations with our customers, employees and partners.

5.2.17. Nvidia Corporations Pvt Ltd:-

Nvidia is an American global technology company based in Santa Clara, California. Nvidia manufactures graphics processing units (GPUs), as well as having a significant stake in manufacture of system-on-a-chip units (SOCs) for the mobile computing market. Nvidia and chief rival AMD Graphics Technologies (formerly ATI Technologies) have dominated the high performance GPU market, pushing other manufacturers to smaller, niche roles. Nvidia's primary GPU product line labeled "GeForce" is in direct competition with AMD's "Radeon" products.

In addition to GPU manufacturing, Nvidia provides parallel processing capabilities to researchers and scientists that allow them to efficiently run high-performance applications. They are deployed in supercomputing sites around the world.[2][3] More recently, Nvidia has moved into the mobile computing market, where it produces Tegra mobile processors for smart phones and tablets, as well as vehicle infotainment systems.[4][5][6] In addition to AMD, its other competitors include Intel and Qualcomm.

Nvidia's product portfolio includes graphics processors, wireless communications processors, PC platform (motherboard core logic) chipsets, and digital media player software. The community of computer users arguably has come to know Nvidia best for its GeForce product line, which consists of both a complete line of discrete

graphics chips found in AIB (add-in board) video cards, and core graphics technology used in nForce motherboards, Microsoft's original Xbox game console, and Sony's PlayStation 3 game console.

Nvidia's most notable product families are:

- GeForce, the gaming graphics processing products for which Nvidia is best known.
- Quadro computer-aided design and digital content creation workstation graphics processing products.
- Tegra, a system on a chip series for mobile devices.
- Tesla, dedicated general purpose GPU for high-end image generation applications in professional and scientific fields.
- nForce, a motherboard chipset created by Nvidia for AMD Athlon and Duron microprocessors.

5.2.18. AllScripts Healthcare IT:-

Allscripts Healthcare Solutions, Inc. is a publicly traded American company that provides physician practices, hospitals, and other healthcare providers with practice management and electronic health record technology, including electronic prescribing, care management, and revenue cycle software. Allscripts was founded in 1986 and is headquartered in Chicago, Illinois, with key operations also located in Raleigh, North Carolina. andAtlanta, Georgia

In 2008, Allscripts was merged with the healthcare systems operations of rival Misys, which was founded in 1979. In 2010, Allscripts-Misys merged with another major healthcare information technology competitor, Eclipsys. In March of 2013, Allscripts acquired dbMotion, Ltd., a supplier of community health solutions and Jardogs LLC, a patient engagement solution provider, both privately he

Allscripts began in 1986 as a medications management company. In 1997, the company began focusing on information technology, and in 1998 launched an electronic prescribing solution for physicians. In the following years, Allscripts acquired a series of ambulatory electronic medical record companies.

Medic Computer Systems was founded in 1982 and later began offering practice management solutions to physician practices. The company was acquired by Misys Group in November 1997 and became Misys Physician Systems in 2002. Later in 2002, the company entered the home health and hospice information technology markets through the acquisition of Home Care Information Systems. In 2005, the company became Misys Healthcare Systems and, that same year, acquired Payerpath to bolster its practice management and revenue cycle management offerings.

Eclipsys was founded in 1995 by Harvey Wilson. In 2008, Eclipsys acquired physician practice management software company MediNotes. In 2010, Eclipsys announced a strategic partnership with Microsoft, in which the companies will share technology and promote healthcare information technology interoperability.

5.2.19.IGate Computer Systems:-

iGATE provides full-spectrum consulting, technology and business process outsourcing, and product & engineering solutions. In a crowded and intensely competitive marketplace for such offerings, we have built a reputation and core differentiating attribute around our unique Business Outcomes-based model. Armed with over three decades of IT Services experience and our distinctive philosophy of 'Accountable for Clients' Business' powered by the iTOPS (Integrated Technology and Operations) platform, our multi-location global organization consistently delivers effective solutions to over 300 active global clients, including a large number of Fortune 1000 companies.

Our customer footprint spans across verticals like: banking & financial services; insurance & healthcare; life sciences; manufacturing, retail, distribution & logistics; media, entertainment, leisure & travel; communication, energy & utilities; federal government; and independent software vendors.

A diversified, well-trained and motivated talent pool of over 27000 people works cohesively to deliver solutions based around a mature global delivery model to clients across the Americas, Europe- Middle East-Africa (EMEA) and Asia-Pacific. Despite the reach and global-spanning capabilities of our delivery centers, we are large

enough to be resourceful and small enough to be flexible, making us one of the most dynamic and highly adaptable IT service giants.

5.2.20. Afour Technologies Pvt.Ltd:-

AFour offers an agile and comprehensive sustenance engineering solution. With broad expertise spanning diverse technologies, AFour offers a powerful sustenance model that features strong quality engineering teams working onsite and offshore. AFour can provide customers with Level Three support that includes managing the code, making code changes, and delivering well tested solutions to application bugs. AFour continually strives to deliver high quality solutions in a timely and cost-effective manner.

As part of our sustenance engineering offering, we help our customers in supporting previous versions of the product allowing them to focus on the strategy and directions for the future releases. As part of the engagement, we understand the problems reported and create a fix (as part of the patch release or a hot fix). To make sure that the rest of the features still works as desired, appropriate regression tests are performed. In case of a security bug or vulnerability, a security test is also performed to check that the fix does not create a new vulnerability. As part of the sustenance engineering, we provide level two and level three support on behalf of our customers. AFour works hand in hand with the clients from the conception phase of the system for performance engineering activities. We assist clients in defining performance business goals of the product in terms of reliability, availability and scalability. This is further broken down into non-functional requirements (NFRs). If NFRs are already available we categorize them in terms of reliability, availability and scalability attributes of the system.

AFour Technologies participated in setting up performance training practice for BioAnalytical Technologies (BAT). I would attribute success of this engagement for the results like - we could identify and rectify immediate performance issues of a key project and at the same time it helped us build an in-house team of skilled resources for further such assignments.

5.2.21. Tavisca Solutions Pvt Ltd:-

Tavisca (Tavisca Solutions Pvt.Ltd) is a travel technology solutions company that works with travel companies across the globe. The solutions work across air, hotel, car, vacations, activities / transfers and insurance travel needs. Founded in 2008, the company offers solution to solve the most pressing challenges that large travel company's face; those of scalability, operational performance and adapting to changing customer expectations. Tavisca services travel businesses across three continents- North America, EU and Asia and its technology encompasses all features that are relevant for B2C travel businesses to succeed. Over the years Tavisca has enabled travel companies across diverse spectrum including B2C, holiday businesses and DMCs. Tavisca is a travel technology solutions company that works with leisure travel companies across the globe, to help them grow their online travel business. Our solutions work across air, hotel, car, vacations, activities / transfers and insurance travel needs. As a customer focused organization, we partner with our clients to automate post booking manual processes, provide strong back-office and customer service solutions for agency productivity, support rich customer profile management, offer flexible CMS / branding solutions for faster time to market & ensure that all the content is up-to-date.

Our core offering of booking engine integrates with over 35 travel suppliers, including the 4 main GDS's, leading LCC inventory suppliers, direct connect with leading car rental companies, over 120,000 hotels inventory, over 60,000 net rate hotel inventory and major activities, transfers and travel insurance providers.

Our solutions cut across various travel agency functional areas for complete 360 degree coverage. Moreover through our Tavisca Labs initiative we are constantly innovating and creating solutions that stem out of real life needs of our customers.

5.2.22. Rise Smart Pvt Ltd:-

Rise Smart's next-generation outplacement solutions leverage a proprietary technology and service platform, proven methodologies, and one-on-one support to

drive performance and value. Rise Smart uses a common technology and service platform to provide solutions at the two most critical times for transitioning talent: recruitment and outplacement.

Combining proprietary aggregation and semantic search technologies with human expertise, outplacement consultant at RiseSmart matches jobs to job seekers and candidates to requisitions–quickly and efficiently. Transition Concierge combines RiseSmart's proprietary technology and one-on-one outplacement counseling to focus on a displaced employee's most pressing need–finding a new job—fast. A primary distinction of RiseSmart's solution is that it provides highly personalized job leads to each employee every week. RiseSmart matches each employee's job preferences and skills against millions of active job listings across the Web.

Then, a specialist assigned to the employee's account hones these results by hand– and works to ensure that each employee receives only the most pertinent leads. This assistance is only part of a complete solution that includes resume writing services, coaching in the use of social networks, and other personalized job-search tools and support.

5.2.23. Quick heal Technologies:-

Quick Heal Technologies Pvt. Ltd. is a leading IT security solutions and ISO 9001 certified company. The solutions are well integrated systems that simplify IT security management across the length and depth of devices and on multiple platforms. They are customized to suit consumers, small businesses, Government establishments and corporate houses.

Over a span of 19 years the company's R&D has focused on IT security for personal computing and for Small and Medium Enterprises, robust network and content security solutions to protect corporate resources and communication channels. The current portfolio of cloud - based and advanced machine learning enabled security solutions offer comprehensive security solutions that stop threats, attacks and malicious traffic before it strikes and considerably reduce the system resource usage. The solutions are indigenously developed in India. Quick Heal Antivirus Solutions, Quick Heal Scan Engine and the entire range of Quick Heal products are proprietary items of Quick Heal Technologies (P) Ltd. and are copyrights owned by the company. n 1993, Quick Heal Technologies Pvt. Ltd. commenced as CAT Computer Services (P) Ltd. primarily as a computer service center. Technological adaptations and constant innovations have been recurrent motifs in the company's history. 19 years later, Quick Heal Technologies Pvt. Ltd. (renamed in 2007) is a company that pioneered anti-viruses research and development in India; set the benchmark for computer security standards and has now established itself as a complete IT security solutions provider.

Quick Heal Technologies' history of simplicity and innovation is defined by a few key themes:

- Believing in creating security solutions that ensure resource availability, business continuity and uninterrupted digital experiences.
- Customer-centricity.
- Devotion to simplicity and innovation. Keeping the product line simple, powerful, effective and efficient.
- An entrepreneurial spirit that pushes rapid technological transformations and product customizations.

Quick Heal Technologies has cemented unparalleled experience, extensive competence and meticulous research, in its core processes. Starting a business is a process of trial and errors. What guided the founders through this journey was their empathy for the users. They never lost sight of creating products that people want. Instead of the superhuman confidence that the world assumes that founders have, it was the certainty on creating something good – or trying to fix something broken. This ingenious mix of the simple and innovative has allowed the company to give IT

security solutions a quantum leap forward. Quick Heal Technologies introduced the 2013 series with Advanced Machine Learning capabilities and browser sandbox in the year 2012. The progressive techniques dramatically improve the detection rates and are lighter on resources.

Quick Heal Technologies Pvt. Ltd., the leading IT security solution provider, has announced that it has been conferred with the CRN Channel Champion title for record fifth time in the antivirus (AV) category for consumers. Quick Heal has a global footprint with offices across the world. The company has continued to grow its international presence with new offices in US, Japan and Kenya set up in 2012. This is in addition to a thick and well-connected network of dealers and channel partners in more than 60 countries globally.

The company has recently introduced new enterprise endpoint and gateway solutions that address the need of the larger business segment. These security solutions will encompass those for other mobile devices and tablets on different platforms.

The tremendous possibility of bigger market potential for security solutions has allowed Quick Heal to primarily focus on having power resellers and e-tellers abroad. Quick Heal is also exploring possible ventures with ISPs, MSPs and SIs concentrating on SMBs and Corporate segments.

5.2.24. Truth Finder Services Pvt Ltd:-

Truth Finder provides verification, screening sampling, background verification and pre-employment screening services. We proudly offer True Background Screening, which provides the most comprehensive criminal background check available. As in providing customer service, we have over 10 years of experience serving clients nationwide. Our client base includes Banking, Insurance, telecom, and lT Sectors.

Our verification and screening services will provide you with the facts necessary to aid you in your decision making process.

There have been various studies and surveys published on frauds –" With technology making it easy for fraudsters to generate fake documents, banks are increasingly turning to external agencies with forensic skills to verify papers that have been submitted for opening new accounts or for availing loans.

Once we get an application, we pass the data to the field investigative agency. The agency carries out basic address, job and individual verification, which are the first stage of the verification process. Then, the bank assesses the different documents and passes them on to some risk containment units to check the authenticity of the documents, after which, the bank takes the final call,"

"Although we do the basic due diligence by accessing the Credit Information Bureau (India) database, we have to rely on these agencies for additional information, especially in the case of fraudsters. Cibil has information pertaining only to existing borrowers, whereas the field investigative agencies have extensive databases as they have been into this business for several years. Their professional expertise helps banks differentiate between genuine customers and fraudsters at the stage of data verification itself," he added. Vidyalaxmi & PreetiKulkarnu- The Economics Times."

Truth Finder provides True Background Screening, which combines the database with a county criminal record search to create the most comprehensive criminal background check available. We also believe that we are dealing with not just information, but people's lives and futures. This is a commitment we take very seriously.

 Our experienced staff is committed to providing you with superior, accurate results while maintaining our goal of creating the highest quality client experience. Utilizing efficient technology and resources, our average turnaround time is less than 48 hours.

Our representatives work with their clients to design and implement programs and packages that will meet each client's unique needs.

We strongly believe that it is not merely information that we handle but peoples' lives and futures; therefore we are committed to accuracy and require a trained expert to interpret all results. Reports are never forwarded to a client until an account representative, has reviewed and verified all information contained in the report.

With the idea to cater the demands of service industry, The Directors of Truth Finder started its operations 10 years back and expanded its geographical spread over a period to 5 states of the country. Simultaneously it started strengthening its back end also. Directors of the group are based at various strategic locations across the country to handle and monitor the businesses.

The Promoters of the group have been in this field for more than a decade. They have varied professional backgrounds such as Business Management, ans Law Intelligence.

Our experienced staff is committed to providing you with superior, accurate results while maintaining our goal of creating the highest quality client experience. Utilizing efficient technology and resources, our average turnaround time is less than 48 hours. Our representatives work with their clients to design and implement programs and packages that will meet each client's unique needs.

We strongly believe that it is not merely information that we handle but peoples' lives and futures; therefore we are committed to accuracy and require a trained expert to interpret all results

5.2.25.Sybase an sap Company:-

Sybase, an SAP company, is an enterprise software and services company offering software to manage, analyze, and mobilize information, using relational databases, analytics and data warehousing solutions and mobile applications development platforms.

Sybase was founded in 1984 by Mark Hoffman, Bob Epstein, Jane Doughty and Tom Haggin in Epstein's home in Berkeley, California. Together, they set out to create a relational database management system (RDBMS), which would organize information and make it available to many computers in a network.

In late 1986, Sybase shipped its first test programs, and in May 1987 formally released the SYBASE system, the first high-performance RDBMS for online applications. Rather than having a vast central bank of data stored in a large mainframe computer, the SYBASE System provided for a client/server computer architecture. Sybase was the first to market with a client/server relational database, providing the Human Genome Project with licenses for the first generation of client/server relational databases.

At the time, Sybase called the database server "Sybase SQL Server" and made a deal with Microsoft to share the source code for Microsoft to remarket on the OS/2 platform as "SQL Server". Sybase, Microsoft and Ashton-Tate formed a consortium to port the SQL Server onto OS/2. When Microsoft left the consortium, the terms of the agreement gave Microsoft a license to Sybase's SQL Server code. The Sybase SQL Server version 4.9, and Microsoft SQL Server 6.0 and 6.5, were virtually identical. Due to disagreements between the two companies over revenue sharing (or lack thereof), Sybase and Microsoft decided to split the code-lines and went their own way, although the shared heritage is very evident in the Transact-SQL (T-SQL) procedural language as well as the basic process architecture. The big difference is that Sybase has a Unix heritage, while Microsoft SQL Server was adapted and optimized only for the Microsoft Windows NToperating system. Sybase continues to offer versions for Windows, several varieties of Unix, and for Linux.

In October 1989, Sybase released additional products, introducing the SYBASE Open Client/Server Interfaces—new software programs that provided generic client/server communication, allowing for greater connectivity within computer networks. With these new offerings, and its earlier system, Sybase achieved sales of $56 million in 1989. Two years later, in August 1991, Sybase made its initial public offering of stock.

In June 1992, Sybase announced its latest generation of software. Dubbed the System 10 product family, these programs were designed to provide a framework for companies to switch over their computer operations from older mainframe models to client/server systems. In April 1993, Sybase introduced the first component of System

10, called OmniSQL Gateway. This program connected the various parts of a computer network, enabling users at any point to gain access to changes being made anywhere on the system. Later that year, Sybase completed its rollout of the System 10 components, which included SQL Server 10 and Back-up Server; Open Client/Server APIs; and SQL Monitor and SA Companion, which were used to manage computer systems.

In 1994, Sybase acquired Powersoft, the leading maker of development tools for client-server computing, with 40 percent of that market. Through the deal, Sybase acquired PowerBuilder, a rapid application development (RAD) tool and Powersoft's leading product. The acquisition also marked the basis of Sybase's entry into the enterprise mobility market with Watcom SQL, which Sybase renamed SQL Anywhere. When Sybase launched its mobility subsidiary, Sybase iAnywhere, in 2000, SQL Anywhere became its flagship relational database management system (RDBMS) and helped the company to become the leader of the mobile database market.

In January, 1998, Sybase announced that the financial results for the company in the last three quarters of 1997 would have to be restated, as it found inconsistencies in profits reporting from its Japanese division. Five executives in Sybase's Japanese subsidiary were found to have used side letters to artificially inflate the profits from their operations. Following a class-action lawsuit, the five executives involved were fired.

Following a downturn in the late 1990s, Sybase returned to profitability under the management of John Chen in 2000, has maintained profitability since then and continues to reinvent itself with a new 'Unwired Enterprise' strategy. The 'Unwired Enterprise' vision is about allowing companies to deliver data to mobile devices in the field as well as traditional desktops, and combines technology from Sybase's existing data management products with its new mobility products. Sybase has expanded into the mobile space through a series of acquisitions of enterprise and mobile software companies. In 2006, Sybase completed the acquisition of Mobile 365, later renamed Sybase 365, allowed Sybase to enter the mobile messaging and mobile commerce market. Sybase has maintained a strong foothold in its data management products. It makes a number of data management products including Adaptive Server Enterprise, Sybase IQ, a data analytics warehouse system, and Replication Server, a vendor-neutral data movement system that helps address ever-growing data distribution and

management requirements. Sybase has a strong presence in the financial services, telecommunications, technology and government markets.

Sybase now works with other industry leaders in infrastructure, data storage and virtualization to optimize technologies for delivery into public and virtual private cloud environments that provide greater technology availability and flexibility to Sybase customers looking to unwire their enterprise.

Sybase crossed the $1 billion mark in 2007.

In May 2008, the Sybase IQ analytics server set a new Guinness World Record by powering the world's largest data warehouse. In 2008, Sybase also launched RAP – The Trading Edition, an analytics platform for Wall Street. In August of the same year, Sybase promoted the Sybase Unwired Platform (SUP), a platform for developing mobile applications across a heterogeneous environment. In September 2008, Sybase 365 expanded its messaging interoperability with the launch of its global Multimedia Messaging Exchange, MMX 365.

On January 21, 2009, Sybase acquired mPayment solutions provider paybox.In March 2009, Sybase and SAP partnered to deliver the new SAP Business Suite software to iPhone, Windows Mobile, BlackBerry and other devices. In September 2009, Sybase and Verizon partnered to manage mobility solutions for enterprises worldwide through Verizon's Managed Mobility Solutions, which utilizes Sybase's enterprise device management platform. Gartner reported that Sybase gained market share in the database industry in 2009.

In May 2010, SAP announced that it would be acquiring Sybase for $5.8 billion.

The company remains a standalone subsidiary of SAP and headed by CEO John Chen.

Sybase 365 is one of the largest independent (non-telco) exchanges for text (SMS) and multimedia (MMS) messages. By September 2010, it had delivered more than 1 trillion messages - equivalent to 32,000 per second for an entire year. In November 2010, Sybase and Verizon delivered a managed mobility service to reduce the complexity for enterprises to develop and deploy mobile apps, even if they have diverse back-end software and user devices (i.e. multiple brands and platforms of smartphones and tablets). The need appears to be there: 90% of IT managers plan to deploy new mobile apps and one in two believe that successfully managing mobile apps will top their priority list, according to a January survey sponsored by Sybase. Sybase remains committed to its data management and analytics products. Sybase IQ

was positioned in the Leaders quadrant of Gartner's 2011 Data Ware House Database Management System Magic Quadrant.

5.2.26. SyntalPvt Ltd:-

Syntel makes understanding and harmonizing with your local and corporate cultures explicit priorities. To build better global teams and facilitate cultural preparedness, we've create the Building Bridges program. Syntel has institutionalized the innovation process to deliver tangible business results to all our customers on every engagement. We call it Syntelovation® and it is part of our DNA. Syntelovation has generated hundreds of ideas and deployed many services, components and tools that have saved time and money for our customers. Syntel is a development partner to many Fortune 500 organizations in nearly every industry. We also provide product engineering services and solutions to several leading off-the-shelf software companies. Our development services - including new developments, enhancements and application consolidation - are focused on helping you meet emerging business and technology challenges and requirements.

Syntelovation is a process by which Syntel develops new ideas, concepts, approaches, methodologies, processes, and tools that lower costs and accelerate timelines. **Syntel Makes Medical Devices Safer with Engineering Support** Syntel was recently selected by a leading global medical devices manufacturer to support their R&D team and Global Safety division with engineering services for new product development across three catheter products. Syntel will deliver its services using global delivery and support deployment of these devices across North America and Europe. **Syntel Chosen to Provide Domain Expertise and Business User Acceptance Testing Support** A market leading financial services provider has chosen Syntel's domain expertise to support system integration and business user acceptance testing of the migration and on-boarding process for one of their largest clients. Syntel will be closely involved with providing domain enabled testing support for a majority of the applications impacted during the migration process. **Syntel Selected for Duck Creek Implementation** This insurance client selected Syntel for implementation of Duck Creek Technologies' EXAMPLE Platform 4.1, a next-generation, high-growth product. As

part of the engagement, Syntel will implement Duck Creek's EXAMPLE Author, Server, Express and Transact tools to enhance the automation of all transactions from submission through policy issuance, including all post-issuance transactions. The implementation includes three lines of business: Environmental, Casualty Risk and Healthcare. Syntel is committed to being a responsible corporate citizen and promotes and encourages employee participation in community programs. Syntel has donated resources for various charitable sources, including the United Way, Special Olympics, Friends of Oakland Family Services, the Boy Scouts of America, and St. Judes Children's Research Hospital.

Syntel's own Corporate Social Responsibility vehicle, S'Prayas, was formed in 2006. In 2009, Syntel's S'Prayas was presented with the 2008-2009 **Award of Excellence for Corporate Social Responsibility** by the Indian Educational Society-Mumbai.

5.2.27.CovelixPvt Ltd:-

Covelix Technologies Private Limited was registered on 29 December, 2003. Covelix Technologies Private Limited's Corporate Identification Number (CIN) is U72200PN2003PTC018703, Registeration Number is 018703. Covelix Technologies Private Limited currently has 3 Directors / Partners: Dinesh Raijibhai Desai, Kishorechandra Raijibhai Desai, Sunil Misra, and there are no other director / partners in the company except these 3 officials. Covelix operates its global development center in Pune, India. Covelix development center has state-of-the-art safety and security systems, as well as high speed and bandwidth communications infrastructure to enable the delivery of high-end, high-value work for clients. We have made significant investments in hardware, software and contemporary technologies in the areas of networking, operating systems, databases, security. Covelix helps client enterprises do maintenance work on its current products, do bug fix releases, build customer specific new features, do compliance work (ex. Legal requirements, HIPAA regulations, etc), new operating system compatibility, release management, backward compatibility, interoperability, custom product packaging driven by the marketing team, limited feature availability versions, etc. Covelix can offer clients a variety of maintenance models, using a combination of

onsite and offshore services. Covelix offers this service to enterprises who need a dedicated development or research team at competitive rates and low operational overheads, but who do not want to take on the additional overhead of setting up a separate division because of legal or budget constraints. The Dedicated Team at Covelix's offshore development center would be a virtual extension of the enterprise's own team and would be dedicated solely for its internal research and development activities. All operational overheads like office space, internet connectivity, infrastructure, HR, benefits, taxes, legal compliance, travel, etc would be handled by Covelix. In addition, training, technology support, team building, company social events, and other specific needs of the customer can also be handled.

5.2.28. Sungard Global Services:

SunGard is one of the world's leading software and technology services companies. SunGard has more than 17,000 employees and serves approximately 25,000 customers in more than 70 countries. SunGard provides software and processing solutions for financial services, education and the public sector. SunGard also provides disaster recovery services, managed IT services, information availability consulting services and business continuity management software. With annual revenue of over $4 billion, SunGard is the largest privately held software and services company and was ranked 480 on the Fortune 500 in 2012. SunGard has industry leading positions and strong customer relationships in all four of its businesses. It has also used acquisitions to expand its product and service offerings, customer base and geographic footprint, which have contributed significantly to its long-term growth and success. We help organizations ensure their people and customers have uninterrupted access to the IT systems they need in order to do business. We take very seriously our mission to continually improve the software that underpins the world's financial systems. The world's leading financial institutions rely on us. SunGard offers careers that combine the independence of working in a small entrepreneurial environment with the global scale and resources of a Fortune 500 technology company. We take good care of our people. We rely on them to make wise choices. We trust them to do the right thing and to do it well. We give them the credit they deserve when they succeed. Are you ready to get started? Your ultimate success is up to you.

SunGard Availability Services has 5 million square feet of datacenter and operations spaceSunGard Financial Systems processes more than 10 million transactions a daySunGard K-12 Education software solutions currently support over 8 million K-12 students in the United StatesSunGard Public Sector products impact more than 115 million citizens in North America. We help government agencies, including public safety and justice, utilities and non-profits, provide more effective services to their citizens and communities. SunGard K-12 Education software solutions currently support over 8 million K-12 students in the United States.

5.2.29.Impact Infotech Labs:-

Impact Infotech Pvt. Ltd. is a private sector IT Company, established in the year 1994 as a Service Partner for Wipro Infotech managed by Professional Board of Director Mr. Madhav Kale (CEO, Impact Infotech Pvt. Ltd.). Reinvention and Impact go hand-in-hand as far as technology and process advancement is concerned. Impact Infotech is an IT services company that provides Consulting, Business Process Outsourcing, Business Technology Services, Infrastructure Management, Product Engineering,   and   Product Support. Companies' services are spread across a range of strategic domains. The history of Impact is all about what strong vision, integrity, expertise and customer service can create. With objectives that are realistic, easy to understand and which reflect the organization's basic character and personality, Impact has grown from strength   to   strength.

Impact is Pune's leading pure play Infrastructure Management Service Provider. At Impact are a highly motivated and talented group of professionals whose purpose is to enable organizations develop and sustain global competitive advantage through innovative IT solutions and services. The company's wide array of services focus on helping enterprises chalk out the best IT Infrastructure strategies, ensuring minimized downtime, reducing total cost of ownership and delivering excellent customer service. We strongly believe that customer's success is our success and the key to success lies in understanding the requirement of customer, plan or design the soluion, deploy the

same to facilitate his business operation. Impact IT Labs has started a vision to provide training to the students so that they can start their career easily in IT industry. Management have projected this organization in such way that student will get quality education at the reliable cost. We are continuously committed to provide high quality standards in IT training through improvement in human potential.

5.2.30.Wipro Solutions Pvt Ltd:-

Wipro Ltd., the flagship company of the Azim H Premji group was incorporated in the year 1945. The company started off originally as a manufacturer of vegetable ghee/vanaspati, refined edible oils etc. Gradually the company has diversified into various other businesses.

Today Wipro Limited is the first PCMM Level 5 and SEI CMM Level 5 certified IT Services Company globally. Wipro provides comprehensive IT solutions and services, including systems integration, Information Systems outsourcing, package implementation, software application development and maintenance, and research and development services to corporations globally.

In the Indian market, Wipro is a leader in providing IT solutions and services for the corporate segment in India offering system integration, network integration, software solutions and IT services. Wipro also has profitable presence in niche market segments of consumer products and lighting. In the Asia Pacific and Middle East markets, Wipro provides IT solutions and services for global corporations.

Wipro's ADSs are listed on the New York Stock Exchange, and its equity shares are listed in India on the Stock Exchange - Mumbai, and the National Stock Exchange, among others.

Wipro is the leading strategic IT partner for companies across India, the Middle East and Asia-Pacific - offering integrated IT solutions. They plan, deploy, sustain and maintain your IT lifecycle through their total outsourcing, consulting services, business solutions and professional services. Wipro InfoTech helps you drive momentum in your organization - no matter what domain you are in.

Backed by their strong quality processes and rich experience managing global clients across various business verticals, they align IT strategies to your business goals. Along with their best of breed technology partners, Wipro InfoTech also helps you with your hardware and IT infrastructure needs.

The various accreditations that they have achieved for every service they offer reflect their commitment towards quality assurance. Wipro InfoTech was the first global software company to achieve Level 5 SEI-CMM, the world's first IT Company to achieve Six Sigma, as well as the world's first company to attain Level 5 PCMM.

Their continuing success in executing projects is a result of their stringent implementation of quality processes. Deploying quality frameworks to align with your business will give you the benefit of a smooth and transparent transition while providing complete IT lifecycle management. Reliability and perfection are a result of their adherence to these quality benchmarks and this has been their key differentiator while helping drive your business momentum.

The company's experience and expertise are measured against globally recognized standards to ensure their commitment in delivering competitive solutions to their customers. Wipro InfoTech epitomises quality by maintaining high standards in service offerings and products, as well as internal processes and people management. They believe in constantly scaling quality standards by expanding our efficiency in all areas beyond their basic IT offerings.

Different people perceive innovation in various ways. At Wipro InfoTech, their innovative thinking helps them adopt newer business lines and offerings based on your business expectations. They have adapted to the changes brought about by technology and business and this has helped us improve customer experience through service delivery and process optimisation.

Different divisions of the company:

Wipro Technologies - Wipro Technologies is the global IT services business division of Wipro Limited. With over 20 offices around the world, Wipro Technologies is the

No.1 provider of integrated business, technology and process solutions on a global delivery platform.

Wipro Infotech- Wipro Infotech is the leading strategic IT partner for companies across India, the Middle East and Asia-Pacific - offering integrated IT solutions. We plan, deploy, sustain and maintain your IT lifecycle through our total outsourcing, consulting services, business solutions and professional services.

Products and services offered by the company:

Wipro is having lists presence across various verticals viz;

- Wipro Personal Computing Products
- Enterprise Products
- Software Products and Licences

5.2.31.Quannox Tech:-

Quannox has the privilege to serve as a strategic vendor to several of the world's prominent and global Fortune brands, as well as companies who are leaders in very specialized industries.

We are an ISO 9001:2008 and ISO 27001:2005 certified as well as CMMI SVC V.1.2 Level 3 appraised IT solutions provider headquartered in the US, with offices in the UK, Germany, France and India, and we have three state-of-the-art development centers in India that support mission critical IT needs for global clients.

Quinnox offers the full spectrum of IT lifecycle solutions, from development to support services, including packaged implementations and product development services. We provide these solutions and services with specialized focus on the following industry verticals: Financial Services, Manufacturing and Service, Retail and Distribution.

We leverage strategic alliances with technology product companies including SAP, Software AG, Calypso, IBM and Oracle, among others—to offer collaborative, cost-effective and high value solutions to our clients.

Quinnox is led by senior and seasoned professionals, in both business and technology, who have held key executive leadership positions in major banks, consulting groups, and technology products companies……all of us are focused on only one mission—accelerating success for our clients and employees.

Quinnox Fast Facts:

- ISO 9001:2008 Quality Management System (QMS)
- ISO 27001:2005 Information Security Management System (ISMS) and
- CMMI SVC V.1.2 Level 3

Global economies today are in a state of flux—recovering or teetering, driven by their inherent financial strength. Banks and Capital Market institutions play a dominant role in both the domestic and international transactions in these economies and are constantly looking to manage change, grow customer base and business, even while ensuring they stay compliant with ever-changing regulatory requirements.

Quinnox brings deep domain expertise in the Banking and Capital Markets vertical, where we have partnered with global brand clients in their front-to-back IT chain—from customer-facing application availability to back-end administration systems.

5.2.32. BMC Software Pvt Ltd.:-

BMC Software, Inc. is an American company specializing in business service management (BSM) software. Headquartered in Houston, Texas, BMC develops, markets and sells software used for multiple functions, including IT service management, data center automation, performance management, virtualization lifecycle management and cloud computing management.

The name "BMC" is taken from the surnames of its three founders—Scott Boulette, John Moores, and Dan Cloer.

Employing over 6,000, BMC is often credited with pioneering the BSM concept as a way to help better align IT operations with business needs For 2011, the company recorded an annual revenue of $2.1 billion, making it the #20 largest software company in terms of revenue for that year. 1980-During the late 1970s, BMC Software founders Scott Boulette, John Moores, and Dan Cloer began a contract programming partnership. All three had worked at Shell Oil doing computer programming. By 1980, the company was incorporated in the state of Texas and officially became BMC Software. Moores was the company's first CEO. The firm primarily wrote software for IBM mainframecomputers, the industry standard at the time. Sometimes BMC wrangled with IBM about issues such as "software tie-in claims." BMC is a multinational firm operating in North America, Australia, Europe, and Asia and has multiple offices located around the world. The company's international headquarters is located at 2101 CityWest Boulevard, Houston, Texas, United States.In June 2006, .. BMC Software began as a mainframe software vendor, but since the middle 1990s has been developing software to monitor, manage and automate distributed and mainframe systems. BMC is divided into two main business units:A *Mainframe Management* segment focusing on reliability of "business critical data" and includes the BSM subgroup, "Service Optimization. An *Enterprise Service Management* segment which focuses on servers and networks, and includes the BSM subgroups, "Service Support," "Service Automation," and "Service Resource Planning.

BMC owns real estate property but it's mostly in four office buildings totaling 1,515,000 square feet (140,700 m^2) in Houston, Texas; sales and development offices around the world are leased.

5.2.33. Sela Technologies pvt Ltd**.:-**

Sela India is a member of Sela Group, a trusted brand name in the global IT industry, offering building and running ODC's, Software Development, Product Development, Consulting, Outsourcing, IT Training and

Webcasting solutions to prestigious clients for more than two decades. Sela is currently serving its customers in Israel, Singapore, India, Russia, Canada, Eastern-Europe and the US. With Offices at Israel (Headquarters)* USA Utilizing its global offices Sela maintains its long-standing service oriented approach while improving customer   value.

Sela India, established in August 2006, has earned the trust of clients and builds up an extremely strong relationship with the client based in India, Israel and Europe due to Integrity, high quality delivery and performance.

Specialties

Building and Running ODC's in India, IT Consulting, Software Development, Product Development, Web Casting. Sela has been a Microsoft Certified Partner for Learning Solutions   (CPLS)   since   2000. With more than 300 courses developed by Sela and 55 senior trainers, the Technology College offers a robust curricula and certifications for the IT industry. Sela has over 800 clients worldwide including Microsoft, SAP, Intel, Motorola, HP, BMC Software, ECI, Comverse and IBM among others.

The company is adept at creating technical training materials to drive product understanding and adoption and specialize in teaching Application Lifecycle Management (ALM) and implementation of MS Team Foundation Server (TFS). This gives Sela a distinct advantage to quickly create and distribute technical content. Sela is a recognized leader in the training of high quality personnel for the IT and high technology community. Sela's premium courseware is innovative and reflects many years of practical experience. The company leads the market by developing comprehensive courses for the latest, most advanced fields and technologies. Sela is constantly enriching its courses with knowledge and best practices from its industry experts. In addition to instructor-lead classroom and online training, the Technology College has more than eighteen years of experience in developing, maintaining and assimilating courseware and has developed more than 2,000 titles licensed to clients.

Cloud-based Software Development on the Microsoft Azure platform is a Sela specialty along with Advanced Technical Training for customers and partners. The company has a very deep bench of experts with a proven track record for delivering high quality projects quickly and at competitive prices. Due to their flexibility and experience with emerging technologies, our experts are well

known within the Microsoft community for managing difficult technical situations and tight delivery timelines. As an example, a good portion of the Windows7, Silverlight and XNA training distributed by DPE was based on contributions from Sela experts. Sela International is flexible, fast, accurate, and innovative offers services at extremely competitive prices.

5.2.34.Accenture Services Pvt Ltd:-

Accenture began as the business and technology consulting division of accounting firm Arthur Andersen. The division's origins are in a 1953 feasibility study for General Electric. GE asked Arthur Andersen to automate payroll processing and manufacturing at GE'sAppliance Park facility near Louisville, Kentucky. Arthur Andersen recommended installation of a UNIVAC I computer and printer, which resulted in the first commercially-owned computer installation in the United States in 1954. Joe Glickauf, an early pioneer of computer consulting, held a position as head of Arthur Andersen's administrative services division for 12 years. **Accenture plc** is a multinational management consulting, technology services and outsourcing company headquartered in Dublin, Republic of Ireland. It is the world's largest consulting firm measured by revenues[2] and is a constituent of the Fortune Global 500 list. As of August 2013, the company has approximately 266,000 employees serving clients in more than 120 countries. India currently is the single largest employee base for Accenture, with the headcount expected to reach 87,000 in August 2012. In the US, it has about 40,000 employees and in the Philippines 35,000. Accenture's current clients include 89 of the Fortune Global 100 and more than three-quarters of the Fortune Global 500. Since September 1, 2009 the company has been incorporated in Ireland.. Accenture organizes its services and people in these three primary cross-functional groupings. Accenture client engagement teams typically consist of a combination of industry experts, capability specialists and professionals with local market knowledge. Consulting:

Focus on management consulting, process design work and the application of technologies to business. Responsible for sales, delivery, and leadership of most

of Accenture's project-based work.Services: Most focus on outsourcing engagements in the areas of business operations, IT, applications development and maintenance, help desk services, and HR. As part of some outsourcing deals, clients' internal teams can be "re-badged" as Accenture employees aligned to this workforce. Sometimes they work on Consulting projects or as internal Enterprise teams.

Solutions: The Accenture Technology Solutions subsidiary focuses on the specific technology skills needed to deliver projects or outsourcing arrangements. Comprises the majority of Accenture's employees in delivery centers in developing countries like Brazil, India, and the Philippines.Enterprise: Focus on managing and supporting all the activities across Accenture's business, including legal, security, facilities, marketing, and client financial management.

In 2013, the Ethisphere Institute designated Accenture as one of the World's Most Ethical Companies for the 5th time.[

The firm was named by *Fortune* magazine as one of the top 100 companies to work for in 2009, 2010, 2011, 2012 and 2013. In 2013, the firm was named 9th in the Top 50 Companies for Diversity by DiversityInc. "The company has made significant strides in its talent-development efforts for people from underrepresented groups. Accenture has metrics-driven succession-planning programs and special training and education for high-potential employees, especially women."

5.2.35.Binary Technologies,Pune:-

Binary was started in 1986 with the primary objective of offering products and services in the field of Information Technology.
Binary has established itself as one of the most reputed organization in Karnataka the field of IT, Telecom and Office Automation. We are associated with the aders in the industry for each one of our product lines

Company provides software products and IT services for a variety of industry verticals including Banking, Government, Manufacturing, Retail and Education. These solutions and services include Managed IT Services Application Software

Development & Maintenance and IT Consulting. IT Total Enterprise Solution & End-to-End System Integration."Thinkworld" Chain of Exclusive IBM Laptop Retail Outlets.Office Automation : Xerox Range of Products.AMC & Facilities Management (FM).Networking – LAN, WAN, VPN.Internet Broad band solutions.

Custom Application Software Development services help the modern-day enterprise keep pace with the rapidly changing market environment. Binary's has demonstrated the ability to harness next-generation techniques and technologies and rapidly turn them into strategic advantage for its customers.

5.2.36.InfosysTechnologies–

Infosys Technologies Limited ('Infosys' or 'the Company') along with its majority-owned and controlled subsidiary, Infosys BPO Limited ('Infosys BPO') and wholly-owned and controlled subsidiaries, Infosys Technologies (Australia) Pty Limited ('Infosys Australia'), Infosys Technologies (China) Co. Limited ('Infosys China'), Infosys Consulting Inc ('Infosys Consulting'), Infosys Technologies S. de R. L. de C. V. ('Infosys Mexico'), Infosys Technologies (Sweden) AB. ('Infosys Sweden'), Infosys Tecnologia DO Brasil LTDA. ('Infosys Brazil') and Infosys Public Services Inc, USA ('Infosys Public Services') is a leading global technology services company. The Company provides end-to-end business solutions that leverage cutting-edge technology, thereby enabling clients to enhance business performance. The Company provides solutions that span the entire software lifecycle encompassing technical consulting, design, development, re-engineering, maintenance, systems integration, package evaluation and implementation, testing and infrastructure management services. In addition, the Company offers software products for the banking industry.

Established in 1981, Infosys is a NYSE listed global consulting and IT services company with more than 155,000 employees. From a capital of US$ 250, we have grown to become a US$ 7.398 billion (FY14 revenues) company with a market capitalization of approximately US$ 31 billion.

In our journey of over 30 years, we have catalyzed some of the major changes that have led to India's emergence as the global destination for software services talent.

We pioneered the Global Delivery Model and became the first IT company from India to be listed on NASDAQ. Our employee stock options program created some of India's first salaried millionaires.

Milestones

2013

- Infosys begins trading on NYSE Euronext London and Paris markets
- Infosys Board appoints N. R. Narayana Murthy as Executive Chairman of the Board

2012

- Listed on the NYSE market
- Infosys acquires Lodestone Holding AG, a leading management consultancy based in Switzerland
- Forbes ranks Infosys among the world's most innovative companies
- Infosys among top 25 performers in Caring for Climate Initiative
- Infosys crosses the US$ 7 billion revenue mark

2011

- N. R. Narayana Murthy hands over chairmanship to K.V. Kamath
- Infosys crosses US$ 6 billion revenue mark, employee strength grows to over 130,000

5.2.37.Precision infomaticPvt Ltd:-

Precision Infomatic commenced operations in 1996. Establishing its presence through a product centric approach in the initial stages, Infomatic gradually matured into a Business Transformation Enabler. With well established relationships with clients across the country, the company has focused on providing high value services. The company is among the top partners of Hewlett – Packard and Microsoft in the country. In addition to operations in major cities, the company has embarked on a large scale expansion program, 'Precision Everywhere', to establish support and sales presence in more than 1000 locations across the country to further enable high – quality, long term engagements with clients. The company has also been in the training spectrum providing training at educational institutions&corporates..

Precision Information is a Microsoft Gold Certified Partner and is a Business Partner of HP, IBM, and VMware. Strategies Create PAN India Service network ('Precision Everywhere') through a combination of direct presence and partner model by 2014.Identify and build Technology enabled differentiators in select verticals.Relentless pursuit of opportunities in the Services Space with 'Precision Everywhere' and through Strategic Alliances.Differentiation through ITIL based IT process automation tool – InsTIL…IP creation in niche areas.Biometric Products & Applications.InsTIL – ITIL based Service Management Tool.Service First Portal - Technology enabled Service Delivery automation. The Precision Group is an INR 250 Crore IT Group with its corporate office in Chennai, India and is one of India's premier sources for IT products, support services and solutions. Established in 1996, Precision has a PAN India presence and provides complete IT Infrastructure Services and Solutions through its flagship company Precision Infomatic and group companies Precision Biometric, Precision Techserve and Precision Techconet. Precision employs over 1400 dynamic professionals with varied skill sets.

Sr.No	Name	Year of Establishment	Address	Key Executives	Type of Industry	No. of Employees	Services	Awards	Annual Turnover	Website
1	IBM Daksh	Jul-99	Sr No-191, Tech Park One, Airport Road, Next To Don Bosco School, Yerwada, Yerwada Pune, Maharashtra 411006 020 4000 6600	Pavan Vaish ,Chebiyyam V.V.N.S. Murthy	Large	1,00,00	IT services	the 2007 Contact Center Outsourcing Service Provider of the Year in Asia Pacific by Frost & Sullivan	$ 106.1 billion	www.ibm.com/in/en/
2	Cybage Infotech India Pvt.Ltd	1995	West Avenue, Kalyani Nagar, Pune - 411006	Arun Nathani	Medium	4000	IT services	Asia's Best Employer Brand Awards	500 crore	www.cybage.com
3	CogniZant Technology Solution India Pvt Ltd.	1994	Plot # 26, Rajiv Gandhi Infotech Park, MIDC, Hinjawadi, Pune - 411057 India Ph: +91 20 2293 1100	Frank D'Souza	Large	150,000 employees	IT, business-process and strategic consulting	Jawaharlal Nehru Centre for Advanced Scientific Research	US$ 7.35 billion	www.cognizant.com
4	Tech Mahindra Pvt Ltd	1987	Sharda Centre, Off Karve Road, Pune 411004, Maharashtra. India.Tel: 20 6601 8100	Anand G. Mahindra	Large	50,479 (2012)	IT, business consulting and outsourcing services	Growth *Excellence Award 2008 by Frost & Sullivan*	Rs. 53248 Million (year ending Mar 2012)	www.techmahindra.com
5	Persistent system Ltd	1990	Aryabhatta Pingala, Kashibai Khilare Path, Erandwane,Pune, Maharashtra 411004 020 6703 3000	Dr. Anand Deshpande	Large	6,820	software product and technology services	Maharashtra Information Technology Award – 2011	$207.39 million	WWW.persistentsys.com
6	Bright Consultancy	2000	Pushakraj Bunglow, Near Sai Palace Hotel, Jm Road,Pune	Mr Ajay Agarwal	Small	50	Project development with Client Servent	Best service provider by ICICI bank	2,Crores	www.Brightinnovative.com
7	ITElite S/w System Ltd	1984	1. 101/102 Erandwane, Sai Niketan Near Mhatre Bridge, **Pune, ...**	Richard Wilcox	Small	50	Computer Services	"Game of the Year" award	2,Crores	www.itelitesystems.com

8	Cybage S/w Pvt.Ltd	1995	Cybage Software Pvt. Ltd. Cybage Towers Survey No 13A/ 1+2+3/1 Vadgaon Sheri Pune 411014 Ph: 91-20-66041700	Arun Nathani	Medium	500	software solutions	Asia's Best Employer Brand Awards	100 Crores	www.cybage.com
9	Tata Consultancy Services	1968	First Floor, Godrej Millenium 9, Koregaon Park Rd, Koregaon Park, Pune	Cyrus Mistry	Large	276,196	IT, business consulting and outsourcing services	BPO Excellence Awards 2010-11	US$ 11.66 Billion	www.tcs.com
10	Capgemini Pvt Ltd	1967	Flat No.18, South Wing, Manikchand Ikon Building, BS Dhole Patil Road, Sangamvadi, Pune, Maharashtra, 411014 020 2760 1000	Paul Hermelin	Medium	6200	IT services	Finance Individual Excellence Award in April 2011	€10.264 billion	www.capgemini.com,www.kanbay.com/
11	Search Pvt Ltd	1995	Office No 104/105/106 Trade Center, Near Pizza Hut, North Main Rd, Koregaon Park, Pune - 411001	Sandeep Deshpande	Small	50	web Designing	2012 Trend-Setting Product Award for Aspire.	2 crores	www.searchzone.in
12	Bires Infotech Pvt Ltd	1999	Office No 19 G Wing 5th Floor K K Market, Pune Satara Road, Pune - 411009	Ganesh Godase	Small	50	Web Development, Mobile App,Computer Graphic Designers	best achiever 2011-	3crores	www.biresinfotech.com
13	Symantec India Pvt Ltd	1982	RMZ ICON, S. No. 3/8, Baner Rd, Baner, Pune, Maharashtra 411045	Stephen M. Bennett	Large	1001-2500.	IT services	"Spot Award" for innovative use of 3rd party tool	500-1000 Crs	www.Symantec.com

No.	Company	Year	Address	Contact Person	Size	Employees	Domain	Award	Turnover	Website
14	Peak pacific group	2008	Row House No 3, Richmond Park, S.no. 131/2a/1,oppo, Pune - 411045	Kishor Mistry	Small	300 - 500	IT services	Cebu Pacific Air awarded 2-years contracts	$1,00,000	www.peakpacificgroup.com
15	Atos origin India Pvt Ltd	1983	Block 1.6, Rajiv Gandhi Info Tech	MILIND KAMAT	Medium	3600	IT services	DSCI Excellence Award for Security in Bank	Approx. INR 400 Cr	www.atosorigin.com
16	Softpro Solutions Pvt Ltd	2004	Rajat Condominium, Behind ICICI Bank, Near Audi Showroom, 411016	Er. S. K.Verma	Small	1,000	Web Development	"Outstanding Performance Award" From 'Sony	INR 5 million	www.softprosolutionspvtltd.com
17	Nvidia Corporations Pvt Ltd	1993	Plot 4,S 1678-1683, Panchshil Tech Park, Shivaji Nagar, Pune - 411005	Jen-Hsun Huang	Large	7,133	Graphics processing units Chipsets	PC Magazine's Editor's Choice Award for "the most .... Creative Technology Ltd.	$3.99 billion	www.nvidia.com
18	AllScripts Healthcare IT	1986	1st Floor, Wing 4, Cluster C, EON Free Zone, Kharadi Pune 411 014	Paul M. Black,	Medium	7000+	revenue cycle software, health care technology	award recipients of the Allscripts (NASDAQ: MDRX) Open App Challenge announced at HIMSS13	1463.1 Million	www.allscripts.com
19	Igate Computer Systems	10-Feb-78	Level 0,1,2,5 & 6,Tower III ,Cyber City, Magarpatta City,Hadapsar,Pune,Maharashtra, 411 013	Phaneesh Murthy	Large	18,273 (2011)	ITservices	prestigious Golden Peacock Innovation Management Award	2164 crore (US$400 million) (2012)	www.igate.com
20	AFour Technologies Pvt Ltd.	2007	1st Floor, 209/1B/1A, Range Hills Road Shivaji Nagar,Pune,Maharastra 411020	Mahesh Kulkarni	Large	2000	IT Software , QA -Testing	'Sarathi IT award 2012'.	INR 200 - 350 Cr.	www.afourtechnologiespvtltd.com
21	Tavisca Solutions Pvt Ltd	2008	D-503, Wing 3 EON IT Park, Kharadi, Pune - 411014	koeli chatterjee	Medium	1000	Travel Technology Consulting,Product Development	Best Place to work - 2012-13	$100 billion	www.tavisca.com
22	Rise Smart Pvt Ltd	2007	The Orion, Near Taj - Blue Diamond, Koregaon Park, Pune - 411001.	sanjay sathe	Small	75	recruitment and outplacement services	American Business Awards	Approx. INR 1 Cr	www.risesmartpvtltd.com
23	Quick heal Technologies	1993	603 Mayfair Towers II Wakdewadi Shivajinagar Pune, 411005	Mr. Kailash Katkar	Medium	1001-2500	provides Internet Security tools and anti-virus technology in India	Red Herring 100 Asia 2009 Winner.	Rs. 214 crore	www.quickhealtechnologies.com
24	Truth Finder Technology Services Pvt Ltd	1996	1787, Sadashiv Peth, Ekdant Building,Pune-30	Mr Umesh Gogia	Small	50	IT services in Banking Industries,Telecom,insuran	Year 2001-02 from ICICI for "Best Server Maintenance"	RS. Approx 100 - 150 cr	www.truthfindertechnologyservicesPvtLtd.com

25	Sybase an sap Company	1984	Wing A. Level 3, Cybercity Tower 1 Magarpatta City, Hadapsar Pune 411028	Bill McDermott, Jim Hagemann Snabe	Medium	3,576 (2012)	IT services	Sybase awarded Best CEP Provider and Best Enterprise Data Management Provider at the Water Rankings Awards	$1 billion	www.sybase.com
26	Syntal Pvt Ltd	1980	Plot No B 1 Software Technology Park, MIDC Talawade, Talawade, Pune - 412114	Bharat Desai, Chairman Prashant Ranade, CEO Muralidharan Ramachandran, CIO Arvind Godbole, CFO	Medium	21,407 (December 2012)	IT Outsourcing, IT Consulting and BPO firm	Extra Miler award for outstanding display	$ 723.9 million (FY 2012)	www.syntalpvtltd.com
27	Covlix Pvt Ltd	2001	4th Flr Gopal House, Opp Kasat Chemicals, Karve Rd, Kothrud, Pune - 411029	Ashutosh,Satish	Medium	51-200	Consulting, Packaged Applications, Cloud Technologies, Application Outsourcing and Infrastructure services	IBM's highly acclaimed BRAVO award	$250	www.covlixpvtltd.com
28	Sungard Global Services	1983	Sr. No. 108 / 8 / 1 & 2 / 1, Meridian plaza, Senapati Bapat Road City: Pune ZIP: 411 053 Country: India	Russ Fradin	Large	17000 (2011)	consulting service, managed services,professional services	Asia Risk Technology Rankings 2012	$ 4.991 Billion (2011)	www.sungard.com
29	Impact Infotech Labs	1999	,Nishigandha Apartments, Plot No 17, S B Road, Nav Rajastan Society, Gokhale Nagar, Pune - 411016	Adwait / Dharmesh	Medium	10,000+	Information Technology Service Companies, IT Solution Providers	best software demonstration	EUR 67.5 million	www.impactinfotechlabs.com
30	Wipro Solutions Pvt Ltd	1945	Wipro Ltd, Phase 2, Tower S3, 2nd floor, Rajiv Gandhi Infotech Park	Azim H Premji	Large	145,000	Enterprise Products,Wipro Personal Computing Products,Software Products and Licences	Best Websphere Partner Award	Rs. 329103 Million (year ending Mar 2012)	www.wipro.com

31	Quannox Tech	2002	Quinnox Consultancy Services LTD in Viman Nagar, Pune	Anil Kumar	Medium	1001-5000	Information Technology and Services	ELITECORE TECHNOLOGIES Award	$3Million	www.quannoxtech.com
32	BMC Software Pvt Ltd.	Sep-80	Tower A, ICC Tech Park Senapati Bapat Road Pune - 411 016	Punkaj dhume	Large	6,900 (March 2012)[1]	business services managements ,global services	n June 2009, BMC received a "CIO 100 award" for "innovative use of an internal cloud computing environment to achieve maximum return on server and storage investments	US$ 2.172 billion (FY 2012)[1	www.bmc.com
33	SELA TECH. PVT.LTD.	2006	5th Floor, Building no 2, Comme Zone, 2, Samrat Ashok Path, Commerzone IT Park, Yerwada, Pune, MH 411006	Alex golesh	Small	51-200	nformation Technology and Services	Charles E. Beard Award	Less than $1 million	www.selatechpvt.ltd.com.
34	Accenture Services Pvt Ltd	1989	Tower 5, Cybercity, 143, Magarpatta City, Hadapsar – Mundhwa Road, Hadapsar, Pune - 411013	Pierre Nanterme	Large	257,000 (2012)	IT, business consulting an doutsourcing services	The firm was named by Fortune magazine as one of the top 100 companies to work for in 2013	US$ 29.77 billion (2012)	www.accenture.com
35	Bitwise solutions pvt.ltd	1997	S. No. 103 A, H. No. 3B/1/1, Bitwise World,Off Int'l Conventional Centre,Senapati Bapat Road,Vaiavadi Gokhalenagar, Pune	Neelesh Desai	Small	201-500	Web Services,profe ssional services,Busi ness Acuity Services	Excellence Award	10-100 Crs	www.bitwisesolutionspvt.ltd.com
36	Infosys Technology	1996	INFOSYS TECHNOLOGIES LTD PLOT NO 1 PUNE INFOSYS PARK HINJAWADI TALUKA	N. R. Narayana Murthy	Large	155,000	Application Management, management outsourcing, e.t.c	IBM Smarter Commerce Award ,CorpU's 'Learning Excellence And Innovation' Award 2013	US$ 31 billion.	www.infosys.com

| 37 | Precision Infomatic | 1996 | C 11 Ground Floor Shreenath Plaza, Dyaneshwar Paduka Chowk, F C Road, Fergusson College Road, Pune - 411004 | Mathew Chacko, V Murali and TG Ramesh | Medium | 1001-5000 | Enterprise IT Infrastructure & Service | Partner Excellence Award | 100-250 Crs | www.precisioninfomatic.com |

Chapter -6:Data Analysis & Interpretations

Chapter -6: Data Analysis and Interpretations.

Contents:-

6.1 Introduction

6.1.1. Pilot study

6.1.2. Reliability statistics.

6.2. Respondents received from large, medium and small Software Companies.

6.3. Analysis of Demographic Details of Employees.

6.3.1 Age wise classification.

6.4 Test of Normality.

6.10.1. Age wise classification.

6.1 Introduction:-

In this chapter, the researcher has done detailed analysis and interpretation of the collected i.e. data. The researcher has used tabulation, graphical methods to visualize the results.

In this chapter, the analysis of Employees and Managers (Sr.Resources) demographic details has been mentioned. Overall Turnover of the employees and analysis of options of respondents about their dissatisfaction factors with respect to the parameters i.e. motivational factors, working Environment, Job Related Issues, and Organization Culture has been done by using statistical techniques.

6.1.1 Pilot study:-

A Pilot study of 10 Software companies in and around Pune region was done to check the consistency of the research instrument which is the form of a questionnaire researcher. The results of the pilot study follows:

6.1.2. Reliability statistics.

Table No. 6.1.2.1.Reliability Statistics of the Employees.

Cronbach's Alpha	N of items
.818	32

To check the consistency of the questionnaire researcher has applied Cronbach's Alpha reliability test. It is observed that Cronbach's Alpha is 0.818 in the case of Employees. Thus the researcher can conclude that the questionnaire administered is consistent and can be administered for the further studies.

Table No. 6.1.2.2.Reliability Statistics of the Sr.Resources (Managers (Sr.Resources)).

Cronbach's Alpha	No of items
0.940	**32**

To check the consistency of the questionnaire researcher has applied Cronbach's Alpha reliability test. It is observed that Cronbach's Alpha is 0.940 in the case of Managers (Sr.Resources). Thus the researcher can conclude that the items of the Variable Shows Internal Consistancy administered are consistent and can be administered for the further studies.

6.2. Respondents received from large, medium and small Software Companies.

Table 6.2.1: Large, Medium and Small Companies.

Sr.No	Type of industry	No of Companies	No of Employees(Low Level Resources)	No of Sr.Resources (Managers (Sr.Resources))	Total Sample
1	Large (Employees above 500)	15	34	33	67
2	Medium (Employees 100- 500)	11	42	10	52
3	Small (Employees	11	24	07	31

	50-100)				
4	Total Sample	37	100	50	150

The above table 6.2.1 is the Universe of this research. From the table it reveals that the entire thesis is based on three different sizes of the Software Companies that is Large, Medium and Small.

For this research all those companies that possess employees more than 500 had been considered as Large company, companies with employees ranging from 100 to 500 has been considered as Medium, and companies ranging from 50 to 100 has been considered as Small size Company.,

There are about 350 Companies in and around Pune region, out of which the researcher had chosen 37 Companies totally in random. Out of which 15 Companies belong to large size company, 11 companies belong to Medium Size and 11 Companies belong to small size companies. All these companies refer to Software Companies.

The total sample collected for the research is 150. Out of which 100 samples were employees and 50 samples were of Managers (Sr.Resources). Out of 15 large size companies the total respondents as employees are 34 and 33 respondents are Managers (Sr.Resources). Out of which 11 Medium size companies 42 employees are respondents and 10 respondents are Managers (Sr.Resources). Out of 11 Small companies 24 respondents are employees and 7 respondents are Managers (Sr.Resources).

The sample Size determination was based on the following formulae.

Test of Normality is a Pre-Condition for Parametric Test (Step-Wise Multiple Regression)

Sample size was determined using Mean Method, Since most of the variables were measured on an Interval Scale. (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree)

Population for the current study was on Sr.Resources (Managers) and Low Level Resources (Employees) across IT Companies in Pune, information collected from Industry revealed that

Sr.Resources (Managers) accounted for 33.33% of the total population, Lower Level Resources accounted for 66.66%.

Sample Size determination formula

$$n = \frac{Z^2 \times S^2}{e^2}$$

where 'Z' is the Standard Score associated with chosen Level of confidence (95% in the current case) = 1.96

'S' = variability in the data set determined as a ratio of $\frac{Range}{S.D}$

Range was derived from the 5 point scale used as variable measurement instrument

Hence Range = $\frac{5-1}{6}$ = $\frac{4}{6}$ = 0.66

'e' is the tolerable error.

Error was taken as 10%

Hence sample size = $n = \frac{Z^2 \times S^2}{e^2} = \frac{1.96^2 \times 0.66^2}{10^2} = 167$

Hence 167 Questionnaire sent to IT HR Managers but completely filled Questionnaire received is 150. This 150 was broken into 2 parts, 50 managers and 100 employees.

This break up was based on the proportion of strata representing the population i.e. 33% Sr.Resources (Managers) and 66% Low Level Resources (Employees)

6.3. Analysis of Demographic Details of Employees

6.3.1 Age wise classification:-

Table no: 6.3.1.1 Age of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 22 and less than 27 years	56	56.0	56.0	56.0
27 and less than 32 years	32	32.0	32.0	88.0
32 and less than 37 years	10	10.0	10.0	98.0
37 and less than 42 years	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Graph No. 6.3.1.2 represents the age groups of the respondents.

age
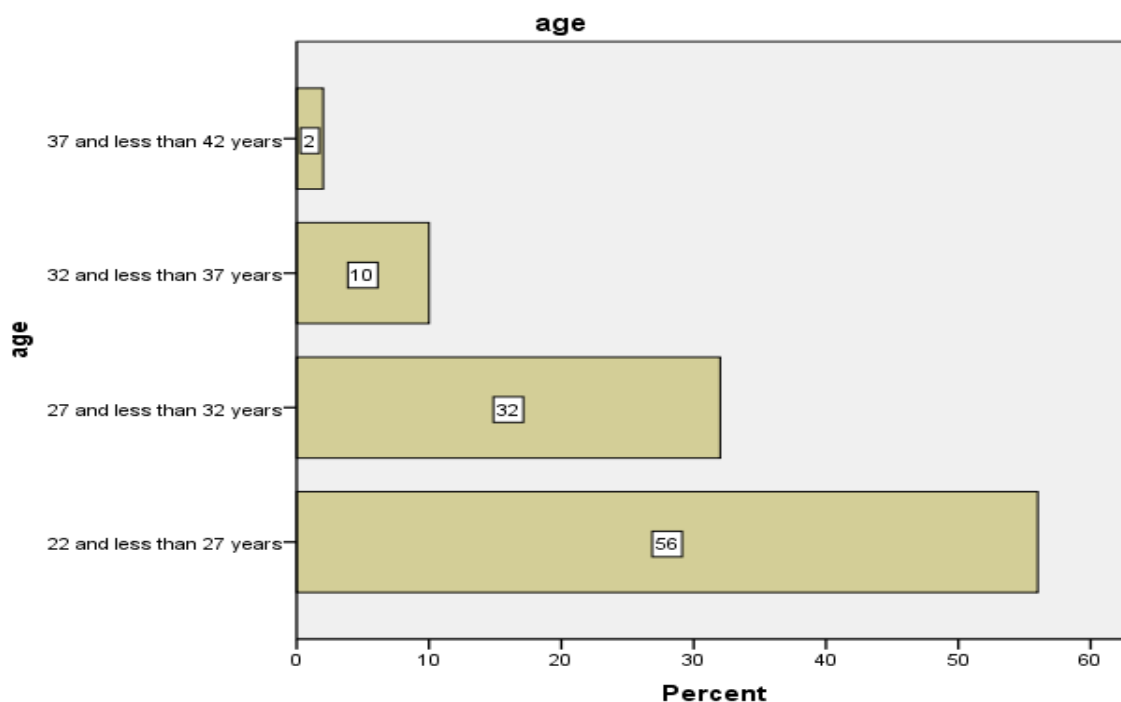
The above output shows the frequency distribution for Age of the respondents. 56% of the respondents were in the age group of 22 to 27 years, 32% of the respondents were in the age group of 27 to 32 years. Just 12% of the respondents were in the age group of 32 years.

Table No. 6.3.2 Gender of Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	80.0	80.0	80.0
	female	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Graph 6.3.2.1 represents the gender of the respondents.
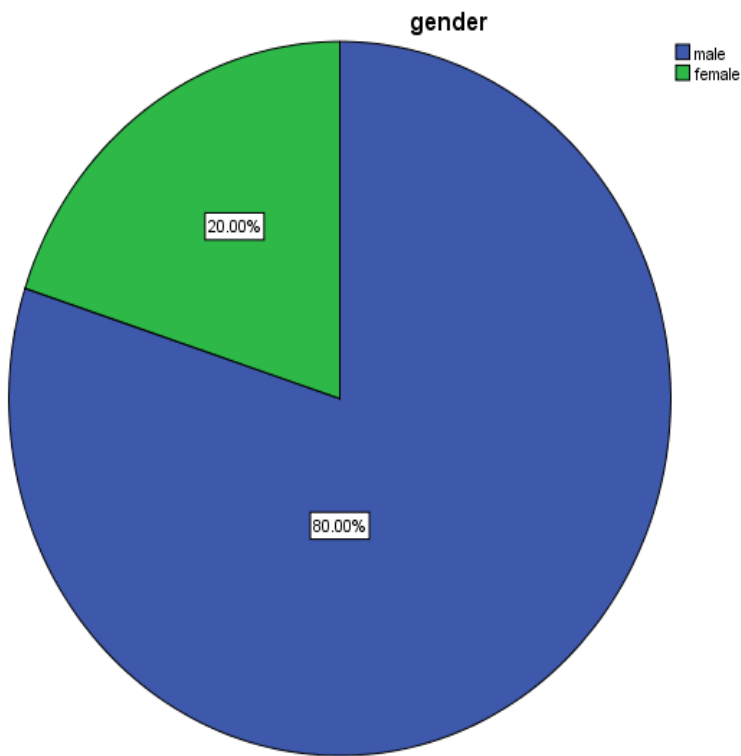
gender

The above output shows that the frequency distribution for gender. Out of 100 respondents 80% of the respondents were male and 20% of the respondents were female employees.

Table No. 6.3.3 Sector wise Analysis of Software Industries based on Size.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large	32	32.0	32.0	32.0
	medium	42	42.0	42.0	74.0

	Small	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

Graph 6.3.3.1 represents the different sector from which the respondents belong.
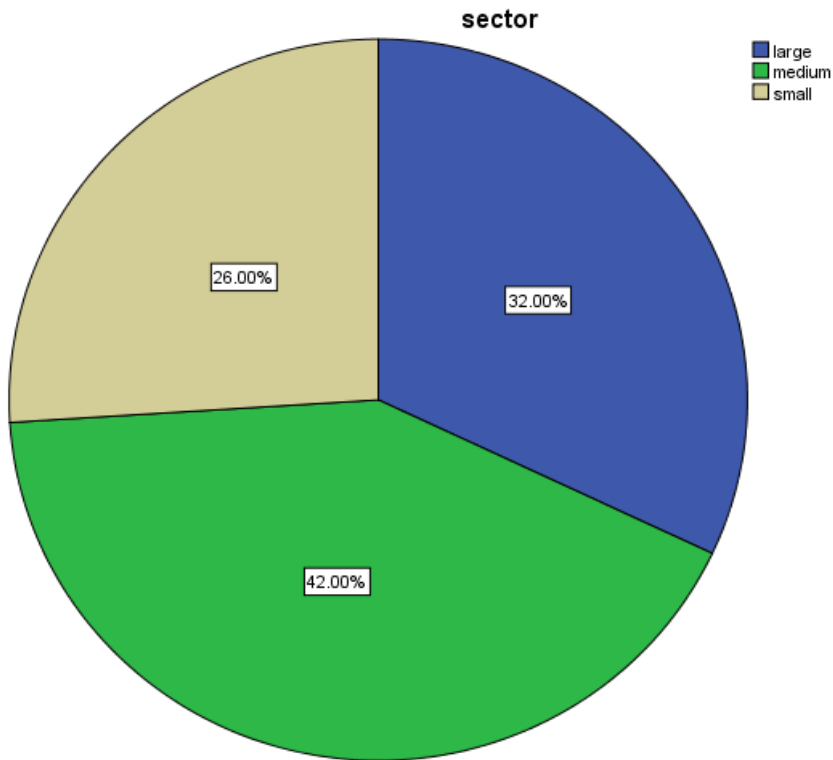
The above output shows the table and graph of companies which belong from Large, Medium and Small. Out of 37 companies 32% belong to large, 42% belonged to medium and 26% belonged from small size IT companies.

Table No. 6.3.4 Department wise analysis of the Employees in Software Industries.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	operations	23	23.0	23.0	23.0
	technology	40	40.0	40.0	63.0
	client support	21	21.0	21.0	84.0
	marketing	3	3.0	3.0	87.0
	Sales	1	1.0	1.0	88.0
	Project	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Graph 6.3.4.1 represents the department of the respondents.
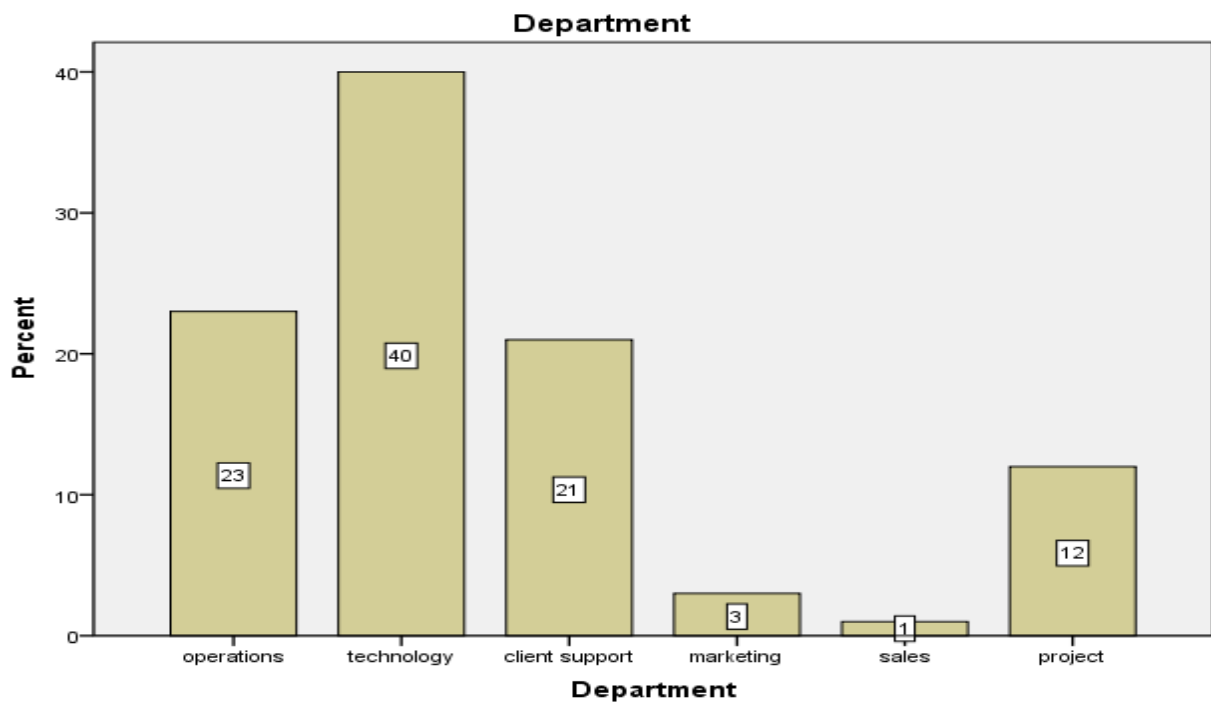
From the above table and graph it shows the percentage of respondents as per the departments in the IT companies of Pune. Out of 100 employees 23% of the respondents were from the operations department, 40 % were from the technology department, 21% were from the client support department, 3% were from the marketing department, 1% was from the sales department, and 12% were from the project department.

Table No. 6.3.5 Analysis of No of years working in the organization of Software Industries.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	84	84.0	84.0	84.0
	5 and less than 10 years	14	14.0	14.0	98.0
	10 and less than 15 years	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Graph 6.3.5.1 represents the number of years the respondents working in the same organization.
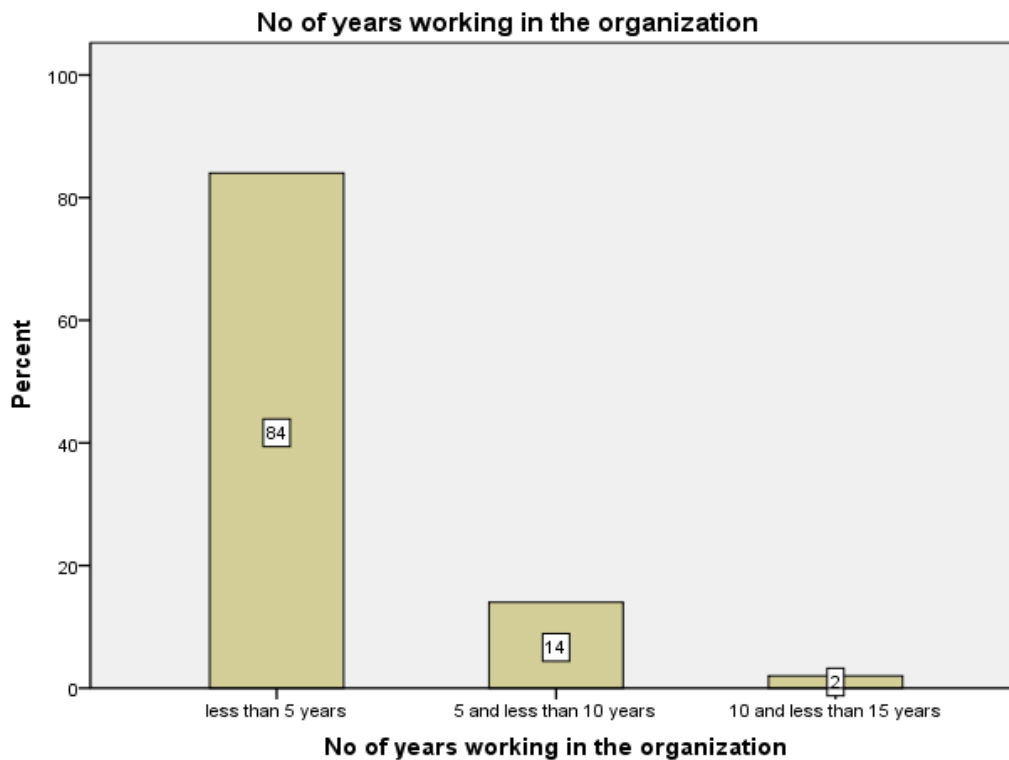
From the above table and chart the researcher shows the number of years that the respondents have been working in the same organization. Out of 100 employees 84% of the employees belonged from the category lest than 5years, 14% of the employees were within the category of 5 and less than 10 years, and 2% of the employees were within the category of 10 and less than 15 years.

Thus the above chapter is concluded with the demographic profile of the employees in the IT industries in Pune. The next analysis is the test of Normality done in the relation to Dissatisfaction Factors of Employees in Software Industries.

6.4 Test of Normality.

Normalization of data was tested using criteria suggested by George & Mallery 2001.According to George & Mallery a variable with Skewness and Kurtosis value is between ± 1 meet criteria of normality.

Table No: 6.4.1. Descriptive Statistics of Employees on Motivational Factors

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
I get adequate salary in organization	100	3.55	.957	-.533
I am happy with promotion scheme of the organization.	100	3.41	.996	-.717
I get recognition from my superiors for good work.	100	3.81	.961	-1.072
I get reward for achieving the target.	100	3.54	1.077	-.625
Training facilities are adequate	100	3.89	1.014	-1.258
I am happy with the fringe benefits	100	3.52	.979	-.617
I am happy with the staff quarters	100	2.37	1.292	.623
Valid N (list wise)	100			

Table 6.4.1.1. **Descriptive Statistics of Employees Skewness and Kurtosis value for motivational factor.**

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I get adequate salary in organization	.241	-.194	.478
I am happy with promotion scheme of the organization.	.241	-.019	.478
I get recognition from my superiors for good work.	.241	1.050	.478
I get reward for achieving the target.	.241	-.587	.478
Training facilities are adequate	.241	1.573	.478
I am happy with the fringe benefits	.241	.191	.478
I am happy with the staff quarters	.241	-.767	.478
Valid N (list wise)			

Test of Normality

The assumption of normality was assessed using the criteria suggested by George and Mallery. According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"I get adequate salary in organization" has

<div style="margin-left:2em">

Mean = 3.55 ,   Skewness Value = -0.533,

Kurtosis Value = -0.194,   S.D = 0.957

</div>

"I am happy with promotion scheme of the organization"

<div style="margin-left:2em">

Mean = 3.41,   Skewness Value = -.717,

S.D = 0.996,   Kurtosis Value = .019,

</div>

"I get recognition from my superiors for good work"

<div style="margin-left:2em">

Mean = 3.81,   Skewness Value = -1.072,

S.D = 0.961,   Kurtosis Value = -1.050

</div>

"I get reward for achieving the target"

<div style="margin-left:2em">

Mean = 3.54,   Skewness Value = -0.625,

S.D =1.077,   Kurtosis Value = -0.587

</div>

"I am happy with the fringe benefits"

<div style="margin-left:2em">

Mean = 3.52,   Skewness Value = -0.617,

S.D =0.979,   Kurtosis Value = -0.191,

</div>

"I am happy with the staff quarters"

Mean = 2.37,   Skewness Value = -0.623,

S.D = 1.292,   Kurtosis Value = -1.761.

Variables "The training facilities are adequate"

Mean = 3.89,   Skewness Value =-1.258,

 S.D = 1.014,   Kurtosis Value = 1.573,

The Skewness and Kurtosis values of the above variable are slightly above the threshold range.

From the above Descriptive statistics table it has been interpreted that the Employees are not happy with the Training facilities and feel not adequate enough in the organization.

Frequency Table

Table No. 6.4.1.2. I get adequate salary in organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	14	14.0	14.0	16.0
	Neutral	24	24.0	24.0	40.0
	Agree	47	47.0	47.0	87.0
	strongly agree	13	13.0	13.0	100.0

Table No. 6.4.1.2. I get adequate salary in organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	14	14.0	14.0	16.0
	Neutral	24	24.0	24.0	40.0
	Agree	47	47.0	47.0	87.0
	strongly agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.4.1.2.**.. The variable "**I get adequate salary in organization**", out of 100 respondents 2% of the Employees strongly disagreed 14% of the respondents disagree, 24% of the respondents were neutral, 47% agreed and 13% strongly agreed.

Table No. 6.4.1.3. I am happy with promotion scheme of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	5.0	5.0	5.0
	Disagree	14	14.0	14.0	19.0
	Neutral	24	24.0	24.0	43.0
	Agree	49	49.0	49.0	92.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

. From the above Frequency **Table No. 6.4.1.3.**The variable "**I am happy with promotion scheme of the organization**", out of 100 respondents 5% of the Employees strongly disagreed 14% of the respondents disagree, 24% of the respondents were neutral, 49% agreed and 8% strongly agreed

Table No. 6.4.1.4. I get recognition from my superiors for good work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	9	9.0	9.0	12.0
	Neutral	12	12.0	12.0	24.0
	Agree	56	56.0	56.0	80.0
	strongly agree	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.2.1.4.** The variable "**I get recognition from my superiors for good work**", out of 100 respondents 3% of the Employees strongly disagreed 9% of the respondents disagree, 12% of the respondents were neutral, 56% agreed and 20% strongly agreed.

Table No. 6.4.1.5. I get reward for achieving the target.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	21	21.0	21.0	24.0
	Neutral	10	10.0	10.0	34.0
	Agree	51	51.0	51.0	85.0
	strongly agree	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.4.1.5....** The variable "**I get reward for achieving the target**", out of 100 respondents 3% of the Employees strongly disagreed 21% of the respondents disagree, 10% of the respondents were neutral, 51% agreed and 15% strongly agreed.

Table No. 6.4.1.6. Organization provides training facilities to employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	5.0	5.0	5.0
	Disagree	5	5.0	5.0	10.0
	Neutral	12	12.0	12.0	22.0
	Agree	52	52.0	52.0	74.0
	strongly agree	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.4.1.6.** The variable ". **Organization provides training facilities to employees**", out of 100 respondents 5% of the Employees strongly disagreed 5% of the respondents disagree, 12% of the respondents were neutral, 52% agreed and 26% strongly agreed.

Table No. 6.4.1.7. Organization provides fringe benefits to employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	4.0	4.0	4.0
	Disagree	10	10.0	10.0	14.0
	Neutral	29	29.0	29.0	43.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	44	44.0	44.0	87.0
strongly agree	13	13.0	13.0	100.0
Total	100	100.0	100.0	

From the above Frequency **Table No. 6.4.1.7.** The variable "**Organization provides fringe benefits to employees**", out of 100 respondents 4% of the Employees strongly disagreed 10% of the respondents disagree, 29% of the respondents were neutral, 44% agreed and 13% strongly agreed.

Table No. 6.4.1.8. Organization provides staff quarters to employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	32	32.0	32.0	32.0
	Disagree	30	30.0	30.0	62.0
	Neutral	15	15.0	15.0	77.0
	Agree	15	15.0	15.0	92.0
	strongly agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.4.1.8.** The variable "**Organization provides staff quarters to employees**", out of 100 respondents 32% of the Employees strongly disagreed 30% of the respondents disagree, 15% of the respondents were neutral, 15% agreed and 8% strongly agreed

Table No. 6.5.1. Descriptive Statistics of Working Environment of Employees

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has proper infrastructure.	100	4.25	.936	-1.503
I am happy with the Canteen facility available in an organization.	100	3.800	1.2792	-1.093
I am happy with the rest room facility	100	3.85	1.242	-1.226
Organization has proper ventilation.	100	4.31	.800	-1.467
I am happy with the lighting system.	100	4.28	.766	-1.214
I am happy with drinking water facility.	99	4.29	.836	-1.563
I do not think my work place is toxic	100	4.14	1.064	-1.415
The timing of work do not disturb the family	100	3.14	1.356	-.185
Valid N (list wise)	99			

Table No. 6.5.1.1. Descriptive Statistics of Employees for Working Environment on Skewness and Kurtosis

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has proper infrastructure.	.241	2.270	.478
I am happy with the Canteen facility available in an organization.	.241	.071	.478
I am happy with the rest room facility	.241	.520	.478
Organization has proper ventilation.	.241	3.031	.478
I am happy with the lighting system.	.241	1.803	.478
I am happy with drinking water facility.	.243	3.028	.481
I do not think my work place is toxic	.241	1.544	.478
The timing of work do not disturb the family	.241	-1.088	.478
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"Organization has proper infrastructure"

      Mean = 4.25,   Skewness value = -1.503,

      S.D   = 0.936,   Kurtosis value = 2.270,

"I am happy with the Canteen facility"

      Mean = 3.800,   Skewness Value = -1.093,

      S.D   =1.2792,   Kurtosis Value = .071

"I am happy with the rest room facility"

      Mean =3.85,   Skewness Value = -1.226,

      S.D   = 1.242,   Kurtosis Value = .520

"I am happy with the standard lighting system"

      Mean =4.28,   Skewness Value = -1.214,

      S.D   =.766,   Kurtosis Value = 1.803,

"I do not think my work place is toxic"

      Mean   = 4.14,   Skewness Value = -1.415,

      S.D   = 1.064,   Kurtosis Value = 1.544,

"The timing of work do not disturb the family"

        Mean   = 3.14,   Skewness Value = -.185,

        S.D   = 1.356,   Kurtosis Value = -1.088.

The Variables "Organization has proper ventilation"

        Mean   = 4.31,   Skewness Value = -1.467,

        S.D   =.800,   Kurtosis Value = 3.031,

"I am happy with the drinking water facility"

        Mean = 4.29,   Skewness Value = -1.563,

        S.D =.836,   Kurtosis Value = 3.028,

The Skewness and Kurtosis values of the variable are slightly above the threshold range.

From the above Descriptive Statistics table it is interpreted that the Employees Showing a Negative Impact on the two variables that Organization does not has Proper Ventilation and the Employees are not happy with the drinking water facilities. Thus, as per the study the Organization needs to consider this two variables in the working Environment of the Employees.

Frequency Table

Table No. 6.5.1.2.Organization has proper infrastructure.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	5	5.0	5.0	7.0
	Neutral	7	7.0	7.0	14.0
	Agree	38	38.0	38.0	52.0
	strongly agree	48	48.0	48.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.5.1.2.** The variable "**Organization has proper infrastructure.**" out of 100 respondents 2% of the Employees strongly disagreed 5% of the respondents disagree, 7% of the respondents were neutral, 38% agreed and 48% strongly agreed.

Table No. 6.5.1.3 Canteen facility available in an organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	Disagree	10	10.0	10.0	20.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Neutral	3	3.0	3.0	23.0
	Agree	44	44.0	44.0	67.0
	strongly agree	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.5.1.3.** The variable "**Canteen facility available in an organization**", out of 100 respondents 10% of the Employees strongly disagreed 10% of the respondents disagree, 3% of the respondents was neutral, 44% agreed and 33% strongly agreed.

Table No. 6.5.1.4. Organization has rest room facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	Disagree	7	7.0	7.0	17.0
	Neutral	4	4.0	4.0	21.0
	Agree	46	46.0	46.0	67.0
	strongly agree	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.5.1.4.** The variable "**Organization has rest room facility.**" out of 100 respondents 10% of the Employees strongly disagreed 7% of the respondents disagree, 4% of the respondents were neutral, 46% agreed and 33% strongly agreed.

Table No. 6.5.1.5. Organization has proper ventilation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	Disagree	3	3.0	3.0	4.0
	Neutral	6	6.0	6.0	10.0
	Agree	44	44.0	44.0	54.0
	strongly agree	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.2.2.5.** The variable "**Organization has rest room facility.**" out of 100 respondents 1% of the Employees strongly disagreed 3% of the respondents disagree, 6% of the respondents were neutral, 44% agreed and 46% strongly agreed.

Table No. 6.5.1.6. Organization has standard lighting system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5.0	5.0	5.0
	Neutral	4	4.0	4.0	9.0
	Agree	49	49.0	49.0	58.0
	strongly agree	42	42.0	42.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.2.2.6.**The variable "**Organization has proper ventilation**", out of 100 respondents 5% of the respondents disagrees, 4% of the respondents were neutral, 49% agreed and 42% strongly agreed.

Table No. 6.5.1.7. Organization has proper drinking water facility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	Disagree	5	5.0	5.1	6.1

		Frequency	Percent	Valid Percent	Cumulative Percent
	Neutral	3	3.0	3.0	9.1
	Agree	45	45.0	45.5	54.5
	strongly agree	45	45.0	45.5	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

From the above Frequency **Table No. 6.2.2.5.** The variable "**Organization has rest room facility.**" out of 100 respondents 1% of the Employees strongly disagreed 5% of the respondents disagree, 3% of the respondents were neutral, 45% agreed and 45% strongly agreed.

Table No. 6.5.1.8. I do not think my work place is toxic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	4.0	4.0	4.0
	Disagree	6	6.0	6.0	10.0
	Neutral	8	8.0	8.0	18.0
	Agree	36	36.0	36.0	54.0
	strongly agree	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.5.1.8...** The variable "**I do not think my work place is toxic's**", out of 100 respondents 4% of the Employees strongly disagreed 6% of the respondents disagree, 8% of the respondents were neutral, 36% agreed and 46% strongly agreed.

Table No. 6.5.1.9. Do you think the timing of working can disturb the family

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	17	17.0	17.0	17.0
Disagree	14	14.0	14.0	31.0
Neutral	27	27.0	27.0	58.0
Agree	22	22.0	22.0	80.0
strongly agree	20	20.0	20.0	100.0
Total	100	100.0	100.0	

From the above Frequency **Table No. 6.5.1.9.**The variable "**Do you think the timing of working can disturb the family**", out of 100 respondents 17% of the Employees strongly disagreed 14% of the respondents disagree, 27% of the respondents were neutral, 22% agreed and 20% strongly agreed.

Table No. 6.6.1. Descriptive Statistics on Job Related Issues of Employees

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
I get flexible work facility in my organization.	100	3.58	1.075	-.585
I do not think that whatever I get is inadequate [benefits] in my organization.	100	3.44	.857	-.794
I do not do repetitive work in my organization.	100	3.22	1.011	-.397
Organization has proper time and motion system.	100	3.65	.914	-1.104
Organization provides new job opportunities	100	3.54	.947	-.772
I am satisfied with my co-workers.	100	3.92	.787	-1.251

I get an opportunity to achieve my personal goals in my organization.	100	3.58	1.112	-.453
Valid N (list wise)	100			

Table No. 6.6.1.1. Descriptive Statistics skewness and Kurtosis value for Job Related Issues.

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I get flexible work facility in my organization.	.241	-.508	.478
I do not think that whatever I get is inadequate [benefits] in my organization.	.241	.596	.478
I do not do repetitive work in my organization.	.241	-.591	.478
Organization has proper time and motion system.	.241	.995	.478
Organization provides new job opportunities	.241	.207	.478

I am satisfied with my co-workers.	.241	3.072	.478
I get an opportunity to achieve my personal goals in my organization.	.241	-.719	.478
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"I get flexible work facility in my organization"

    Mean = .358,   Skewness Value =-0.585,

    S.D = 1.075,   Kurtosis Value = -.508,

"I do not think that whatever I get is inadequate [benefits] in my organization"

    Mean = 3.44,   Skewness Value = -.794,

    S.D = 0.857,   Kurtosis Value = -0.596,

"I do not do repetitive work in my organization"

        Mean = 3.22,   Skewness Value = -.397,

        S.D = 1.011,   Kurtosis Value = -.591,

"Organization has proper time and motion system"

        Mean= 3.65,   Skewness Value = -1.104,

        S.D = 0.914,   Kurtosis Value = .995.

"Organization provides new job opportunities"

        Mean = 3.48,   Skewness Value = -0.839,

        S.D = 0.973,   Kurtosis Value = 0.219

"I get an opportunity to achieve my personal goals in my organization"

        Mean = 3.58,   Skewness Value = -.453,

        S.D = 1.112,   Kurtosis Value = -.719,

Variable "I am satisfied with my co-workers"

        Mean = 3.92,   Skewness Value = -1.251,

        S.D = 0.787,   Kurtosis Value = 3.072,

The Skewness and Kurtosis value of the above variables is slightly above the threshold range.

From the above Descriptive statistics table it has been interpreted that in the job related Issues, Employees are not much satisfied with their Co-workers in the Organization. Thus organizations may think of developing new policies which could focus on building relationships amongst Co-workers

Frequency Table

Table No. 6.6.1.2. I get flexible work facility in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	18	18.0	18.0	21.0
	Neutral	15	15.0	15.0	36.0
	Agree	46	46.0	46.0	82.0
	strongly agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.2.** The variable "**I get flexible work facility in my organization**", out of 100 respondents 3% of the Employees strongly disagreed 18% of the respondents disagree, 15% of the respondents were neutral, 46% agreed and 18% strongly agreed.

Table No. 6.6.1.3 I do not think that whatever I get is inadequate [benefits] in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	10	10.0	10.0	13.0
	Neutral	32	32.0	32.0	45.0
	Agree	50	50.0	50.0	95.0
	strongly agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.3.** The variable "**I do not think that whatever I get is inadequate[benefits] in my organization.**", out of 100 respondents 3% of the Employees strongly disagreed 10% of the respondents disagree, 32% of the respondents were neutral, 50% agreed and 5% strongly agreed.

Table No. 6.6.1.4. I do not do repetitive work in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	5.0	5.0	5.0

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	21	21.0	21.0	26.0
Neutral	27	27.0	27.0	53.0
Agree	41	41.0	41.0	94.0
strongly agree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.4.**The variable "**I do not do repetitive work in my organization.**", out of 100 respondents 5% of the Employees strongly disagreed 21% of the respondents disagree, 27% of the respondents were neutral, 41% agreed and 6% strongly agreed.

Table No. 6.6.1.5. Organization has proper time and motion system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	11	11.0	11.0	14.0
	Neutral	14	14.0	14.0	28.0
	Agree	62	62.0	62.0	90.0
	strongly agree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.5.** The variable "**Organization has proper time and motion system.**" out of 100 respondents 3% of the Employees strongly disagreed 11% of the respondents disagree, 14% of the respondents were neutral, 62% agreed and 10% strongly agreed.

Table No. 6.6.1.6. Organization provides new job opportunities in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	13	13.0	13.0	16.0
	Neutral	21	21.0	21.0	37.0
	Agree	53	53.0	53.0	90.0
	strongly agree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.6.** The variable "**Organization provides new job opportunities in my organization."** out of 100 respondents 3% of the Employees strongly disagreed 13% of the respondents disagree, 21% of the respondents were neutral, 53% agreed and 10% strongly agreed.

Table No. 6.6.1.7. I am satisfied with my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	3	3.0	3.0	5.0
	Neutral	14	14.0	14.0	19.0
	Agree	63	63.0	63.0	82.0
	strongly agree	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.7.** The variable "**I am satisfied with my co-workers.**", out of 100 respondents 2% of the Employees strongly disagreed 3% of the respondents disagree, 14% of the respondents were neutral, 63% agreed and 18% strongly agreed.

Table No. 6.6.1.8. I get an opportunity to achieve my personal goals in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0

Disagree	18	18.0	18.0	21.0
Neutral	19	19.0	19.0	40.0
Agree	38	38.0	38.0	78.0
strongly agree	22	22.0	22.0	100.0
Total	100	100.0	100.0	

From the above Frequency **Table No. 6.6.1.8.** The variable "**. I get an opportunity to achieve my personal goals in my organization.**" out of 100 respondents 3% of the Employees strongly disagreed 18% of the respondents disagree, 19% of the respondents were neutral, 38% agreed and 22% strongly agreed.

Table No. 6.7.1. Descriptive Statistics of Employees on Organizational Culture

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has informal communication.	100	3.22	1.115	-.582
People share their information without any hesitation.	100	3.23	1.043	-.477
Organization takes initiatives to celebrate traditional functions.	100	3.80	.816	-1.318

	100	3.63	.917	-.874
Organization takes initiatives to celebrate success of employees.	100	3.63	.917	-.874
Organization has caring environment.	100	3.89	.886	-1.290
Organization is free from organizational politics	100	3.28	.900	-.588
Valid N (list wise)	100			

Table No. 6.7.1.1. Descriptive Statistics of Organizational Culture's skewness and Kurtosis

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has informal communication.	.241	-.562	.478
People share their information without any hesitation.	.241	-.420	.478
Organization takes initiatives to celebrate traditional functions.	.241	1.792	.478
Organization takes initiatives to celebrate success of employees.	.241	.754	.478

Organization has caring environment.	.241	2.312	.478
Organization is free from organizational politics	.241	.446	.478
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"Organization has informal communication"

    Mean = 3.22,   Skewness Value = -.582,

    S.D = 1.115,   Kurtosis Value = -0.562,

"People share their personal information without any hesitation"

    Mean = 3.23,   Skewness Value = -0.477,

    S.D = 1.043,   Kurtosis Value = -.420

 "Organization has caring environment"

    Mean = 3.89,   Skewness Value = -1.290,

    S.D =.886,   Kurtosis Value = -2.312

"Organization takes initiatives to celebrate success of employees"

Mean = 3.63, S.D = 0.917,

Skewness Value = -.874, Kurtosis Value =.754,

"Organization is free from organizational politics"

Mean = 3.28, S.D =0.900,

Skewness Value = -0.588, Kurtosis Value = .446.

Variable "Organization takes initiatives to celebrate traditional functions"

Mean = 3.80, S.D = 0.816,

Skewness Value = -1.318, Kurtosis Value = 1.792,

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

Generally it has been observed that the Organizational culture of the I.T industries is very pleasant. In this competitive Era companies are trying to un-turn every possible stone to maintain the Organizational climate and culture. But from from the above Descriptive statistics as per the study it is been interpreted that, Organization does not take much Initiatives to celebrate traditional functions due to which the Organizational culture fails to fulfill Employees wishes. Thus Organization can think of some more celebrations in the work place.

Frequency Table

Table No. 6.7.1.2. Organization has informal communication.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	10	10.0	10.0	10.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	16	16.0	16.0	26.0
	Neutral	23	23.0	23.0	49.0
	Agree	44	44.0	44.0	93.0
	strongly agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.2.**The variable "**. . Organization has informal communication**", out of 100 respondents 10% of the Employees strongly disagreed 16% of the respondents disagree, 23% of the respondents were neutral, 44% agreed and 7% strongly agreed.

Table No. 6.7.1.3. People share their information without any hesitation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	7.0	7.0	7.0
	Disagree	17	17.0	17.0	24.0
	Neutral	29	29.0	29.0	53.0
	Agree	40	40.0	40.0	93.0
	strongly agree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.3**The variable "**. . . People share their information without any hesitation**", out of 100 respondents 7% of the Employees strongly disagreed 17% of the respondents disagree, 29% of the respondents were neutral, 40% agreed and 7% strongly agreed.

Table No. 6.7.1.4. Organization takes initiatives to celebrate traditional functions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	Disagree	11	11.0	11.0	12.0
	Neutral	5	5.0	5.0	17.0
	Agree	71	71.0	71.0	88.0
	strongly agree	11	11.0	11.0	99.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.4..**The variable "**Organization takes initiatives to celebrate traditional functions**", out of 100 respondents 1% of the Employees strongly disagreed 11% of the respondents disagree, 5% of the respondents were neutral, 71% agreed and 11% strongly agreed.

Table No. 6.7.1.5. Organization takes initiatives to celebrate success of employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	9	9.0	9.0	12.0
	Neutral	22	22.0	22.0	34.0
	Agree	54	54.0	54.0	88.0
	strongly agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.5.**The variable "**. Organization takes initiatives to celebrate success of employees"**, out of 100 respondents 3% of the Employees strongly disagreed 9% of the respondents disagree, 22% of the respondents were neutral, 54% agreed and 12% strongly agreed.

Table No. 6.7.1.6. Organization has caring environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0

	Frequency	Percent	Valid Percent	Cumulative Percent
disagree	5	5.0	5.0	8.0
Neutral	12	12.0	12.0	20.0
Agree	60	60.0	60.0	80.0
strongly agree	20	20.0	20.0	100.0
Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.6.**The variable. "**Organization has caring environment."**, out of 100 respondents 3% of the Employees strongly disagreed 5% of the respondents disagree, 12% of the respondents were neutral, 60% agreed and 20% strongly agreed

Table No. 6.7.1.7. Organization is free from organizational politics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	5.0	5.0	5.0
	Disagree	10	10.0	10.0	15.0
	Neutral	42	42.0	42.0	57.0
	Agree	38	38.0	38.0	95.0
	strongly agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.7.1.7.The** variable "**Organization is free from organizational politics."**, out of 100 respondents 5% of the Employees strongly disagreed 10% of the respondents disagree, 42% of the respondents were neutral, 38% agreed and 5% strongly agreed

Table No. 6.8.1. Descriptive Statistics of Social Environment at Workplace

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has employee-family oriented image.	100	3.53	.937	-.653
I am happy that my colleagues are co-operative and help in crisis situations.	100	3.98	.791	-.963
My colleagues criticizes for better work rather than to de-motivate	100	3.38	1.099	-.759
Employees don't feel uncomfortable to share personal information	100	3.45	.957	-.242
Valid N (list wise)	100			

Table No. 6.8.1.1 Descriptive Skewness and Kurtosis Statistics of Social Environment at Workplace

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has employee-family oriented image.	.241	.570	.478
I am happy that my colleagues are co-operative and help in crisis situations.	.241	1.788	.478
My colleagues criticizes for better work rather than to de-motivate	.241	.063	.478
Employees don't feel uncomfortable to share personal information	.241	-.669	.478
Valid N (list wise)			

181

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"My colleagues criticize for better work rather than to de-motivate"

Mean = 3.38,   S.D =1.099,

Skewness Value = -.759,   Kurtosis Value = .063,

"Employees don't feel uncomfortable to share personal information"

Mean =3.45,   S.D =0.957,

Skewness Value = -.242,   Kurtosis Value =   -.669,

"Organization has employee-family oriented image"

Mean =3.53,   S.D = 0.937,

Skewness Value = -.653,   Kurtosis Value = .570

"I am happy that my colleagues are co-operative and help in crisis situations"

Mean = 3.98,   S.D = .791,

Skewness Value = -.963,   Kurtosis Value = 1.788

The Skewness and Kurtosis value of the above variable is slightly above the threshold value.

As per the study from the above interpretation, the social environment at work place has a good Employee family oriented image, colleagues are co-operative and help in crisis situations, colleagues criticizes for better work. It has also been observed Employees feel comfortable to share even personal information's.

Frequency Table

Table No. 6.8.1.2.Organization has employee-family oriented image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	4.0	4.0	4.0
	Disagree	7	7.0	7.0	11.0
	Neutral	33	33.0	33.0	44.0
	Agree	44	44.0	44.0	88.0
	strongly agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.8.1.2....**The variable "**Organization has employee-family oriented image.**" out of 100 respondents 4% of the Employees strongly disagreed 7% of the respondents disagree, 33% of the respondents were neutral, 44% agreed and 12% strongly agreed.

Table No. 6.8.1.3. I am happy that my colleagues are co-operative and help in crisis situations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	4	4.0	4.0	5.0
	Neutral	14	14.0	14.0	19.0
	Agree	58	58.0	58.0	77.0
	strongly agree	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.8.1.3.**The variable "**I am happy that my colleagues are co-operative and help in crisis situations."**, out of 100 respondents 1% of the Employees strongly disagreed 4% of the respondents disagree, 14% of the respondents were neutral, 58% agreed and 23% strongly agreed.

Table No. 6.8.1.4. My colleagues criticizes for better work rather than to de-motivate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.0	10.0	10.0
	Disagree	7	7.0	7.0	17.0
	Neutral	29	29.0	29.0	46.0
	Agree	43	43.0	43.0	89.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.8.1.4.** The variable "**My colleagues criticizes for better work rather than to de-motivate.**", out of 100 respondents 10% of the Employees strongly disagreed 7% of the respondents disagree, 29% of the respondents were neutral, 43% agreed and 11% strongly agreed.

Table No. 6.8.1.5. Employees don't feel uncomfortable to share personal information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	1.0	1.0	1.0
	Disagree	18	18.0	18.0	19.0
	Neutral	28	28.0	28.0	47.0
	Agree	41	41.0	41.0	88.0
	strongly agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.8.1.5.** The variable "**Employees don't feel uncomfortable to share personal information.**" out of 100 respondents 1% of the Employees strongly disagreed 18% of the respondents disagree, 28% of the respondents were neutral, 41% agreed and 12% strongly agreed.

Table No. 6.9.1. Descriptive Statistics of Employee Commitment of Employees

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
I am committed to achieve organizational target.	100	3.99	.937	-1.106
I am totally interested in my job	100	3.74	1.021	-.675
I hardly take leave or absent from the job.	100	3.72	1.064	-.595
I like to work in team	100	4.12	.856	-1.319
Valid N (list wise)	100			

Table No. 6.9.1.1. Descriptive Skewness and Kurtosis Statistics of Employee Commitment for Employees

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I am committed to achieve organizational target.	.241	1.236	.478

I am totally interested in my job	.241	-.180	.478
I hardly take leave or absent from the job.	.241	-.278	.478
I like to work in team	.241	1.626	.478
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that variable

"I am totally interested in my job"

Mean = 3.74,   S.D =1.021,

Skewness Value = -.675,   Kurtosis Value = -.180,

"I hardly take leave or absent from the job"

Mean =3.72,   S.D =1.064,

Skewness Value =-.595,   Kurtosis Value = -278

Except for the Variables "I am committed to achieve organizational target"

Mean =3.99,   S.D =0.937,

Skewness Value = -1.106,   Kurtosis Value =.1.236,

"I like to work in team"

Mean =4.12,   S.D =.856,

Skewness Value = -1.319,   Kurtosis Value = 1.626

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

As per the study from the above Descriptive statistics table of Employee commitment, it has been interpreted that the Employees are committed towards the Organization by achieving the targets which are set within the scheduled time. It has also been observed that the Employees take full interest towards job and prefer not to take leave or remain absent from the job. It has also been observed that Employees are not much comfortable while working in team. So the Organizations can indulge in building competitive spirit amongst Employees in the Organization which could lead to better team work.

Frequency Table

Table No. 6.9.1.2. I am committed to achieve organizational target.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	7	7.0	7.0	9.0
	Neutral	11	11.0	11.0	20.0
	Agree	50	50.0	50.0	70.0
	strongly agree	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.9.1.2.** The variable "**I am committed to achieve organizational target.**" out of 100 respondents 2% of the Employees strongly disagreed 7% of the respondents disagree, 11% of the respondents were neutral, 50% agreed and 30% strongly agreed

Table No. 6.9.1.3. I am totally interested in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	2.0	2.0	2.0
	Disagree	13	13.0	13.0	15.0
	Neutral	17	17.0	17.0	32.0
	Agree	45	45.0	45.0	77.0
	strongly agree	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.9.1.3...** The variable "**I am totally interested in my job**", out of 100 respondents 2% of the Employees strongly disagreed 13% of the

Respondents disagree, 17% of the respondents were neutral, 45% agreed and 23% strongly agreed.

Table No. 6.9.1.4. I hardly take leave or absent from the job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	3.0	3.0	3.0
	Disagree	11	11.0	11.0	14.0
	Neutral	23	23.0	23.0	37.0
	Agree	37	37.0	37.0	74.0
	strongly agree	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.9.1.4...** The variable "**I hardly take leave or absent from the job.**" out of 100 respondents 3% of the Employees strongly disagreed 11% of the respondents disagree, 23% of the respondents were neutral, 37% agreed and 26% strongly agreed.

Table No. 6.9.1.5 I am looking for a new job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	41	41.0	41.0	41.0
	Disagree	35	35.0	35.0	76.0
	Neutral	5	5.0	5.0	81.0
	Agree	16	16.0	16.0	97.0
	strongly agree	3	3.0	3.0	100.0

Table No. 6.9.1.5 I am looking for a new job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	41	41.0	41.0	41.0
	Disagree	35	35.0	35.0	76.0
	Neutral	5	5.0	5.0	81.0
	Agree	16	16.0	16.0	97.0
	strongly agree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

From the above Frequency **Table No. 6.9.1.5** the variable "**I am looking for a new job"**, out of 100 respondents 41% of the Employees strongly disagreed 35% of the respondents disagree, 5% of the respondents were neutral, 16% agreed and 3% strongly agreed

Table No. 6.9.1.6. Descriptive Statistics of all parameters of Employees on Turnover Intension.

	Mean	Std. Deviation	N
TurnoverIntention1	2.36	.916	100
Motivational Factors	2.94	.620	100
Working Env	3.91	.619	100
Job Related Issues	3.50	.615	100
Org Culture	3.45	.655	100

Social Env	3.59	.704	100
EmployeeCommittment	3.82	.721	100

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that variable "Turnover Intension"

Mean =2.36,

S.D =0.916,

"Motivational Factors"

Mean =2.94,

S.D =0.620,

"Working Environment"

Mean = 3.50,

S.D =.615,

"Job Related Issues"

Mean =3.50,

S.D =.615,

"Organizational Culture"

Mean =3.45,

S.D =.655,

"Social Environment at Workplace"

     Mean =3.59,

     S.D =.704,

"Employee Commitment"

     Mean =3.82,

     S.D =.721.

Descriptive Analysis for Managers (Sr.Resources)

Frequency tables and graphs

Analysis of Demographic details of Managers (Sr.Resources)

6.10.1. Analysis of Managers as per Age wise classification:-

Table No. 6.10.1.1. Age of Managers (Sr.Resources)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 22 and less than 27 years	18	36.0	36.0	36.0
27 and less than 32 years	19	38.0	38.0	74.0
32 and less than 37 years	9	18.0	18.0	92.0
37 and less than 42 years	4	8.0	8.0	100.0
Total	50	100.0	100.0	

Graph **6.10.1.2 represents the age of the managers (Sr.Level Resources) as respondents**
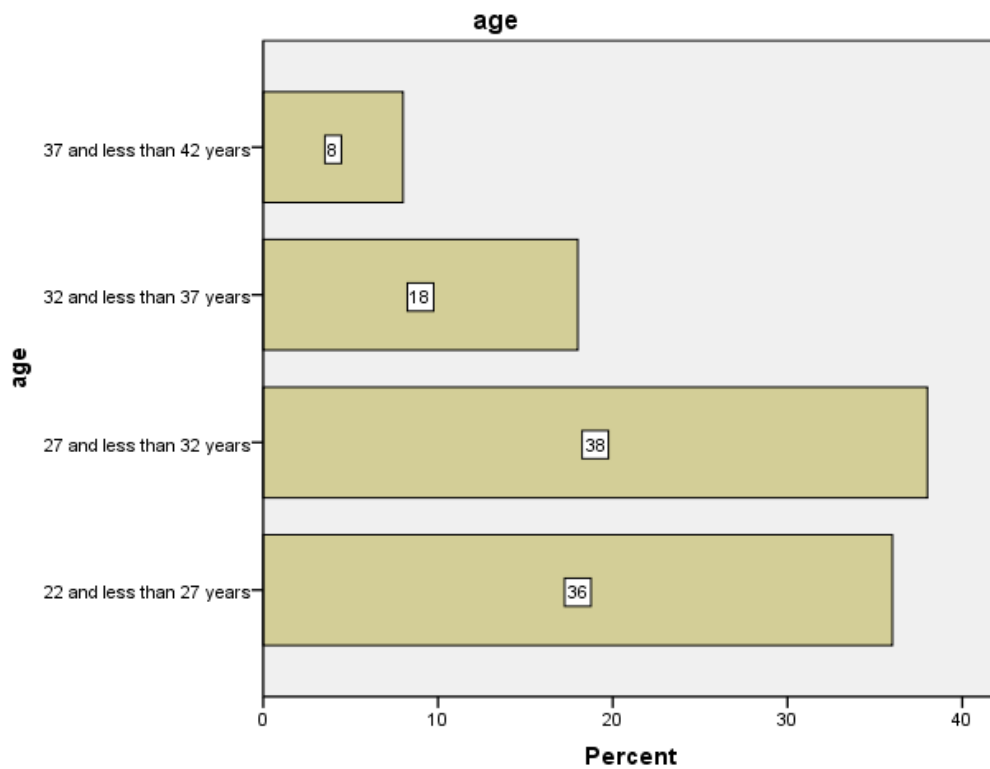
The above output shows the frequency distribution for Age of the respondents. 36% of the respondents were in the age group of 22 to 27 years, 38% of the respondents were in the age group of 27 to 32 years. Just 18% of the respondents were in the age group of 32 to 37 years and 8% of the respondents were from the age group between 37 to 42 years.

Table No. 6.10.2 Gender of Managers (Sr.Resources)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	35	70.0	70.0	70.0
	female	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

Graph **6.10.2.1 represents the gender of the managers (Sr.Level Resources) as respondents**
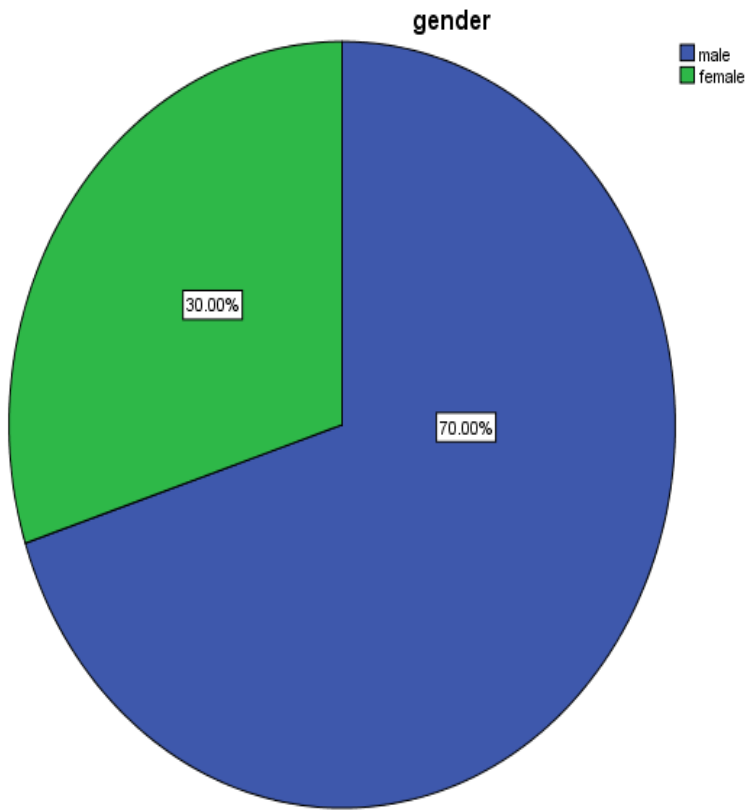
gender

The above output shows that the frequency distribution for gender. Out of 100 respondents 70% of the respondents were male and 30% of the respondents were female employees.

Table No. 6.10.3. Sector-wise analysis of Software industries based on size

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large	33	66.0	66.0	66.0

medium	9	18.0	18.0	84.0
small	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Graph 6.10.3.1. Represents the sector wise size of the software companies that had been used in this study
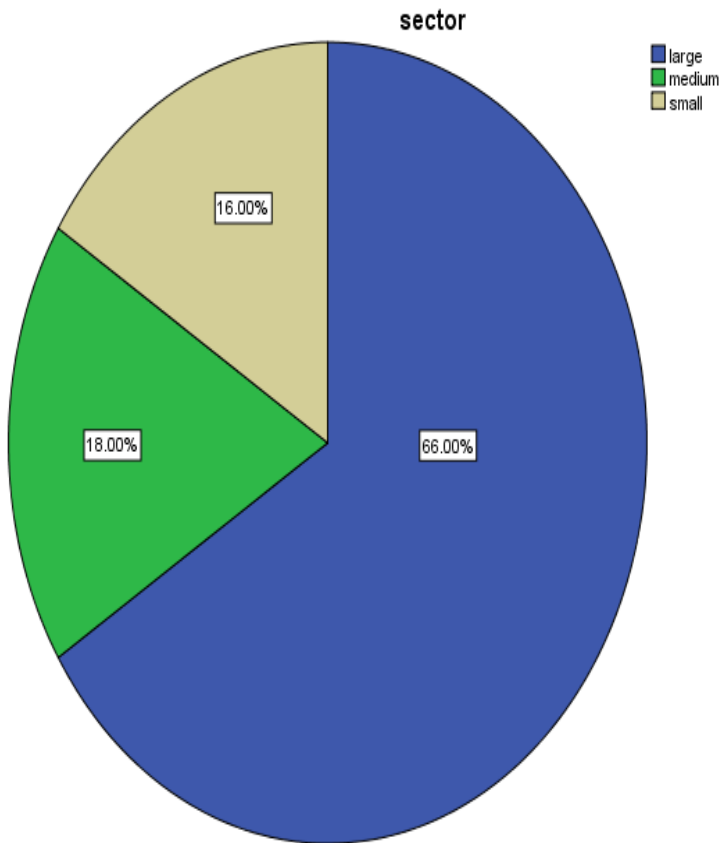
The above output shows the table and graph of companies which belong from Large, Medium and Small. Out of 37 companies 60% belong to large, 18% belonged to medium and 16% belonged from small size IT companies.

Table No. 6.10.4. Analysis of Managers (Sr.Resources) Department wise.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operations	10	20.0	20.0	20.0
	Technology	15	30.0	30.0	50.0
	client support	6	12.0	12.0	62.0
	Marketing	9	18.0	18.0	80.0
	Sales	2	4.0	4.0	84.0
	Project	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

FigureNo.6.10.4.1 represents the different departments of the managers.
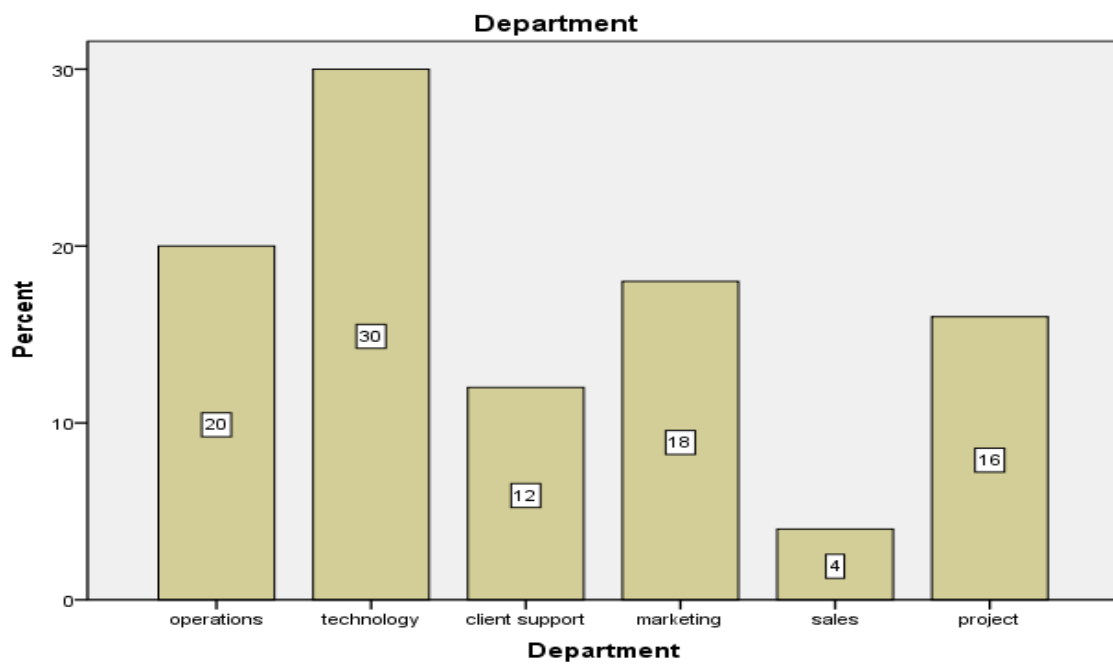
From the above table and graph it shows the percentage of respondents as per the departments in the IT companies of Pune. Out of 100 employees 20% of the respondents were from the operations department, 30 % were from the technology department, 12% were from the client support department, 18% were from the marketing department, 4% were from the sales department, and 16% were from the project department.

The above analysis shows the demographic details of the respondent managers. The chapter continues with the dissatisfaction of the employees that is leading to employee turnover in the software Industries. The following analysis is the descriptive analysis of the managers and used to see if they meet the test of normality.

Table No. 6.10.5.Descriptive Statistics of Managers (Sr.Resources) on Motivational Factors.

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
I get adequate salary in organization	50	3.3200	.91339	-.359
I am happy with promotion scheme of the organization.	50	3.6000	.92582	-1.189
I get recognition from my superiors for good work.	50	3.66000	.894655	-.327
I get reward for achieving the target.	50	3.5600	1.03332	-.398
Organization provides training facilities to employees	50	4.06000	.890081	-.844

Organization provides fringe benefits to employees.	50	3.64000	.984782	-.275
Organization provides staff quarters to employees.	50	3.3000	1.19949	-.096
Valid N (list wise)	50			

Table No. 6.10.5.1. Descriptive Skewness and Kurtosis Statistics of Motivational Factors.

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I get adequate salary in organization	.337	-.381	.662
I am happy with promotion scheme of the organization.	.337	1.246	.662
I get recognition from my superiors for good work.	.337	-.524	.662
I get reward for achieving the target.	.337	-.543	.662
Organization provides training facilities to employees	.337	.221	.662

201

Organization provides fringe benefits to employees.	.337	-.877	.662
Organization provides staff quarters to employees.	.337	-1.211	.662
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that variable

"I get adequate salary in organization"

      Mean = 3.320,   S.D = 0.913,

      Skewness Value = -0.359,   Kurtosis Value = -0.381,

      "I get recognition from my superiors for good work"

      Mean = 3.66,   S.D =0.894,

      Skewness Value = -0.327,   Kurtosis Value = -0.524,

      "I get reward for achieving the target"

      Mean = 3.560,   S.D =1.033,

      Skewness Value = -0.398,   Kurtosis Value = -0.543,

"The training facilities are adequate"

Mean =4.06,   S.D = .890,

Skewness Value =-0.844,   Kurtosis Value = 0.221,

"I am happy with the fringe benefits"

Mean =3.64,   S.D =0.984,

Skewness Value = -0.275,   Kurtosis Value = -0.877,

Except for the Variables "I am happy with promotion scheme of the organization"

Mean = 3.60,   S.D = 0.925,

Skewness Value = -1.189,   Kurtosis Value = 1.246,

"I am happy with the staff quarters"

Mean = 3.30,   S.D = 1.199,

Skewness Value = -0.096,   Kurtosis Value = -1.211

The Skewness and Kurtosis values of above variables are slightly above the threshold range.

As per study it has been interpreted and analyze that the motivational factors of the Managers (Sr.Resources) have been well maintained by the Organizations in terms of adequate salary, rewards, recognitions, fringe benefits. The Managers (Sr.Resources) are not happy with the promotional schemes of the Organization. So the Organizations can come up with quick carrier advancement programs

Frequency Table

Table No. 6.10.5.2.I get adequate salary in organization

	Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	9	18.0	18.0	20.0
	Neutral	16	32.0	32.0	52.0
	Agree	21	42.0	42.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.2** the variable ".**I get adequate salary in organization"**, out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagreed 80% of the respondents disagree, 32% of the respondents were neutral, 42% agreed and 6% strongly agreed

Table No. 6.10.5.3. I am happy with promotion scheme of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Disagree	5	10.0	10.0	14.0
	Neutral	8	16.0	16.0	30.0
	Agree	31	62.0	62.0	92.0
	strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.3** the variable "**. I am happy with promotion scheme of the organization."**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagreed 10% of the respondents disagree, 16% of the respondents were neutral, 62% agreed and 8% strongly agreed

Table No. 6.10.5.4. I get recognition from my superiors for good work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	12.0	12.0	12.0
	neutral	13	26.0	26.0	38.0
	agree	23	46.0	46.0	84.0
	strongly agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.4...** The variable "**.I get recognition from my superiors for good work"**, out of 50 respondents 12% of the Managers (Sr.Resources) disagree, 26% of the respondents were neutral, 46% agreed and 16% strongly agreed

Table No. 6.10.5.5 I get reward for achieving the target.

	Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	Disagree	8	16.0	16.0	18.0
	Neutral	12	24.0	24.0	42.0
	Agree	20	40.0	40.0	82.0
	strongly agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.5.** The variable ".**I get reward for achieving the target"**, out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 16% of the respondents only disagree, 24% of the respondents were neutral, 40% agreed and 18% strongly agreed

Table No. 6.10.5.6.Traning facilities are adequate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.0	8.0	8.0
	Neutral	6	12.0	12.0	20.0
	Agree	23	46.0	46.0	66.0
	strongly agree	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.6.**The variable "**.Training facilities are adequate"**, out of 50 respondents 8% of the Managers (Sr.Resources) disagree, 12% of the respondents were neutral, 46% agreed and 34% strongly agreed.

Table No. 6.10.5.7. I am happy with the fringe benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	8	16.0	16.0	16.0
	Neutral	12	24.0	24.0	40.0
	Agree	20	40.0	40.0	80.0
	strongly agree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.7.** The variable "**.I am happy with the fringe benefits"**, out of 50 respondents 16% of the Managers (Sr.Resources) disagree, 24% of the respondents were neutral, 40% agreed and 20% strongly agreed.

Table No. 6.10.5.8.I am happy with the staff quarters

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	15	30.0	30.0	34.0
	neutral	8	16.0	16.0	50.0
	agree	16	32.0	32.0	82.0
	strongly agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.10.5.8.** The variable "**I am happy with the staff quarters**", out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagrees, 30% disagree, 16% of the respondents were neutral, 32% agreed and 18% strongly agreed.

Table No. 6.11.1. Descriptive Statistics of Managers (Sr.Resources) on Working Environment.

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has proper infrastructure.	50	4.0000	1.10657	-1.412
Canteen facility available in an organization.	50	3.8400	1.29929	-1.028
Organization has rest room facility	50	3.94000	.998162	-1.415

208

Organization has proper ventilation.	50	4.04000	.924938	-1.532
Organization has standard lighting system.	50	4.20000	.857143	-1.025
Organization has proper drinking water facility.	50	4.2600	.89921	-1.953
I do not think my work place is toxic	50	3.62000	1.047641	-.498
Do you think the timing of working can disturb the family	50	2.90000	1.054630	.424
Valid N (list wise)	50			

Table No. 6.11.1.1. Descriptive Skewness and kurtosis Statistics of Managers (Sr.Resources) for Working Environment

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has proper infrastructure.	.337	1.607	.662
Canteen facility available in an organization.	.337	-.155	.662

Organization has rest room facility	.337	2.014	.662
Organization has proper ventilation.	.337	3.323	.662
Organization has standard lighting system.	.337	6.264	.662
Organization has proper drinking water facility.	.337	5.281	.662
I do not think my work place is toxic	.337	-.504	.662
Do you think the timing of working can disturb the family	.337	-.711	.662
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that variable

"Organization has proper infrastructure"

       Mean = 4.00,   S.D =1.107,

Skewness Value = -1.412,   Kurtosis Value = 1.607,

"I am happy with the Canteen facility"

Mean = 3.84   ,   S.D = 1.299,

Skewness Value = -1.028,   Kurtosis Value = -.155,

"I am happy with the rest room facility"

Mean = 3.94,   S.D = .998,

Skewness Value = -1.415,   Kurtosis Value = 2.014,

"I do not think my work place is toxic"

Mean = 3.62,   S.D = 1.048,

Skewness Value = -.498,   Kurtosis Value = -.504,

"The timing of work do not disturb the family"

Mean = 2.90,   S.D = 1.055,

Skewness Value = .424,   Kurtosis Value = -.711

Except for the Variables "Organization has proper ventilation"

Mean =4.04,   S.D =.925,

Skewness Value = -1.532,   Kurtosis Value = 3.323,

"I am happy with the standard lighting system"

Mean =4.20,   S.D = .857,

Skewness Value = -2.025,   Kurtosis Value = 6.264,

"I am happy with the drinking water facility"

Mean =4.26   ,   S.D =.899,

Skewness Value = -1.953,   Kurtosis Value = 5.281,

The Skewness and Kurtosis values of the above variable are threshold range.

From the above study it has been observed that the Managers (Sr.Resources) are unhappy with the Infrastructure, canteen facility, rest room facility, proper ventilation, and proper drinking water facility. So the Organizations need to develop better Working Environment which could make the Employees feel comfortable and nature friendly. The positive part of the Working Environment seen in this study is about the timing of the work that do not disturb the family and they also believe that the work place is less toxic.

Table No. 6.11.1.2.Organization has proper infrastructure.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.0	6.0	6.0
	disagree	3	6.0	6.0	12.0
	Neutral	3	6.0	6.0	18.0
	Agree	23	46.0	46.0	64.0
	strongly agree	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.2.** The variable "**Organization has proper infrastructure"**, out of 50 respondents 6% of the Managers (Sr.Resources) strongly disagree, 6% disagree, 6% of the respondents were neutral, 46% agreed and 32% strongly agreed.

Table No. 6.11.1.3.I am happy with the Canteen facility available in an organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	8.0	8.0	8.0
	Disagree	7	14.0	14.0	22.0
	Neutral	1	2.0	2.0	24.0
	Agree	19	38.0	38.0	62.0
	strongly agree	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.3.** The variable "**I am happy with the Canteen facility available in an organization.**" out of 50 respondents 8% of the Managers (Sr.Resources) strongly disagree,

14% disagree, 2% of the respondents were neutral, 38% agreed and 38% strongly agreed

Table No. 6.11.1.4.I am happy with the rest room facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	4	8.0	8.0	12.0
	Neutral	2	4.0	4.0	16.0
	Agree	29	58.0	58.0	74.0
	strongly agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.4...** The variable "**I am happy with the rest room facility.**" out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 8% disagree, 4% of the respondents were neutral, 58% agreed and 26% strongly agreed

Table No. 6.11.1.5.Organization has proper ventilation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	1	2.0	2.0	6.0
	Neutral	5	10.0	10.0	16.0
	Agree	27	54.0	54.0	70.0
	strongly agree	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.5.** The variable "**Organization has proper ventilation"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 2% disagree, 10% of the respondents were neutral, 54% agreed and 30% strongly agreed

Table No. 6.11.1.6.I am happy with the lighting system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Neutral	2	4.0	4.0	8.0
	Agree	28	56.0	56.0	64.0
	strongly agree	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.6.** The variable "**.I am happy with the lighting system"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 4% of the respondents were neutral, 56% agreed and 36% strongly agreed

Table No. 6.11.1.7.I am happy with drinking water facility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Neutral	3	6.0	6.0	10.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	23	46.0	46.0	56.0
	strongly agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.7.** The variable ".**I am happy with drinking water facility"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 6% of the respondents were neutral, 46% agreed and 44% strongly agreed

Table No. 6.11.1.8.I do not think my work place is toxic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	8	16.0	16.0	18.0
	neutral	10	20.0	20.0	38.0
	agree	21	42.0	42.0	80.0
	strongly agree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.8.** The variable "**I do not think my work place is toxic"**, out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 16% disagree, 20% of the respondents were neutral, 42% agreed and 20% strongly agreed

Table No. 6.11.1.9.The timing of work do not disturb the family

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	20	40.0	40.0	44.0
	neutral	13	26.0	26.0	70.0
	agree	11	22.0	22.0	92.0
	strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.11.1.9.** The variable "**The timing of work do not disturb the family"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 40% disagree, 26% of the respondents were neutral, 22% agreed and 8% strongly agreed

Table No. 6.12.1.Descriptive Statistics of Managers (Sr.Resources) on Job Related Issues

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
I get flexible work facility in my organization.	50	3.3200	.89077	-.871

I do not think that whatever I get is inadequate [benefits] in my organization.	50	3.4600	.90824	-.217
I do not do repetitive work in my organization.	50	3.4600	.83812	.023
Organization has proper time and motion system.	50	3.7800	.73651	-.901
Organization provides new job opportunities in my organization.	50	3.4800	.97395	-.839
I am satisfied with my co-workers.	50	3.68000	.957036	-1.050
I get an opportunity to achieve my personal goals in my organization.	50	3.6200	.87808	-1.230
Valid N (list wise)	50			

Table No. 6.12.1.1. Descriptive skewness and Kurtosis Statistics Job Related Issues

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I get flexible work facility in my organization.	.337	.202	.662
I do not think that whatever I get is inadequate [benefits] in my organization.	.337	-.768	.662
I do not do repetitive work in my organization.	.337	-.486	.662
Organization has proper time and motion system.	.337	1.062	.662
Organization provides new job opportunities in my organization.	.337	.219	.662
I am satisfied with my co-workers.	.337	1.166	.662
I get an opportunity to achieve my personal goals in my organization.	.337	1.916	.662

Table No. 6.12.1.1. Descriptive skewness and Kurtosis Statistics Job Related Issues

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I get flexible work facility in my organization.	.337	.202	.662
I do not think that whatever I get is inadequate [benefits] in my organization.	.337	-.768	.662
I do not do repetitive work in my organization.	.337	-.486	.662
Organization has proper time and motion system.	.337	1.062	.662
Organization provides new job opportunities in my organization.	.337	.219	.662
I am satisfied with my co-workers.	.337	1.166	.662
I get an opportunity to achieve my personal goals in my organization.	.337	1.916	.662
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"I get flexible work facility in my organization"

     Mean = 3.32,   S.D = 0.890,

     Skewness Value =-0.871,   Kurtosis Value = .202,

"I do not think that whatever I get is inadequate [benefits] in my organization"

     Mean = 3.46,   S.D = 0.908,

     Skewness Value = -0.217,   Kurtosis Value = -0.768,

"I do not do repetitive work in my organization"

     Mean = 3.460,   S.D = 0.838,

     Skewness Value = 0.023,   Kurtosis Value = -0.486,

"Organization has proper time and motion system"

     Mean = 3.78,   S.D = 0.737,

     Skewness Value = -0.901,   Kurtosis Value = 1.062,

"Organization provides new job opportunities"

     Mean = 3.48,   S.D = 0.973,

     Skewness Value = -0.839,   Kurtosis Value = 0.219,

"I am satisfied with my co-workers"

Mean = 3.68,   S.D = 0.957,

Skewness Value = -1.050,   Kurtosis Value = -1.166

Except for the Variables "I get an opportunity to achieve my personal goals in my organization"

Mean = 3.62,   S.D = 0.878,

Skewness Value = -1.230,   Kurtosis Value = 1.916

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

As per data analysis and interpretation it has been observed that the job related issues like flexible work, benefits, repetitive work, time and motion system, job opportunities, scope to achieve personal goals are all taken care neatly by the Organizations, but the Managers (Sr.Resources) are not satisfied working with the co-workers due to various aspects like Ego, more expertise, experience in better work areas, knowledge. Thus the Organizations can focus on improving the relationship between the co-workers for smooth functioning.

Table No 6.12.1.2.I get flexible work facility in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	7	14.0	14.0	18.0
	neutral	15	30.0	30.0	48.0
	Agree	25	50.0	50.0	98.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.2.**The variable "**I get flexible work facility in my organization"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagrees, 14% disagree, 30% of the respondents were neutral, 50% agreed and 2% strongly agreed

Table No 6.12.1.3. I do not think that whatever I get is inadequate [benefits] in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	18.0	18.0	18.0
	Neutral	14	28.0	28.0	46.0
	Agree	22	44.0	44.0	90.0
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.3.** The variable "**. I do not think that whatever I get is inadequate [benefits] in my organization."** out of 50 respondents 18% of the Managers (Sr.Resources) disagree, 28% of the respondents were neutral, 44% agreed and 10% strongly agreed

Table No 6.12.1.4. I do not do repetitive work in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.0	12.0	12.0
	Neutral	20	40.0	40.0	52.0
	Agree	19	38.0	38.0	90.0
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.4.** The variable ". **I do not do repetitive work in my organization.**" out of 50 respondents 12% of the Managers (Sr.Resources) disagree, 40% of the respondents were neutral, 38% agreed and 10% strongly agreed

Table No 6.12.1.5.Organization has proper time and motion system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	8.0	8.0	8.0
	Neutral	8	16.0	16.0	24.0
	Agree	33	66.0	66.0	90.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.5...** The variable **Organization has proper time and motion system."** out of 50 respondents 8% of the Managers (Sr.Resources) disagree, 16% of the respondents were neutral, 66% agreed and 10% strongly agreed.

Table No 6.12.1.6.Organization provides new job opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Disagree	7	14.0	14.0	18.0
	Neutral	10	20.0	20.0	38.0
	Agree	27	54.0	54.0	92.0
	strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.6.** The variable ".**Organization provides new job opportunities."** out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagrees, 14% disagree, 20% of the respondents were neutral, 54% agreed and 8% strongly agreed

Table No 6.12.1.7.I am satisfied with my co-workers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	4	8.0	8.0	12.0
	Neutral	9	18.0	18.0	30.0
	Agree	28	56.0	56.0	86.0
	strongly agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.7.** The variable "**I am satisfied with my co-workers"**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagrees, 8% disagree, 18% of the respondents were neutral, 56% agreed and 14% strongly agreed

Table No 6.12.1.8.I get an opportunity to achieve my personal goals in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Disagree	3	6.0	6.0	10.0

Neutral	11	22.0	22.0	32.0
Agree	30	60.0	60.0	92.0
strongly agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

From the above Frequency **Table No 6.12.1.8...** The variable "**I get an opportunity to achieve my personal goals in my organization."**, out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 6% disagree, 22% of the respondents were neutral, 60% agreed and 8% strongly agreed.

Table No. 6.13.1. Descriptive Statistics of Managers (Sr.Resources) on Organizational Culture

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has informal communication.	50	3.18000	.962353	-.377
People share their information without any hesitation.	50	3.1600	1.01740	-.213
Organization takes initiatives to celebrate traditional functions.	50	3.40000	.808122	-.387

Organization takes initiatives to celebrate success of employees.	50	3.60000	.728431	-1.518
Organization has caring environment.	50	3.46000	1.014386	-.681
Organization is free from organizational politics	50	3.56000	.972269	-.939
Valid N (list wise)	50			

Table No. 6.13.1.1.Descriptive skewness and kurtosis Statistics on Organization Culture.

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has informal communication.	.337	-.571	.662
People share their information without any hesitation.	.337	-.288	.662
Organization takes initiatives to celebrate traditional functions.	.337	.667	.662

Organization takes initiatives to celebrate success of employees.	.337	2.673	.662
Organization has caring environment.	.337	-.136	.662
Organization is free from organizational politics	.337	1.166	.662
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery. According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"Organization has informal communication Mean"

Mean = 3.18,   S.D = 0.962,

Skewness Value = 0.377,   Kurtosis Value = -0.571,

"People share their personal information without any hesitation"

Mean = 3.16,   S.D = 1.017,

Skewness Value = -0.213,   Kurtosis Value = -0.288,

"Organization takes initiatives to celebrate traditional functions"

Mean = 3.40,   S.D = 0.808,

Skewness Value = -0.387,   Kurtosis Value = 0.667,

"Organization has caring environment"

Mean = 3.46,   S.D =1.014,

Skewness Value = -0.681,   Kurtosis Value = -0.136,

And "Organization is free from organizational politics"

     Mean = 3.56,   S.D =0.972,

     Skewness Value = -0.939,   Kurtosis Value = 1.166

Except for the Variable "Organization takes initiatives to celebrate success of employees"

     Mean = 3.60,   S.D = 0.728,

     Skewness Value = -1.518,   Kurtosis Value =2.673

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

From the above data analysis and interpretation it has been observed that in the Organizational culture of Managers (Sr.Resources) are happy with the informal communication, sharing of communication without hesitation and free from politics except for the fact that organization does not take initiative to celebrate success of Employees. Thus Organizations needs to focus on celebrating success of Employees more prominently so that the Employees are kept motivated continuously

Table No.6.13.1.2.Organization has informal communication.

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Valid strongly disagree	2	4.0	4.0	4.0
Disagree	11	22.0	22.0	26.0
Neutral	15	30.0	30.0	56.0
Agree	20	40.0	40.0	96.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.2.**The variable "**Organization has informal communication.**", out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 22% disagree, 30% of the respondents were neutral, 40% agreed and 4% strongly agreed.

Table No.6.13.1.3.People shares their information without any hesitation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.0	6.0	6.0
	Disagree	9	18.0	18.0	24.0
	Neutral	19	38.0	38.0	62.0
	Agree	15	30.0	30.0	92.0
	strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.3.** The variable "**.People share their information without any hesitation.**" out of 50 respondents 6% of the Managers

(Sr.Resources) strongly disagree, 18% disagree, 38% of the respondents were neutral, 30% agreed and 8% strongly agreed

Table No.6.13.1.4.Organization takes initiatives to celebrate traditional functions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	Disagree	4	8.0	8.0	10.0
	Neutral	22	44.0	44.0	54.0
	Agree	20	40.0	40.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.4...** The variable "**Organization takes initiatives to celebrate traditional functions.**", out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 8% disagree, 44% of the respondents were neutral, 40% agreed and 6% strongly agreed

Table No.6.13.1.5.Organization takes initiatives to celebrate success of employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	Disagree	3	6.0	6.0	8.0
	Neutral	12	24.0	24.0	32.0
	Agree	33	66.0	66.0	98.0
	strongly agree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.5.** The variable "**Organization takes initiatives to celebrate success of employees."**, out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 6% disagree, 24% of the respondents were neutral, 66% agreed and 2% strongly agreed

Table No.6.13.1.6.Organization has caring environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	8	16.0	16.0	20.0
	neutral	10	20.0	20.0	40.0
	agree	25	50.0	50.0	90.0
	strongly agree	5	10.0	10.0	100.0

Table No.6.13.1.6.Organization has caring environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	8	16.0	16.0	20.0
	neutral	10	20.0	20.0	40.0
	agree	25	50.0	50.0	90.0
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.6.** The variable "**Organization has caring environment.**" out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 16% disagree, 20% of the respondents were neutral, 50% agreed and 10% strongly agreed

Table No.6.13.1.7.Organization is free from organizational politics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	6.0	6.0	6.0
	Disagree	2	4.0	4.0	10.0
	Neutral	15	30.0	30.0	40.0

Agree	24	48.0	48.0	88.0
strongly agree	6	12.0	12.0	100.0
Total	50	100.0	100.0	

From the above Frequency **Table No.6.13.1.7.** The variable "**Organization is free from organizational politics.**" out of 50 respondents 6% of the Managers (Sr.Resources) strongly disagrees, 4% disagree, 30% of the respondents were neutral, 48% agreed and 12% strongly agreed.

Table No. 6.14.1. Descriptive Statistics of Managers (Sr.Resources) on Social Environment at Workplace.

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has employee-family oriented image.	50	3.5600	.81215	-1.154
I am happy that my colleagues are co-operative and help in crisis situations.	50	3.6000	.88063	-1.345

235

	N	Mean	Std. Deviation	Skewness
My colleagues criticizes for better work rather than to de-motivate	50	3.540000000	.8621283583	-.328
Employees don't feel uncomfortable to share personal information	50	3.50000	.762648	-.288
Valid N (list wise)	50			

Table No. 6.14.1.1. Descriptive Statistics of skewness and kurtosis for Social environment at Workplace.

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Organization has employee-family oriented image.	.337	1.229	.662
I am happy that my colleagues are co-operative and help in crisis situations.	.337	1.836	.662
My colleagues criticizes for better work rather than to de-motivate	.337	-.506	.662
Employees don't feel uncomfortable to share personal information	.337	-.252	.662

Table No. 6.14.1. Descriptive Statistics of Managers (Sr.Resources) on Social Environment at Workplace.

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Organization has employee-family oriented image.	50	3.5600	.81215	-1.154
I am happy that my colleagues are co-operative and help in crisis situations.	50	3.6000	.88063	-1.345
My colleagues criticizes for better work rather than to de-motivate	50	3.540000000	.8621283583	-.328
Employees don't feel uncomfortable to share personal information	50	3.50000	.762648	-.288
Valid N (list wise)				

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that variable

"My colleagues criticize for better work rather than to de-motivate"

Mean = 3.540,   S.D =0.862,

Skewness Value =-0.328,   Kurtosis Value = -0.506,

"Employees don't feel uncomfortable to share personal information"

Mean =3.50,   S.D =0.762,

Skewness Value =-0.288,   Kurtosis Value =   -0.252,

Except for the Variables "Organization has employee-family oriented image"

Mean =3.56,   S.D = 0.812,

 Skewness Value = -1.154,   Kurtosis Value = 1.229,

And "I am happy that my colleagues are co-operative and help in crisis situations"

Mean = 3.60,   S.D = 0.880,

Skewness Value = -1.345,   Kurtosis Value = 1.836

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

From the above analysis as per the study it has been observed that the social Environment at work place for Managers (Sr.Resources) is not much Employee family oriented image, not happy with the colleagues as they are not co-operative and does not help in crisis situations. Thus the Organizations must consider the Managers (Sr.Resources) also as the Employees of the Organization and not as an Organization.

Table No. 6.14.1.2.Organization has employee-family oriented image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	Disagree	5	10.0	10.0	12.0
	Neutral	11	22.0	22.0	34.0
	Agree	31	62.0	62.0	96.0
	strongly agree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.14.1.2.** The variable "**Organization has employee-family oriented image."** out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 10% disagree, 22% of the respondents were neutral, 62% agreed and 4% strongly agreed

Table No. 6.14.1.3.I am happy that my colleagues are co-operative and help in crisis situations.

/		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	Disagree	4	8.0	8.0	12.0
	Neutral	9	18.0	18.0	30.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	32	64.0	64.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.14.1.3.** The variable "**I am happy that my colleagues are co-operative and help in crisis situations."** out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 8% disagree, 18% of the respondents were neutral, 64% agreed and 6% strongly agreed.

Table No. 6.14.1.4.My colleagues criticizes for better work rather than to de-motivate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	14.0	14.0	14.0
	Neutral	14	28.0	28.0	42.0
	Agree	24	48.0	48.0	90.0
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.14.1.4** The variable "**.My colleagues criticizes for better work rather than to de-motivate."**, out of 50 respondents 14% of the Managers

(Sr.Resources) disagree, 28% of the respondents were neutral, 48% agreed and 10% strongly agreed

Table No. 6.14.1.5.Employees don't feel uncomfortable to share personal information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	10.0	10.0	10.0
	Neutral	18	36.0	36.0	46.0
	Agree	24	48.0	48.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.14.1.5.** The variable "**Employees don't feel uncomfortable to share personal information.**" out of 50 respondents 10% of the Managers (Sr.Resources) disagree, 36% of the respondents were neutral, 48% agreed and 6% strongly agreed

Table No. 6.15.1. Descriptive Statistics of Employee Commitment

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic

I am committed to achieve organizational target.	100	3.99	.937	-1.106
I am totally interested in my job	100	3.74	1.021	-.675
I hardly take leave or absent from the job.	100	3.72	1.064	-.595
I like to work in team	100	4.12	.856	-1.319
Valid N (list wise)	100			

Table No. 6.15.1.1.Descriptive Statistics of Skewness and kurtosis of Employee Commitment

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
I am committed to achieve organizational target.	.241	1.236	.478
I am totally interested in my job	.241	-.180	.478
I hardly take leave or absent from the job.	.241	-.278	.478
I like to work in team	.241	1.626	.478
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality. From the above table it can be seen that variable

"I am committed to achieve organizational target"

   Mean =3.72,   S.D =0.671,

   Skewness Value = -.868,   Kurtosis Value =.1.064,

   "I hardly take leave or absent from the job"

   Mean =4.00,   S.D =.926,

   Skewness Value =-.804,   Kurtosis Value = .010,

"I am looking for a new job"

   Mean =3.94,   S.D =.998,

   Skewness Value =-1.030,   Kurtosis Value = .720,

 Variable "I am totally interested in my job"

   Mean = 3.92,   S.D =1.007,

   Skewness Value = -1.334,   Kurtosis Value = 1.735

The Skewness and Kurtosis values of the above variable are slightly above the threshold range.

According to descriptive statistics of Employee commitment in this study it has been observed that Managers (Sr.Resources) are not able to achieve Organizational target, due to work pressures and has also been observed that they are not comfortable working in team. So the Organizations can adopt new strategies for Managers (Sr.Resources) commitment towards work.

Table No. 6.15.1.2. I am committed to achieve organizational target.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	11	22.0	22.0	28.0
	Agree	33	66.0	66.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.15.1.2.** The variable "**I am committed to achieve organizational target.**" out of 50 respondents 6% of the Managers (Sr.Resources) disagree, 22% of the respondents were neutral, 66% agreed and 6% strongly agreed

Table No. 6.15.1.3. I am totally interested in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	4	8.0	8.0	12.0
	Neutral	3	6.0	6.0	18.0
	Agree	28	56.0	56.0	74.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.15.1.3.** The variable "**I am totally interested in my job."** out of 50 respondents 4% of the Managers (Sr.Resources) strongly disagree, 8% disagree, 6% of the respondents were neutral, 56% agreed and 26% strongly agreed

Table No. 6.15.1.4. I hardly take leave or absent from the job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	5	10.0	10.0	10.0
	neutral	6	12.0	12.0	22.0
	agree	23	46.0	46.0	68.0
	strongly agree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.15.1.4.**The variable "**I hardly take leave or absent from the job"**, out of 50 respondents 10% of the Managers (Sr.Resources) disagree, 12% of the respondents were neutral, 46% agreed and 32% strongly agreed

Table No. 6.15.1.5. I like to work in team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	5	10.0	10.0	12.0
	neutral	5	10.0	10.0	22.0
	agree	24	48.0	48.0	70.0
	strongly agree	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.15.1.5.** The variable "**I like to work in team.**" out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 10% disagree, 10% of the respondents were neutral, 48% agreed and 30% strongly agreed

Table No. 6.16.1. Descriptive Statistics

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
TurnoverIntention1	50	2.12	.961	.900

Table No. 6.16.1. Descriptive Statistics

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
TurnoverIntention1	50	2.12	.961	.900
Valid N (list wise)	50			

Table No.6.16.1.1 Descriptive Statistics

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
TurnoverIntention1	.337	.698	.662
Valid N (list wise)			

<u>Test of Normality</u>

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between ± 1 meet the assumption of normality.

From the above table it can be seen that parameter

"Turnover Intension"

Mean = 2.12,

S.D = .961,

Skewness Value = .900,

Kurtosis Value = .698

The Skewness and Kurtosis value of the above variable is slightly above the threshold range.

From the above data it has been analyzed that and interpreted that the Employee commitment and the working Enivronment show a negative impact leading to turnover intension. Thus Organizations can focus in these two parameters for reducing Employee turnover.

Table No. 6.16.1.2. I am not looking for a new job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	4	8.0	8.0	10.0
	Neutral	8	16.0	16.0	26.0
	Agree	24	48.0	48.0	74.0
	strongly agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

From the above Frequency **Table No. 6.16.1.2.** The variable "**. I am not looking for a new job.**", out of 50 respondents 2% of the Managers (Sr.Resources) strongly disagree, 8% disagree, 16% of the respondents were neutral, 48% agreed and 2 6% strongly agreed

Table No. 6.17.1. Descriptive Statistics of all parameters on Turnover Intension of Managers (Sr.Resources)

	N	Mean	Std. Deviation	Skewness
	Statistic	Statistic	Statistic	Statistic
Motivational Factors	50	3.59	.600	-.440
Job Related Issues	50	3.02	.481	-.028
Social Env	50	3.55	.520	-.377
TurnoverIntention1	50	2.12	.961	.900
Work Env	50	3.59	.745	-1.135
Org Culture	50	3.35	.632	-.559
Emp Commitment	50	3.90	.574	-1.599
Valid N (list wise)	50			

Table No. 6.17.1.1. Descriptive skewness and kurtosis Statistics of all the parameters.

	Skewness	Kurtosis	
	Std. Error	Statistic	Std. Error
Motivational Factors	.337	.259	.662
Job Related Issues	.337	.373	.662
Social Env	.337	.197	.662
TurnoverIntention1	.337	.698	.662
Work Env	.337	2.660	.662
Org Culture	.337	.540	.662
Emp Committment	.337	5.491	.662
Valid N (list wise)			

Test of Normality

The assumption of test of normality was assisted using the criteria of George and Mallery.

According to George and Mallery a variable with Skewness and Kurtosis value between $\pm$ 1 meet the assumption of normality. From the above table it can be seen that variable

"Motivational Factors"

Mean =3.59,   S.D =0.600,

Skewness Value = -.440,   Kurtosis Value = .259,

"Job Related Issues"

Mean =3.02,   S.D =.481,

Skewness Value = -.028,   Kurtosis Value = .373,

"Social Environment at Workplace"

Mean =3.55,   S.D =.520,

 Skewness Value =,-.377,   Kurtosis Value = .197

"Turnover Intension"

Mean =2.12,   S.D =.961,

Skewness Value = -.900,   Kurtosis Value = .698,

"Working Environment"

Mean = 3.59,   S.D = .745,

Skewness Value = -1.135,   Kurtosis Value =2 .660,

"Organizational Culture"

Mean =3.35,   S.D =.655,

 Skewness Value =-.559,   Kurtosis Value = .540

 Except for the variable "Employee Commitment"

Mean =3.90,   S.D =.721,

Skewness Value = -1.599,   Kurtosis Value =5.491

The Skewness and Kurtosis value is slightly above the threshold range.

Chapter 7: Testing of Hypotheses

Chapter 7 – TESTING OF HYPOTHESES

7.1 Introduction

In this chapter the researcher has done inferential analysis and interpretations of the collected information i.e. data. The researcher has used Stepwise Multiple Regression Analysis, T- Test, and Man-Whittney Test for presenting the data collected from the primary source. The testing of Hypotheses has been done for employees and managers in this chapter.

Hypothesis Testing for Employees

Purpose:-

7.1. To study the impact of Motivational factors on Turnover Intention of Employees.

There is an impact of motivational factors on turnover intention of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

Dependent variable – Turnover Intentions

Independent Variable -

1. I get adequate salary in organization.
2. I am happy with promotion scheme of the organization.
3. I get recognition from my superiors for good work.
4. I get reward for achieving the target.
5. The training facilities are adequate.
6. I am happy with the fringe benefits
7. I am happy with the staff quarters.

The dependent variable " Turnover Intentions" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). Mentioned above are the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Motivational Factors ("I get adequate salary in organization", "I am happy with promotion scheme of the organization", "I get recognition from my superiors

for good work", "I get reward for achieving the target", "The training facilities are adequate", "I am happy with the fringe benefits", "I am happy with the staff quarters") are not a predictors of Employees Turnover.

H$_1$: At least one of the Motivational Factors is significant predictor of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table No. 7.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.470[a]	.221	.213	.813	.221	27.759	1
2	.563[b]	.317	.302	.765	.096	13.600	1

a. Predictors: (Constant), I am happy with the fringe benefits

b. Predictors: (Constant), I am happy with the fringe benefits , Training facilities are adequate

Table No. 7.1.1 Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	98	.000
2	97	.000

A stepwise multiple regression analysis was used to study the effect of Motivational factors (I get adequate salary in organization, I am happy with promotion scheme of the organization, I get recognition from my superiors for good work, I get reward for achieving the target, The training facilities are adequate, I am happy with the fringe benefits, I am happy with the staff quarters) on Turnover Intentions.

The Stepwise procedure has produced 2 models.

Model No.1 includes single predictor," I am happy with the fringe benefits".

R=0.470, R^2 = 0.221, Adjusted R^2= 0.213. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "I am happy with the fringe benefits" and "training facilities are adequate".

R= 0.563, R^2 = 0.317, Adjusted R^2= .302(30% of the variance in the dependent variables – (Turnover Intentions) is explained by satisfaction towards "Fringe benefits" and "Training Facilities".)

R^2 change = 0.096. This shows that the inclusion of "training facility adequacy" has improved the predictive power of the model by 9.6% and is significant at 5% level of significance.

F change (1, 97) = 13.6, ρ value = 0.000

Table No. 7.1.2. ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.329	1	18.329	27.759	.000[a]
	Residual	64.711	98	.660		
	Total	83.040	99			
2	Regression	26.286	2	13.143	22.464	.000[b]
	Residual	56.754	97	.585		
	Total	83.040	99			

a. Predictors: (Constant), I am happy with the fringe benefits

b. Predictors: (Constant), I am happy with the fringe benefits , Traning facilities
are adequate

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows both the models are significant. This proves that the
independent variables in the two models have done a fairly good job of prediction and
that the R^2 values of both the models are significantly different from zero.

Table No. 7.1.3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.906	.305		12.826	.000
	I am happy with the fringe benefits	-.439	.083	-.470	-5.269	.000
2	(Constant)	4.774	.371		12.873	.000
	I am happy with the fringe benefits	-.367	.081	-.393	-4.542	.000
	Training facilities are adequate	-.288	.078	-.319	-3.688	.000

a. Dependent Variable: TurnoverIntention1

Table No. 7.1.4. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I am happy with the fringe benefits	-.470	-.470	-.470	1.000	1.000
2	(Constant)					
	I am happy with the fringe benefits	-.470	-.419	-.381	.942	1.062
	Training facilities are adequate	-.414	-.351	-.310	.942	1.062

a. Dependent Variable: TurnoverIntention1

Table No. 7.1.5. Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation
1	I get adequate salary in organization	-.227[a]	-2.430	.017	-.240
	I am happy with promotion scheme of the organization.	-.096[a]	-1.001	.319	-.101
	I get recognition from my superiors for good work.	-.079[a]	-.802	.425	-.081
	I get reward for achieving the target.	-.030[a]	-.328	.743	-.033

	Training facilities are adequate	-.319[a]	-3.688	.000	-.351
	I am happy with the staff quarters	-.090[a]	-.899	.371	-.091
2	I get adequate salary in organization	-.153[b]	-1.666	.099	-.168
	I am happy with promotion scheme of the organization.	.007[b]	.074	.941	.008
	I get recognition from my superiors for good work.	.019[b]	.198	.844	.020
	I get reward for achieving the target.	.103[b]	1.115	.268	.113
	I am happy with the staff quarters	-.081[b]	-.860	.392	-.087

a. Predictors in the Model: (Constant), I am happy with the fringe benefits

b. Predictors in the Model: (Constant), I am happy with the fringe benefits , Training facilities are adequate

c. Dependent Variable: TurnoverIntention1

Table No. 7.1.6. Excluded Variables[c]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	I get adequate salary in organization	.871	1.149	.871
	I am happy with promotion scheme of the organization.	.871	1.148	.871
	I get recognition from my superiors for good work.	.817	1.224	.817
	I get reward for achieving the target.	.956	1.046	.956
	Training facilities are adequate	.942	1.062	.942
	I am happy with the staff quarters	.795	1.258	.795
2	I get adequate salary in organization	.816	1.225	.816
	I am happy with promotion scheme of the organization.	.789	1.268	.789
	I get recognition from my superiors for good work.	.751	1.331	.751
	I get reward for achieving the target.	.822	1.217	.809
	I am happy with the staff quarters	.794	1.259	.761

Table No. 7.1.6. Excluded Variables^c

Model		Collinearity Statistics		Minimum Tolerance
		Tolerance	VIF	
1	I get adequate salary in organization	.871	1.149	.871
	I am happy with promotion scheme of the organization.	.871	1.148	.871
	I get recognition from my superiors for good work.	.817	1.224	.817
	I get reward for achieving the target.	.956	1.046	.956
	Training facilities are adequate	.942	1.062	.942
	I am happy with the staff quarters	.795	1.258	.795
2	I get adequate salary in organization	.816	1.225	.816
	I am happy with promotion scheme of the organization.	.789	1.268	.789
	I get recognition from my superiors for good work.	.751	1.331	.751
	I get reward for achieving the target.	.822	1.217	.809
	I am happy with the staff quarters	.794	1.259	.761

c. Dependent Variable: TurnoverIntention1

Table No. 7.1.6. Excluded Variables[c]

Model		Collinearity Statistics		Minimum Tolerance
		Tolerance	VIF	
1	I get adequate salary in organization	.871	1.149	.871
	I am happy with promotion scheme of the organization.	.871	1.148	.871
	I get recognition from my superiors for good work.	.817	1.224	.817
	I get reward for achieving the target.	.956	1.046	.956
	Training facilities are adequate	.942	1.062	.942
	I am happy with the staff quarters	.795	1.258	.795
2	I get adequate salary in organization	.816	1.225	.816
	I am happy with promotion scheme of the organization.	.789	1.268	.789
	I get recognition from my superiors for good work.	.751	1.331	.751
	I get reward for achieving the target.	.822	1.217	.809
	I am happy with the staff quarters	.794	1.259	.761

Table No. 7.1.7. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	I am happy with the fringe benefits	Training facilities are adequate
1	dimension1	1	1.964	1.000	.02	.02	
		2	.036	7.360	.98	.98	
2	dimension1	1	2.921	1.000	.00	.01	.01
		2	.051	7.552	.01	.73	.50
		3	.028	10.168	.99	.26	.49

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the effect of the two predictors, satisfaction towards "fringe benefits" and "Training facilities adequacy".

Model No. 2 includes 2 predictors "satisfaction towards "fringe benefits" and "training facilities". Impact of both the predictors on Turnover Intentions is significant

For satisfaction towards "Fringe Benefits"
 t = -4.542, b= -0.367, Beta = -0.393, ρ value = 0.00
For "training facility adequacy"
t = -3.688, b= -0.288, Beta = -0.319, ρ value = 0.00

A comparison of Beta Coefficient of both the predictors (satisfaction towards "fringe benefits" = -0.393, "training facility adequacy" = -0.319) shows that satisfaction towards "fringe benefits" is a better predictor of turnover Intentions compared to "training facility and adequacy".

Multi Collinearity Analysis

Multi Collinearity Analysis is not a problem for the two predictors since the tolerance value of both the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.

Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intentions = 4.774 - 0.367 (satisfaction towards "Fringe Benefits") - 0.288 ("Training Facility Adequacy")

The above equation reveals that both the independent variables, satisfaction towards "fringe benefits" and satisfaction towards "training facility adequacy" has a negative impact on Turnover Intention. If satisfaction towards "fringe benefits" is improved by 1 unit than Turnover Intention will go down by -0.367 units, controlling for the effect of "training facility adequacy". When "training facility adequacy" is increased by 1 unit, Turnover Intentions will go down by -0.288 units, controlling for the effect of satisfaction towards "fringe benefits".

Note:
- ❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "I get adequate salary in organization", "I am happy with promotion scheme of the organization", "I get recognition from my superiors for good

work", "I get reward for achieving the target", "I am happy with the staff quarters" are excluded from the model for their poor contribution to the model.

From the above stepwise multiple regression analysis it has been observed that amongst all the seven variables, two variables that are the "Fringe benefits" and "Training facility" show a negative impact on Turnover Intention and the remaining five variables are not influencing Turnover Intension. Thus these five variables are considered to be insignificant. By increasing the motivational factors employee turnover can be reduced

Hence the H_1 is accepted.

Purpose:-

7.2) To study the impact of Working Environment factors on Turnover Intentions of Employees.

There is an impact of Working Environment factors on Turnover Intentions of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

Dependent variable – Turnover Intentions

Independent Variable -

1. Organization has proper infrastructure.
2. I am happy with the Canteen facility.
3. I am happy with the rest room facility
4. Organization has proper ventilation.
5. I am happy with the standard lighting system.
6. I am happy with the drinking water facility
7. I do not think my work place is toxic
8. The timing of work do not disturb the family

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

> H_0 : Working Environment ("Organization has proper infrastructure", "I am happy with the Canteen facility", "I am happy with the rest room facility", "Organization has proper ventilation", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I not think my work

place is toxic", "The timing of work do not disturb the family") are not a predictors of Employees Turnover.

H₁: At least one of the Working Environment Factors is significant predictors of Employee Turnover.

Level of Significance: α = 0.05.

Table No. 7.2.1. Model Summary

Model					Change Statistics		
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.386ᵃ	.149	.141	.849	.149	17.185	1
2	.466ᵇ	.217	.201	.819	.068	8.361	1

a. Predictors: (Constant), I am happy with the Canteen facility available in an organization.

b. Predictors: (Constant), I am happy with the Canteen facility available in an organization., The timing of work do not disturb the family

Table   No.   7.2.2.   Model Summary

Model	Change Statistics

	df2	Sig. F Change
1	98	.000
2	97	.005

A stepwise multiple regression analysis was used to study the effect of Working Environment factors ("Organization has proper infrastructure", "I am "Organization has proper ventilation", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I do not think my work place is toxic", "The timing of work do not disturb the family") on Turnover Intentions.

A Stepwise procedure has produced 2 models.

Model No.1 includes single predictor, "I am happy with the Canteen facility".

R=0.386, $R^2 = 0.149$, Adjusted R^2= 0.141. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "I am happy with the Canteen facility" and "The timing of work do not disturb the family".

R= .466, $R^2 = 0.217$, Adjusted R^2= .201 (20% of the variance in the dependent

variables – Turnover Intentions is explained by satisfaction towards "canteen facility" and "the timing of work do not disturb the family".)

R^2 change = 0.068. This shows that the inclusion of "the timing of work do not disturb the family" has improved the predictive power of the model by 6.8% and is significant at 5% level of significance.

F change (1, 97) = 8.361, ρ value = 0.005

Table No. 7.2.3. ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.389	1	12.389	17.185	.000[a]
	Residual	70.651	98	.721		
	Total	83.040	99			
2	Regression	17.996	2	8.998	13.418	.000[b]
	Residual	65.044	97	.671		
	Total	83.040	99			

a. Predictors: (Constant), I am happy with the Canteen facility available in an organization.

b. Predictors: (Constant), I am happy with the Canteen facility available in an organization., The timing of work do not disturb the family

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows both the models are significant. This proves that the independent variables in the two models have done a fairly good job of prediction and that the R^2 values of both the models are significantly different from zero.

Table No. 7.2.4.Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.411	.267		12.759	.000

Model		B	Std. Error	Beta	t	Sig.
	I am happy with the Canteen facility available in an organization.	-.277	.067	-.386	-4.145	.000
2	(Constant)	2.942	.305		9.659	.000
	I am happy with the Canteen facility available in an organization.	-.299	.065	-.418	-4.617	.000
	The timing of work do not disturb the family	.177	.061	.262	2.892	.005

a. Dependent Variable: TurnoverIntention1

Table No. 7.2.5. Coefficients^a

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I am happy with the Canteen facility available in an organization.	-.386	-.386	-.386	1.000	1.000
2	(Constant)					
	I am happy with the Canteen facility available in an organization.	-.386	-.424	-.415	.985	1.015
	The timing of work do not disturb the family	.211	.282	.260	.985	1.015

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the two predictors, satisfaction towards "I am happy with the Canteen facility available in an organization" and "the timing of work do not disturb the family".

Model No. 2 includes 2 predictors satisfaction "I am happy with the Canteen facility available in an organization" and "the timing of work do not disturb the family". Impact of both the predictors on Turnover Intentions is significant

For satisfaction towards "Canteen facility available in an organization"
 t = -4.617, b= -0.299, Beta = -0.418, ρ value = 0.000

For the "timing of work that do not disturb the family"
t = 2.892, b= -0.177, Beta = 0.262, ρ value = 0.005

A comparison of Beta Coefficient of both the predictors (satisfaction towards "canteen facility available in an organization" = -0.418, "the timing of work do not disturb the family" = 0.262) shows that satisfaction towards "canteen facility" is a better predictor of turnover Intentions compared to "timing of work that do not disturb the family".

Multi Collinearity Analysis
Multi Collinearity Analysis is not a problem for the two predictors since the tolerance value of both the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.
Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intentions = 2.942 - 0.299 (satisfaction towards Canteen facilities) - 0.177 (work time do not disturb the family).

The above equation reveals that both satisfactions towards "Canteen facility" and "work time do not disturb the family" has a negative impact on Turnover Intentions. If satisfaction towards "Canteen facility" is improved by 1 unit than Turnover

Intentions will go down by -0.299 units, controlling for the effect of "the timing of work do not disturb the family". When "work time do not disturb the family" is increased by 1 unit, Turnover Intentions will go down by -0.179 units, controlling for the effect of satisfaction towards "Canteen facility".

Table No. 7.2.6. Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation
1	Organization has proper infrastructure.	.053[a]	.526	.600	.053
	I am happy with the rest room facility	.028[a]	.220	.826	.022
	I am happy with the lighting system.	-.038[a]	-.381	.704	-.039
	I do not think my work place is toxic	-.040[a]	-.420	.676	-.043
	The timing of work do not disturb the family	.262[a]	2.892	.005	.282
2	Organization has proper infrastructure.	.173[b]	1.692	.094	.170
	I am happy with the rest room facility	-.023[b]	-.185	.853	-.019
	I am happy with the lighting system.	.042[b]	.426	.671	.043
	I do not think my work place is toxic	.039[b]	.403	.688	.041

a. Predictors in the Model: (Constant), I am happy with the Canteen facility available in an organization.

b. Predictors in the Model: (Constant), I am happy with the Canteen facility available in an organization., The timing of work do not disturb the family

c. Dependent Variable: TurnoverIntention1

Table N o. 7.2.7.Excluded Variables[c]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	Organization has proper infrastructure.	.868	1.152	.868
	I am happy with the rest room facility	.546	1.832	.546
	I am happy with the lighting system.	.894	1.119	.894
	I do not think my work place is toxic	.971	1.029	.971
	The timing of work do not disturb the family	.985	1.015	.985
2	Organization has proper infrastructure.	.760	1.315	.760
	I am happy with the rest room facility	.535	1.870	.535
	I am happy with the lighting system.	.824	1.213	.824
	I do not think my work place is toxic	.892	1.121	.892

c. Dependent Variable: TurnoverIntention1

Table No. 7.2.8. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	I am happy with the Canteen facility available in an organization.	The timing of work do not disturb the family
1	dimension1	1	1.948	1.000	.03	.03	
		2	.052	6.134	.97	.97	
2	dimension1	1	2.836	1.000	.01	.01	.02
		2	.118	4.906	.02	.29	.81
		3	.046	7.820	.97	.70	.17

a. Dependent Variable: TurnoverIntention1

Note:

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over

turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "Organization has proper infrastructure", "I am happy with the rest room facility", "Organization has proper ventilation", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I not think my work place is toxic", are excluded from the model for their poor contribution to the model.

A test of Normality on the entire variable showed that assumption of Normality was tenable for all the variables except "Organization has proper ventilation", and "I am happy with the drinking water facility". Thus these variables have been eliminated from stepwise multiple Regression Analysis.

From the above stepwise multiple regression analysis the researcher has observed that amongst eight predictors two of the predictors influence Turnover Intention. The other six predictors are considered to be insignificant as they do not influence Turnover Intention the two predictors "Canteen facility" and "work time that do not disturb the family" show a negative impact and influence Turnover Intention. Therefore there is need for the Organization to work on these two predictors. So by increasing the factors of Working Environment employees turnover can be reduced.

Thus from the above study we can say H_1 is accepted.

Purpose:-

7.3) To study the impact of Job Related Issues on Turnover Intentions of Employees.

There is an impact of Job Related Issues on Turnover Intentions of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

❖ Dependent variable – Turnover Intentions

❖ Independent Variable -

1. I get flexible work facility in my organization.
2. I do not think that whatever I get is inadequate [benefits] in my organization.
3. I do not do repetitive work in my organization.
4. Organization has proper time and motion system.
5. Organization provides new job opportunities.
6. I am satisfied with my co-workers.
7. I get an opportunity to achieve my personal goals in my organization.

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Job Related Issues ("I get flexible work facility in my organization", "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization".

"Organization has proper time and motion system", "Organization provides new job opportunities", "I am satisfied with my co-workers"

"I get an opportunity to achieve my personal goals in my organization") are not predictors of Employees Turnover.

H₁: At least one of the Job Related Issues is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.005$.

Table No. 7.3.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.337[a]	.114	.105	.867	.114	12.590	1

a. Predictors: (Constant), I get flexible work facility in my organization.

Table No. 7.3.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	98	.001

A stepwise multiple regression analysis was used to study the effect of Job Related Issues ("I get flexible work facility in my organization", "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization", "Organization has proper time and motion system", "Organization provides new job opportunities", "I am satisfied with my co-workers", "I get an opportunity to achieve my personal goals in my organization") on Turnover Intentions.

A Stepwise procedure has produced 1 model.

Model No.1 includes single predictor, "I get flexible work facility in my organization"

R=0.337, R^2 = 0.114, Adjusted R^2= 0.105. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model. (10% of the variance in the dependent variables – Turnover Intentions is explained by satisfaction towards "flexibility of work facility").

Table No. 7.3.3. ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.453	1	9.453	12.590	.001[a]
	Residual	73.587	98	.751		
	Total	83.040	99			

a. Predictors: (Constant), I get flexible work facility in my organization.

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 value of the model is significantly different from zero.

Table No. 7.3.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.389	.303		11.195	.000
	I get flexible work facility in my organization.	-.288	.081	-.337	-3.548	.001

a. Dependent Variable: TurnoverIntention1

Table No. 7.3.5. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I get flexible work facility in my organization.	-.337	-.337	-.337	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the predictor, satisfaction towards "I get flexible work facility in my organization".

Model includes 1 predictor satisfaction "I get flexible work facility in my organization". Impact of the predictor on Turnover Intentions is significant

For satisfaction towards getting "flexible work facility in an organization"
t = -3.548, b= -0.288, Beta = -0.337, ρ value = 0.001

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intentions = 3.389 - 0.288 (satisfaction towards "flexible work facilities").

The above equation reveals that satisfaction towards "flexible work facility" has a negative impact on Turnover Intentions. If satisfaction towards "flexible work facility" is improved by 1 unit than Turnover Intentions will go down by -0.288 units,

Note:

- ❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization", "Organization has proper time and motion system", "Organization provides new job opportunities", "I am satisfied with my co-workers", "I get an opportunity to achieve my personal goals in my organization" are excluded from the model for their poor contribution to the model.

A test of Normality on the entire variable showed that assumption of Normality was tenable for all the variables except I am satisfied with my co-workers. Thus the above variables have been eliminated from stepwise multiple Regression Analysis.

From the above stepwise multiple regression analysis the researcher has observed that out of seven factors considered in job related issues, one of the factors is "flexible work facility in the Organization" get showing a significant impact on "Turnover Intention". The rest six factors are considered to be insignificant as they do not influence Turnover Intension. So by increasing the job related issues the employee turnover can be reduced.

Thus, as per the study in job related issues H_1 is accepted.

Table No. 7.3.6. Excluded Variables[b]

Model	Beta In	t	Sig.	Partial Correlation

1	I do not do repetitive work in my organization.	-.003[a]	-.029	.977	-.003
	Organization has proper time and motion system.	-.146[a]	-1.408	.162	-.142
	Organization provides new job opportunities	-.072[a]	-.731	.467	-.074
	I get an opportunity to achieve my personal goals in my organization.	-.050[a]	-.466	.642	-.047

a. Predictors in the Model: (Constant), I get flexible work facility in my organization.

b. Dependent Variable: TurnoverIntention1

Table No. 7.3.7. Excluded Variables[b]

Model	Collinearity Statistics		
	Tolerance	VIF	Minimum Tolerance

1	I do not do repetitive work in my organization.	.977	1.023	.977
	Organization has proper time and motion system.	.837	1.195	.837
	Organization provides new job opportunities	.930	1.075	.930
	I get an opportunity to achieve my personal goals in my organization.	.781	1.280	.781

b. Dependent Variable: TurnoverIntention1

Table No. 7.3.8. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalu	Condition	Variance Proportions

		e	Index	(Constant)	I get flexible work facility in my organization.
1	1	1.958	1.000	.02	.02
	2	.042	6.842	.98	.98
	di me nsi on1				

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.4) To study the impact of Organizational Culture on Turnover Intentions of Employees.

There is an impact of Organizational Culture on Turnover Intentions of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

Dependent variable – Turnover Intentions

Independent Variable -

1. Organization has informal communication.
2. People share their information without any hesitation.
3. Organization takes initiatives to celebrate traditional functions.
4. Organization takes initiatives to celebrate success of employees.
5. Organization has caring environment.
6. Organization is free from organizational politics

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

> H_0 : Organizational Culture ("Organization has informal communication", "People share their information without any hesitation", "Organization takes initiatives to celebrate traditional functions", "Organization takes initiatives to celebrate success of employees", "Organization has caring environment", "Organization is free from organizational politics") are not a predictors of Employees Turnover.

H₁: At least one of the Organizational Culture is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table No. 7.4.1. Model Summary

Model					Change Statistics		
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.320[a]	.102	.093	.872	.102	11.153	1

a. Predictors: (Constant), Organization is free from organizational politics

Table No. 7.4.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	98	.001

A stepwise multiple regression analysis was used to study the effect of Organizational Culture (Organization has informal communication, People share their information without any hesitation, Organization takes initiatives to celebrate traditional functions, Organization takes initiatives to celebrate success of employees, Organization has caring environment, Organization is free from organizational politics) on Turnover Intentions.

The Stepwise procedure has produced a model.

Model includes single predictor, "Organization is free from organizational politics"

R=0.320, R^2 = 0.102, Adjusted R^2= 0.093. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model. (9% of the variance in the dependent variables – Turnover Intentions are explained by satisfaction towards "Organization is free from organizational politics").

Table No. 7.4.3. ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.485	1	8.485	11.153	.001[a]
	Residual	74.555	98	.761		
	Total	83.040	99			

a. Predictors: (Constant), Organization is free from organizational politics

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 value of the model is significantly different from zero.

Table No. 7.4.5. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.427	.331		10.347	.000
	Organization is free from organizational politics	-.325	.097	-.320	-3.340	.001

a. Dependent Variable: TurnoverIntention1

Table No. 7.4.6. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant) Organization is free from organizational politics	-.320	-.320	-.320	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the predictor, satisfaction towards "organization is free from organizational politics".

Model includes 1 predictor satisfaction "Organization is free from organizational politics". Impact of the predictor on Turnover Intentions is significant

For satisfaction towards "Organization is free from organizational politics"
t = -3.340, b= -0.325, Beta = -0.320, ρ value = 0.001

A comparison of Beta Coefficient of the predictor (satisfaction towards "free from organizational politics" = -0.320) shows that satisfaction towards "free from organizational politics" is a better predictor of turnover Intentions

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intentions = 3.427- 0.325 (satisfaction towards "Organization is free from organizational politics").

The above equation reveals that satisfaction towards "organization is free from organizational politics" has a Negative impact on Turnover Intentions. If satisfaction

towards "organization, free from organizational politics" is improved by 1 unit than Turnover Intentions will go down by -0.325 units.

Note:

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "Organization has informal communication", "People share their information without any hesitation", "Organization takes initiatives to celebrate traditional functions", "Organization takes initiatives to celebrate success of employees", "Organization has caring environment", are excluded from the model for their poor contribution to the model.

A test of Normality on the entire variable showed that assumption of Normality was tenable for all the variables except Organization takes initiatives to celebrate traditional functions. Thus the above variables have been eliminated from stepwise multiple Regression Analysis.

From the above stepwise multiple regressions, the researcher has found that amongst six predictors, one of the predictor "Organization is free from Organizational politics" shoes a significant impact on Turnover Intention. The remaining five predictors are said to be insignificant and are excluded from the model as they do not show any Negative Impact on Turnover Intention.

Therefore Organizations must work hard in making the Organization free from politics. By increasing the factors of organizational culture the employees turnover can be reduced.

Thus H_1 is accepted.

Table No. 7.4.7.Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation
1	Organization has informal communication.	-.172[a]	-1.769	.080	-.177
	People share their information without any hesitation.	-.132[a]	-1.298	.197	-.131
	Organization takes initiatives to celebrate traditional functions.	-.083[a]	-.866	.389	-.088
	Organization takes initiatives to celebrate success of employees.	-.081[a]	-.783	.435	-.079
	Organization has caring environment.	-.032[a]	-.290	.773	-.029

a. Predictors in the Model: (Constant), Organization is free from organizational politics

b. Dependent Variable: TurnoverIntention1

Table No. 7.4.8. Excluded Variables[b]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	Organization has informal communication.	.947	1.056	.947

People share their information without any hesitation.	.885	1.130	.885	
Organization takes initiatives to celebrate traditional functions.	1.000	1.000	1.000	
Organization takes initiatives to celebrate success of employees.	.862	1.160	.862	
Organization has caring environment.	.780	1.283	.780	

b. Dependent Variable: TurnoverIntention1

Table No. 7.4.9. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organization is free from organizational politics
1	1	1.965	1.000	.02	.02
	2	.035	7.461	.98	.98

a. Dependent Variable: TurnoverIntention1

Purpose:

7.5)To study the impact of Social Environment at Work Place on Turnover Intentions of Employees.

There is an Impact of Social Environment at Work Place on Turnover Intentions of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

❖ Dependent variable – Turnover Intentions

❖ Independent Variable -

1. Organization has employee-family oriented image.
2. I am happy that my colleagues are co-operative and help in crisis situations.
3. My colleagues criticize for better work rather than to de-motivate.
4. Employees don't feel uncomfortable to share personal information.

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

> H_0 : Social Environment at Work Place ("Organization has employee-family oriented image", "I am happy that my colleagues are co-operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", "Employees don't feel uncomfortable to share personal information") are not a predictors of Employees Turnover.

H₁: At least one of the Social Environment at Work Place is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.5.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.290ᵃ	.084	.075	.881	.084	9.018	1

a. Predictors: (Constant), Employees don't feel uncomfortable to share personal information

Table no. 7.5.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	98	.003

A stepwise multiple regression analysis was used to study the effect of Social Environment at Work Place ("Organization has employee-family oriented image", "I am happy that my colleagues are co-operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", "Employees don't feel uncomfortable to share personal information") on Turnover Intentions.

The Stepwise procedure has produced a model.

Model includes single predictor, ("Employees don't feel uncomfortable to share personal information")

R=0.290, R^2 = 0.084, Adjusted R^2= 0.075. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model. (0.8% of the variance in the dependent variables – Turnover Intentions is explained by satisfaction towards "Employees don't feel uncomfortable to share personal information").

Table no. 7.5.3. ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6.998	1	6.998	9.018	.003[a]
Residual	76.042	98	.776		
Total	83.040	99			

a. Predictors: (Constant), Employees don't feel uncomfortable to share personal information

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.5.4.Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.318	.331		10.026	.000
Employees don't feel uncomfortable to share personal information	-.278	.092	-.290	-3.003	.003

a. Dependent Variable: TurnoverIntention1

Table no. 7.5.5. Coefficients^a

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Employees don't feel uncomfortable to share personal information	-.290	-.290	-.290	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the one predictor, satisfaction towards "Employees don't feel uncomfortable to share personal information".

Model includes 1 predictor satisfaction "Employees don't feel uncomfortable to share personal information". Impact of the predictor on Turnover Intentions is significant

For satisfaction towards "Employees don't feel uncomfortable to share personal information".
t = -3.003, b= -0.278, Beta = -0.290, ρ value= 0.003

A comparison of Beta Coefficient of the predictor "Employees don't feel uncomfortable to share personal information" = -0.290) shows that satisfaction towards "free from organizational politics" is a better predictor of turnover Intentions

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intentions = 3.318 - 0.290 ("Employees don't feel uncomfortable to share personal information").
The above equation reveals that satisfaction towards "Employees don't feel

uncomfortable to share personal information" has a negative impact on Turnover Intentions. If satisfaction towards "Employees don't feel uncomfortable to share personal information" is improved by 1 unit than Turnover Intentions will go down by -0.290 units.

Note:

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "Organization has employee-family oriented image", "I am happy that my colleagues are co-operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", are excluded from the model for their poor contribution to the model.

From the above stepwise multiple regression analysis, the researcher has observed that out of four factors in social environment at work place one of the factor "Employees don't feel uncomfortable to share personal Information" show a significant negative impact on Turnover Intention. The remaining three factors are insignificant and show no impact on Turnover Intention. There is a need to make the Employees feel comfortable in the Organization so that they could share even their personal information. So by increasing the effect of Social Environment at workplace the employee turnover can be reduced.

Thus H_1 is accepted.

Table no. 7.5.6. Excluded Variables[b]

Model		Beta In	T	Sig.	Partial Correlation
1	Organization has employee-family oriented image.	-.086[a]	-.725	.470	-.073
	I am happy that my colleagues are co-operative and help in crisis situations.	-.188[a]	-1.925	.057	-.192
	My colleagues criticizes for better work rather than to de-motivate	-.012[a]	-.108	.915	-.011

a. Predictors in the Model: (Constant), Employees don't feel uncomfortable to share personal information

b. Dependent Variable: TurnoverIntention1

Table no. 7.5.7. Excluded Variables[b]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	Organization has employee-family oriented image.	.668	1.496	.668

		.955	1.047	.955
	I am happy that my colleagues are co-operative and help in crisis situations.			
	My colleagues criticizes for better work rather than to de-motivate	.806	1.241	.806

b. Dependent Variable: TurnoverIntention1

Table no. 7.5.8. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Employees don't feel uncomfortable to share personal information
1	1	1.964	1.000	.02	.02
	2	.036	7.379	.98	.98
	di me nsi on1				

a. Dependent Variable: TurnoverIntention1

Purpose:

7.6)To study the impact of Employee Commitment on Turnover Intentions of Employees.

There is impact of Employee Commitment on Turnover Intentions of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

Dependent variable – Turnover Intentions

Independent Variable -

1. I am committed to achieve organizational target.
2. I am totally interested in my job.
3. I hardly take leave or absent from the job.
4. I am looking for a new job.

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Employee Commitment ("I am committed to achieve organizational target", "I am totally interested in my job", "I hardly take leave or absent from the job", "I am looking for a new job") are not a predictors of Employees Turnover.

H_1: At least one of the Employee Commitment is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.6.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.504[a]	.254	.246	.795	.254	33.321	1
2	.620[b]	.384	.371	.726	.130	20.514	1

a. Predictors: (Constant), I am totally interested in my job

b. Predictors: (Constant), I am totally interested in my job, I hardly take leave or absent from the job.

Table no. 7.6.2. Model Summary

Model	Change Statistics df2	Sig. F Change
1	98	.000
2	97	.000

A stepwise multiple regression analysis was used to study the effect of Employee Commitment ("I am committed to achieve organizational target", "I am totally interested in my job", "I hardly take leave or absent from the job", "I am looking for a new job") on Turnover Intentions.

A Stepwise procedure has produced 2 models.

Model No.1 includes single predictor, "I am totally interested in my job".

R=0.504, R^2 = 0.254, Adjusted R^2 = 0.246. There is a slight reduction in the R^2

based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "I am totally interested in my job" and "I hardly take leave or absent from the job".

R= .620, R^2 = 0.384, Adjusted R^2 = 0.371(38% of the variance in the dependent variables – Turnover Intentions is explained by satisfaction towards "I am totally interested in my job" and "I hardly take leave or absent from the job")

R^2 change = 0.130. This shows that the inclusion of "I hardly take leave or absent from the job" has improved the predictive power of the model by 1.3% and is significant at 5% level of significance.

F change (1, 97) = 20.514, ρ value = 0.000

Table no. 7.6.3. ANOVA[c]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	21.070	1	21.070	33.321	.000[a]

		Sum of Squares	df	Mean Square	F	Sig.
	Residual	61.970	98	.632		
	Total	83.040	99			
2	Regression	31.888	2	15.944	30.235	.000[b]
	Residual	51.152	97	.527		
	Total	83.040	99			

a. Predictors: (Constant), I am totally interested in my job

b. Predictors: (Constant), I am totally interested in my job, I hardly take leave or absent from the job.

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variables in the 2 model has done a fairly good job of prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.6.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.050	.303		13.351	.000
	I am totally interested in my job	-.452	.078	-.504	-5.772	.000
2	(Constant)	5.079	.358		14.175	.000
	I am totally interested in my job	-.416	.072	-.464	-5.790	.000
	I hardly take leave or absent from the job.	-.312	.069	-.363	-4.529	.000

a. Dependent Variable: TurnoverIntention1

Table no. 7.6.5. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I am totally interested in my job	-.504	-.504	-.504	1.000	1.000
2	(Constant)					
	I am totally interested in my job	-.504	-.507	-.461	.988	1.012
	I hardly take leave or absent from the job.	-.414	-.418	-.361	.988	1.012

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the two predictors, satisfaction towards "I am totally interested in my job" and "I hardly take leave or absent from the job".

Model No. 2 includes 2 predictors satisfaction "I am totally interested in my job" and "I hardly take leave or absent from the job". Impact of the predictor on Turnover Intentions is significant

For satisfaction towards "I am totally interested in my job"

t = -5.790, b= -0.416, Beta = -0.464, ρ value = 0.000

For satisfaction towards "I hardly take leave or absent from the job"
t = -4.529, b= -0.312, Beta = -0.363, ρ value = 0.000

A comparison of Beta Coefficient of the predictor Employees are totally interested in job = -0.464, and "I hardly take leave or absent from the job" = -0.364) shows that satisfaction towards "I am totally interested in my job" is a better predictor of turnover Intentions compared to "I hardly take leave or absent from the job".

Multi Collinearity Analysis

Multi Collinearity Analysis is not a problem for the two predictors since the tolerance value of the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.

Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intentions = 5.079 - 0.416 ("I am totally interested in my job") - 0.312 ("I hardly take leave or absent from the job")

The above equation reveals that both satisfactions towards "I am totally interested in my job" and "I hardly take leave or absent from the job" has a negative impact on Turnover Intentions. If satisfaction towards "I hardly take leave or absent from the job" is improved by 1 unit than Turnover Intentions will go down by -0.416 and -0.312 units.

Note :
- ❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "I am committed to achieve organizational target", "I am looking for a new job", are excluded from the model for their poor contribution to the model.

From the above stepwise multiple regression analysis, the researcher has observed that amongst all the factors of the Employees Commitment, two factors "I am totally interested in my job" and "I hardly take leave or absent from the job" are showing a significant negative impact which is influencing the Turnover Intention. The rest two

factors are said to be insignificant and excluded from the model as they show no impact on Turnover intension. There is a need for the Organizations to focus on these two factors, which could help in reducing Turnover. By increasing the factors of Employee commitment the effect of employee turnover can be reduced.

Thus the H_1 is accepted.

Table no. 7.6.6. Excluded Variables[c]

Model		Beta In	T	Sig.	Partial Correlation
1	I am committed to achieve organizational target.	.038[a]	.372	.710	.038
	I hardly take leave or absent from the job.	-.363[a]	-4.529	.000	-.418
	I like to work in team	-.081[a]	-.876	.383	-.089
2	I am committed to achieve organizational target.	.112[b]	1.192	.236	.121
	I like to work in team	.025[b]	.287	.775	.029

a. Predictors in the Model: (Constant), I am totally interested in my job

b. Predictors in the Model: (Constant), I am totally interested in my job, I hardly take leave or absent from the job.

c. Dependent Variable: TurnoverIntention1

Table no. 7.6.7. Excluded Variables[c]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	I am committed to achieve organizational target.	.735	1.360	.735

		.988	1.012	.988
I hardly take leave or absent from the job.				
I like to work in team	.894	1.118	.894	
2	I am committed to achieve organizational target.	.715	1.399	.715
	I like to work in team	.828	1.208	.828

c. Dependent Variable: TurnoverIntention1

Table no. 7.6.8. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	I am totally interested in my job	I hardly take leave or absent from the job.
1	dimension1	1	1.965	1.000	.02	.02	
		2	.035	7.495	.98	.98	
2	dimension1	1	2.909	1.000	.00	.01	.01
		2	.064	6.734	.00	.50	.61
		3	.027	10.322	.99	.50	.38

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.7) To study the impact of Motivational factors and Employee Commitment on Turnover Intentions of Employees.

There is a impact of Motivational factors and Employee Commitment on Turnover Intention of Employees.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

- ❖ Dependent variable –
    1. Turnover Intentions

- ❖ Independent Variable -
    1. Motivational Factors
    2. Working Environment
    3. Job Related Issues
    4. Organizational Culture
    5. Social Environment at Workplace
    6. Employee Commitment

The dependent variable "Turnover Intentions" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H$_0$: "Motivational Factors", "Working Environment", "Job Related Issues", "Organizational Culture", "Social Environment at workplace", and "Employee Commitment" are not a predictors of Employees Turnover.

H₁: At least one of the "Motivational Factors", "Working Environment", "Job Related Issues", "Organizational Culture", "Social Environment at workplace", and "Employee Commitment" are significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.7.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	
1	.542ᵃ	.294	.286	.774	.294	40.713	1	
2	.583ᵇ	.340	.327	.751	.047	6.890	1	

a. Predictors: (Constant), EmployeeCommittment

b. Predictors: (Constant), EmployeeCommittment, MotivationalFactors

Table no. 7.7.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	98	.000
2	97	.010

A stepwise multiple regression analysis was used to study the effect of "Motivational factors" and "Employee Commitment" on "Turnover Intentions".

A Stepwise procedure has produced 2 models.

Model No.1 includes single predictors, "Employee Commitment".

R=0.511, $R^2 = 0.261$, Adjusted $R^2 = 0.253$. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "Employee Commitment" and "Motivational Factors".

R= 0.553, R^2 = 0.306, Adjusted R^2= 0.291 (30% of the variance in the dependent variables – Turnover Intentions is explained by satisfaction towards "Employee Commitment" and "Motivational Factors".)

R^2 change = 0.047. This shows that the inclusion of "Employee Commitment" and "Motivational Factors" has improved the predictive power of the model by 4.5% and is significant at 5% level of significance.

F change (1, 97) = 6.187, ρ value = 0.010

Table no. 7.7.3. ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.373	1	24.373	40.713	.000[a]
	Residual	58.667	98	.599		
	Total	83.040	99			
2	Regression	28.264	2	14.132	25.025	.000[b]
	Residual	54.776	97	.565		
	Total	83.040	99			

a. Predictors: (Constant), EmployeeCommittment

b. Predictors: (Constant), EmployeeCommittment, MotivationalFactors

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows that the models are significant. This proves that the independent variables in the two models have done a fairly good job of

prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.7.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.988	.419		11.903	.000
	EmployeeCommittment	-.688	.108	-.542	-6.381	.000
2	(Constant)	5.406	.437		12.369	.000
	EmployeeCommittment	-.500	.127	-.393	-3.934	.000
	MotivationalFactors	-.388	.148	-.262	-2.625	.010

a. Dependent Variable: TurnoverIntention1

Table no. 7.7.5. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		0-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	EmployeeCommittment	-.542	-.542	-.542	1.000	1.000
2	(Constant)					
	EmployeeCommittment	-.542	-.371	-.324	.680	1.470
	MotivationalFactors	-.485	-.258	-.216	.680	1.470

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the two predictors,

satisfaction towards "Employee Commitment" and "Motivational Factors"

Model No. 2 includes 2 predictors satisfaction towards "Employee Commitment" and "Motivational Factors". Impact of both the predictors on Turnover Intentions is significant

For satisfaction towards "Employee Commitment"
t = -3.655, b= -0.511, Beta = -0.372, ρ value = 0.000

For "Motivational Factors"
t = -2.487, b= -0.333, Beta = 0.253, ρ value = 0.000

A comparison of Beta Coefficient of both the predictors (satisfaction towards "Employee Commitment" = -0.372, "Motivational Factor" = -0.253) shows that satisfaction towards "Employee Commitment" is a better predictor of "turnover Intentions" compared to "Motivational Factor".

Multi Collinearity Analysis
Multi Collinearity Analysis is not a problem for the two predictors since the tolerance value of both the predictor is more than **.1** and the Variance Inflation Factor (VIF) is lower than 10.
Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intentions = 5.491 - 0.511 (satisfaction towards "Employee Commitment") - 0.333 ("Motivational Factor")

The above equation reveals that both satisfaction towards "Employee Commitment" and "Motivational Factor" has a negative impact on Turnover Intentions. If satisfaction towards "Employee Commitment" is improved by 1 unit than Turnover Intentions will go down by -0.511 units, controlling for the effect of "Motivational Factor". When "Motivational Factor" is increased by 1 unit, Turnover Intentions will go down by -0.333 units, controlling for the effect of satisfaction towards "Employee Commitment".

Note:

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The Independent variables "Working Environment", "Job Related Issues", "Organizational Culture" and "Social Environment at workplace", are excluded from the model for their poor contribution to the model.

From the above stepwise regression analysis,the researcher has found that amongst six parameters two of the parameters "Employee Commitment" and "Motivational factor" is showing a significant negative impact on Turnover Intention. The other four parameters show no impact on Turnover Intension. As they are insignificant they are excluded from the model. There is a need for every Organization to focus on these two variables. So by increasing both motivational factors and employee commitment the employee turnover could be reduced.

Thus, H_1 is accepted.

Table no. 7.7.6. Excluded Variables[c]

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	MotivationalFactors	-.262[a]	-2.625	.010	-.258	.680
	WorkingEnv	-.050[a]	-.559	.578	-.057	.890

	JobRelatedIssues	-.133[a]	-1.469	.145	-.148	.873
	OrgCulture	-.113[a]	-1.187	.238	-.120	.786
	SocialEnv	-.098[a]	-1.061	.291	-.107	.847
2	WorkingEnv	.019[b]	.201	.841	.021	.814
	JobRelatedIssues	-.049[b]	-.505	.615	-.051	.736
	OrgCulture	.039[b]	.339	.735	.035	.529
	SocialEnv	-.024[b]	-.250	.803	-.026	.757

a. Predictors in the Model: (Constant), EmployeeCommittment

b. Predictors in the Model: (Constant), EmployeeCommittment, MotivationalFactors

c. Dependent Variable: TurnoverIntention1

Table no. 7.7.7. Excluded Variables[c]

Model		Collinearity Statistics	
		VIF	Minimum Tolerance
1	MotivationalFactors	1.470	.680
	WorkingEnv	1.123	.890
	JobRelatedIssues	1.146	.873
	OrgCulture	1.273	.786
	SocialEnv	1.181	.847
2	WorkingEnv	1.229	.622
	JobRelatedIssues	1.358	.574
	OrgCulture	1.889	.458
	SocialEnv	1.321	.608

c. Dependent Variable: TurnoverIntention1

Table no. 7.7.8. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	EmployeeCommittment	Motivational Factors
1	di me nsi on1	1	1.983	1.000	.01	.01	
		2	.017	10.739	.99	.99	
2	di me nsi on1	1	2.963	1.000	.00	.00	.00
		2	.021	11.771	.73	.00	.64
		3	.015	13.836	.27	1.00	.36

a. Dependent Variable: TurnoverIntention1

Hypothesis Testing for Managers

Purpose:-

7.8) To study the impact of Motivational factors on Turnover Intension of Managers.

There is a impact of Motivational factors on Turnover Intension of Managers.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

❖ Dependent variable –

1. Turnover Intensions

❖ Independent Variable –

1.   I get adequate salary in organization.
2.   I am happy with promotion scheme of the organization.
3.   I get recognition from my superiors for good work.
4.   I get reward for achieving the target.
5.   The training facilities are adequate.
6.   I am happy with the fringe benefits
7.   I am happy with the staff quarters.

The dependent variable "Turnover Intension" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Motivational Factors ("I get adequate salary in organization", "I am happy with promotion scheme of the organization", "I get recognition from my superiors for good work", "I get reward for achieving the target", "The training facilities are

adequate", "I am happy with the fringe benefits", "I am happy with the staff quarters") are not a predictors of Employees Turnover.

H₁: At least one of the Motivational Factors is significant predictors of Employee Turnover.

Level of Significance: α = 0.05.

Table no. 7.8.1. Model Summary

Model					Change Statistics		
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.497ᵃ	.247	.232	.843	.247	15.777	1
2	.574ᵇ	.329	.301	.804	.082	5.741	1

a. Predictors: (Constant), I get recognition from my superiors for good work.

b. Predictors: (Constant), I get recognition from my superiors for good work., Organization provides staff quarters to employees.

Table   no.   7.8.2.   Model Summary

Model	Change Statistics		
	df2	Sig. F Change	
1	48	.000	
2	47	.021	

A stepwise multiple regression analysis was used to study the effect of Motivational factors ("I get adequate salary in organization", "I am happy with promotion scheme of the organization", "I get recognition from my superiors for good work", "I get reward for achieving the target", "The training facilities are adequate", "I am happy with the fringe benefits", "I am happy with the staff quarters") on Turnover Intensions.

A Stepwise procedure has produced 2 models.

Model No.1 includes single predictor," I get recognition from my superiors for good work".

R=0.497, R^2 = 0.247, Adjusted R^2= 0.232. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "I get recognition from my superiors for good work" and "I am happy with the staff quarters".

R= .574, R^2 = 0.329, Adjusted R^2= .301(30% of the variants in the dependent variables – Turnover Intension is explained by satisfaction towards "I get recognition from my superiors for good work" and "I am happy with the staff quarters") R^2 change = 0.082. this shows that the inclusion of "I am happy with the staff quarters" has improved the predictive power of the model by 8.2% and is significant at 5% level of significance.

F change (1, 47) = 5.741, ρ value = 0.021

Table no. 7.8.3. ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.201	1	11.201	15.777	.000[a]
	Residual	34.079	48	.710		
	Total	45.280	49			
2	Regression	14.911	2	7.455	11.538	.000[b]
	Residual	30.369	47	.646		
	Total	45.280	49			

a. Predictors: (Constant), I get recognition from my superiors for good work.

b. Predictors: (Constant), I get recognition from my superiors for good work; Organization provides staff quarters to employees.

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows both the models are significant. This proves that the independent variables in the two models has done a fairly good job of prediction and that the R^2 values of both the models are significantly different from zero.

Table no. 7.8.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.076	.507		8.045	.000
	I get recognition from my superiors for good work.	-.534	.135	-.497	-3.972	.000
2	(Constant)	4.768	.563		8.468	.000
	I get recognition from my superiors for good work.	-.516	.129	-.480	-4.015	.000
	Organization provides staff quarters to employees.	-.230	.096	-.287	-2.396	.021

a. Dependent Variable: TurnoverIntention1

Table no. 7.8.5. Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I get recognition from my superiors for good work.	-.497	-.497	-.497	1.000	1.000
2	(Constant)					
	I get recognition from my superiors for good work.	-.497	-.505	-.480	.997	1.003

	Organization provides staff quarters to employees.	-.315	-.330	-.286	.997	1.003

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the two predictors, satisfaction towards "I get recognition from my superiors for good work" and "I am happy with the staff quarters".

Model No. 2 includes 2 predictors "I get recognition from my superiors for good work" and "I am happy with the staff quarters". Impact of both the predictors on Turnover Intension is significant

For satisfaction towards "I get recognition from my superiors for good work"
t = -4.015, b= -0.516, Beta = -0.480, ρ value = 0.000

For "I am happy with the staff quarters"
t = -2.396, b= -0.230, Beta = -0.287, ρ value = 0.021

A comparison of Beta Coefficient of both the predictors (satisfaction towards "I get recognition from my superiors for good work" = -0.480, "I am happy with the staff quarters" = -0.287) shows that satisfaction towards "I get recognition from my superiors for good work" is a better predictor of turnover Intension compared to "I am happy with the staff quarters".

Multi Collinearity Analysis
Multi Collinearity Analysis is not a problem for the two predictors since the tolerance value of both the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.

Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intension = 4.768 -0.516 ("I get recognition from my superiors for good work") - 0.230 ("I am happy with the staff quarters")

The above equation reveals that both satisfaction towards "I get recognition from my superiors for good work" and "I am happy with the staff quarters" has a negative impact on Turnover Intension. If satisfaction towards "I get recognition from my superiors for good work" is improved by 1 unit than Turnover Intension will go down by 0.367 units, controlling for the effect of "I am happy with the staff quarters". When "I am happy with the staff quarters" is increased by 1 unit, Turnover Intension will go down by 0.88 units, controlling for the effect of satisfaction towards "I get recognition from my superiors for good work".

Note:

Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variable "I get adequate salary in organization", "I am happy with promotion scheme of the organization", "I get reward for achieving the target", "The training facilities are adequate", "I am happy with the fringe benefits", are excluded from the model for their poor contribution to the model.

From the above analysis it has been found that out of seven factors, two factors "I get recognition from my superiors for good work" and "Organization provides staff quarters to everyone" show a significant negative impact on Turnover Intention. The remaining five factors are excluded from the model as they are insignificant and have no impact on Turnover Intention. Therefore, Companies must look forward to motivate more and also think of providing staff quarters to the Managers.

Thus H_1 is accepted.

Table no. 7.8.6. Excluded Variables[c]

Model	Beta In	T	Sig.	Partial Correlation

1	I get adequate salary in organization	-.007[a]	-.053	.958	-.008
	I am happy with promotion scheme of the organization.	-.072[a]	-.484	.631	-.070
	I get reward for achieving the target.	-.297[a]	-2.305	.026	-.319
	Organization provides training facilities to employees	-.265[a]	-1.927	.060	-.271
	Organization provides fringe benefits to employees.	-.160[a]	-1.256	.215	-.180
	Organization provides staff quarters to employees.	-.287[a]	-2.396	.021	-.330
2	I get adequate salary in organization	-.048[b]	-.375	.710	-.055
	I am happy with promotion scheme of the organization.	-.091[b]	-.647	.521	-.095
	I get reward for achieving the target.	-.217[b]	-1.619	.112	-.232
	Organization provides training facilities to employees	-.191[b]	-1.374	.176	-.199
	Organization provides fringe benefits to employees.	-.090[b]	-.706	.484	-.104

a. Predictors in the Model: (Constant), I get recognition from my superiors for good work.

b. Predictors in the Model: (Constant), I get recognition from my superiors for good work., Organization provides staff quarters to employees.

c. Dependent Variable: TurnoverIntention1

Table no. 7.8.7. Excluded Variables^c

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	I get adequate salary in organization	.903	1.107	.903
	I am happy with promotion scheme of the organization.	.727	1.375	.727
	I get reward for achieving the target.	.867	1.153	.867
	Organization provides training facilities to employees	.787	1.271	.787
	Organization provides fringe benefits to employees.	.958	1.044	.958
	Organization provides staff quarters to employees.	.997	1.003	.997
2	I get adequate salary in organization	.887	1.127	.887
	I am happy with promotion scheme of the organization.	.725	1.380	.722
	I get reward for achieving the target.	.766	1.306	.766

Organization provides training facilities to employees	.728	1.374	.728		
Organization provides fringe benefits to employees.	.893	1.120	.893		

c. Dependent Variable: TurnoverIntention1

Table no. 7.8.8. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	I get recognition from my superiors for good work.	Organization provides staff quarters to employees.
1	di me nsi on1	1	1.972	1.000	.01	.01	
		2	.028	8.384	.99	.99	
2	di me nsi on1	1	2.888	1.000	.00	.01	.01
		2	.086	5.780	.03	.19	.85
		3	.025	10.682	.97	.80	.14

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.9) To study the impact of Working Environment factors on Turnover Intension of managers.

There is a impact of Working Environment factors on Turnover Intension of managers.

<u>**Statistical Test: Stepwise Multiple Regression Analysis:-**</u>

Variable and Measurement :

- ❖ Dependent variable – Turnover Intensions

- ❖ Independent Variable -
1. Organization has proper infrastructure.
2. I am happy with the Canteen facility.
3. I am happy with the rest room facility
4. Organization has proper ventilation.
5. I am happy with the standard lighting system.
6. I am happy with the drinking water facility
7. I do not think my work place is toxic
8. The timing of work do not disturb the family

The dependent variable " Turnover Intension" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Working Environment ("Organization has proper infrastructure", "I am happy with the Canteen facility", "I am happy with the rest room facility", "Organization has proper ventilation", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I not think my work

place is toxic", "The timing of work do not disturb the family") are not a predictors of Employees Turnover.

H₁: At least one of the Working Environment Factors is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.9.1.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.480[a]	.230	.214	.852	.230	14.342	1

a. Predictors: (Constant), Organization has proper infrastructure.

Table no. 7.9.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	48	.000

A stepwise multiple regression analysis was used to study the effect of Working Environment factors ("Organization has proper infrastructure", "I am happy with the Canteen facility", "I am happy with the rest room facility", "Organization has proper ventilation", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I not think my work place is toxic", "The timing of work do not disturb the family") on Turnover Intensions.

A Stepwise procedure has produced 1 model.

Model includes single predictor, "Organization has proper infrastructure".

R=0.480, $R^2 = 0.230$, Adjusted $R^2 = 0.214$. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.
(20% of the variants in the dependent variables – (Turnover Intension) is explained by satisfaction towards "Organization has proper infrastructure".)

Table no. 7.9.3. ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	10.417	1	10.417	14.342	.000[a]
Residual	34.863	48	.726		
Total	45.280	49			

a. Predictors: (Constant), Organization has proper infrastructure.

b. Dependent Variable: TurnoverIntention1

The ANOVAs table show the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 values of both the model is significantly different from zero.

Table no. 7.9.4. Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	3.787	.456		8.299	.000
Organization has proper infrastructure.	-.417	.110	-.480	-3.787	.000

a. Dependent Variable: TurnoverIntention1

Table no. 7.9.5. Coefficients[a]

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)					
Organization has proper infrastructure.	-.480	-.480	-.480	1.000	1.000

Table no. 7.9.5. Coefficients^a

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant) Organization has proper infrastructure.	-.480	-.480	-.480	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the predictor, satisfaction towards "Organization has proper infrastructure".

Model includes 1 predictor satisfaction towards "Organization has proper infrastructure". Impact of the predictor on Turnover Intension is significant.

For satisfaction towards "Organization has proper infrastructure"
t = -3.787, b= -0.417, Beta = -0.480, ρ value = 0.000

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intension = 4.360 - 0.417 (satisfaction towards "Organization has proper infrastructure")
The above equation reveals that both satisfaction towards Organization has proper infrastructure has a negative impact on Turnover Intension. If satisfaction towards "Organization has proper infrastructure" is improved by 1 unit than Turnover Intension will go down by -0.417 units, controlling for the effect of Organization has proper infrastructure.

Note :

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "Organization has proper ventilation", "I am happy with the Canteen facility", "I am happy with the rest room facility", "I am happy with the standard lighting system", "I am happy with the drinking water facility", "I do not think my work place is toxic", "The timing of work do not disturb the family" are excluded for their poor contribution to the model.

A test of Normality on the entire variable showed that assumption of Normality was tenable for all the variables except for the variable ("Organization has proper ventilation", "I am happy with the rest room facility", "I am happy with the standard lighting system", "I am happy with the drinking water facility"). Thus this variable have been eliminated from Stepwise multiple Regression Analysis.

From the above stepwise multiple regression analysis, it has been found out of eight factors, one of the factor "Organization has proper Infrastructure" is showing a significant negative impact on Turnover Intention. Remaining seven factors are insignificant and thus excluded from the model as they show no impact on Turnover Intention. There is a need for the Organization to focus on better and proper Infrastructure and all other aspects related to infrastructure.

Therefore they H_1 is accepted

Table no. 7.9.6. Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation
1	I am happy with the Canteen facility available in an organization.	-.172[a]	-1.106	.274	-.159
	I do not think my work place is toxic	-.121[a]	-.935	.355	-.135
	The timing of work do not disturb the family	.145[a]	1.146	.258	.165

a. Predictors in the Model: (Constant), Organization has proper infrastructure.

b. Dependent Variable: TurnoverIntention1

Table no. 7.9.7. Excluded Variables[b]

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	I am happy with the Canteen facility available in an organization.	.661	1.512	.661
	I do not think my work place is toxic	.955	1.047	.955
	The timing of work do not disturb the family	1.000	1.000	1.000

b. Dependent Variable: TurnoverIntention1

Table no. 7.9.8. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organization has proper infrastructure.
1	1	1.964	1.000	.02	.02
	2	.036	7.437	.98	.98
	dimension1				

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.10) To study the impact of Job Related Issues on Turnover Intension of Managers.

There is a impact of Job Related Issues on Turnover Intention of Managers.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement :
- ❖ Dependent variable – Turnover Intensions
- ❖ Independent Variable -
1. I get flexible work facility in my organization.
2. I do not think that whatever I get is inadequate [benefits] in my organization.
3. I do not do repetitive work in my organization.
4. Organization has proper time and motion system.
5. Organization provides new job opportunities.
6. I am satisfied with my co-workers.
7. I get an opportunity to achieve my personal goals in my organization.

The dependent variable " Turnover Intension" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Job Related Issues ("I get flexible work facility in my organization", "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization",

"Organization has proper time and motion system", "Organization provides new job opportunities", "I am satisfied with my co-workers",

"I get an opportunity to achieve my personal goals in my organization") are not a predictors of Employees Turnover.

H₁: At least one of the Job Related Issues is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.10.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.499ᵃ	.249	.233	.842	.249	15.892	1

a. Predictors: (Constant), Organization provides new job opportunities in my organization.

Table no. 7.10.2. Model Summary

Model	Change Statistics

	df2	Sig. F Change
1	48	.000

A stepwise multiple regression analysis was used to study the effect of Job Related Issues ("I get flexible work facility in my organization", "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization", "Organization has proper time and motion system", "Organization provides new job opportunities", "I am satisfied with my co-workers", "I get an opportunity to achieve my personal goals in my organization") on Turnover Intensions.

A Stepwise procedure has produced 1 model.

Model includes single predictor, "Organization provides new job opportunities"
R=0.499, R^2 = 0.249, Adjusted R^2= 0.233. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model. (10% of the variants in the dependent variables – Turnover Intension is explained by satisfaction towards "Organization provides new job opportunities".)

Table no. 7.10.3. ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	11.263	1	11.263	15.892	.000[a]
	Residual	34.017	48	.709		
	Total	45.280	49			

a. Predictors: (Constant), Organization provides new job opportunities in my organization.

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.10.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.833	.446		8.596	.000
	Organization provides new job opportunities in my organization.	-.492	.123	-.499	-3.987	.000

a. Dependent Variable: TurnoverIntention1

Table no. 7.10.5. Coefficients[a]

Model		Collinearity
	Correlations	Statistics

		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Organization provides new job opportunities in my organization.	-.499	-.499	-.499	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the predictor, satisfaction towards "Organization provides new job opportunities".

Model includes 1 predictor satisfaction "Organization provides new job opportunities". Impact of the predictor on Turnover Intension is significant

For satisfaction towards "Organization provides new job opportunities",
 t = -3.987, b= -0.492, Beta = -0.499, ρ value = 0.000

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intension = 3.833 - 0.492 (Organization provides new job opportunities,).

The above equation reveals that satisfaction towards "Organization provides new job opportunities", has a negative impact on "Turnover Intension". If satisfaction towards "Organization provides new job opportunities", is improved by 1 unit than Turnover Intension will go down by -0.492 units, controlling for the effect of Organization provides new job opportunities.

Note :
  ❖ Variables which are significant have a negative impact on turnover intention.
    Variables which are excluded are insignificant and have no impact on turnover

intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention.

The independent variables "I get flexible work facility in my organization", "I do not think that whatever I get is inadequate [benefits] in my organization", "I do not do repetitive work in my organization", "Organization has proper time and motion system", "I am satisfied with my co-workers", "I get an opportunity to achieve my personal goals in my organization" are excluded from the model for their poor contribution to the model.

From the above stepwise multiple regression analysis, it has been found that out of seven variables in job related issues, one variable "Organization provides new job opportunities" show a significant negative impact on Turnover Intention. The other six variables are excluded as they are insignificant in nature and have no impact on Turnover Intention so, The Organizations must make new policies and create better job opportunities for the Managers working in the Organization.

Thus H_1 is accepted.

Table no. 7.10.6. Excluded Variables[b]

Model		Beta In	T	Sig.	Partial Correlation
1	I get flexible work facility in my organization.	-.175[a]	-1.312	.196	-.188

I do not think that whatever I get is inadequate[benefits] in my organization.	.063[a]	.501	.619	.073
I do not do repetitive work in my organization.	.224[a]	1.692	.097	.240
Organization has proper time and motion system.	-.183[a]	-1.330	.190	-.190
I am satisfied with my co-workers.	-.164[a]	-1.270	.210	-.182
I get an opportunity to achieve my personal goals in my organization.	-.254[a]	-1.849	.071	-.260

a. Predictors in the Model: (Constant), Organization provides new job opportunities in my organization.

b. Dependent Variable: TurnoverIntention1

Table no. 7.10.7. Excluded Variables[b]

Model	Collinearity Statistics		
	Tolerance	VIF	Minimum Tolerance

1	I get flexible work facility in my organization.	.870	1.149	.870
	I do not think that whatever I get is inadequate[benefits] in my organization.	.995	1.005	.995
	I do not do repetitive work in my organization.	.860	1.163	.860
	Organization has proper time and motion system.	.811	1.233	.811
	I am satisfied with my co-workers.	.923	1.084	.923
	I get an opportunity to achieve my personal goals in my organization.	.792	1.263	.792

b. Dependent Variable: TurnoverIntention1

Table no. 7.10.7. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalu	Condition	Variance Proportions

		e	Index	(Constant)	Organization provides new job opportunities in my organization.
1	1	1.964	1.000	.02	.02
	2	.036	7.355	.98	.98
	dimension1				

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.11) To study the impact of Organizational Culture on Turnover Intension of Managers.

There is a impact of Organizational Culture on Turnover Intension of Managers.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement :

- ❖ **Dependent variable** – Turnover Intensions

- ❖ **Independent Variable** -
1. Organization has informal communication.
2. People share their information without any hesitation.
3. Organization takes initiatives to celebrate traditional functions.
4. Organization takes initiatives to celebrate success of employees.
5. Organization has caring environment.
6. Organization is free from organizational politics

The dependent variable " Turnover Intension" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Organizational Culture ("Organization has informal communication", "People share their information without any hesitation", "Organization takes initiatives to celebrate traditional functions", "Organization takes initiatives to celebrate success of employees", "Organization has caring environment", "Organization is free from organizational politics") are not a predictors of "Employees Turnover".

H₁: At least one of the Organizational Culture is significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.11.1.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.560ᵃ	.314	.299	.805	.314	21.936	1
2	.617ᵇ	.381	.354	.772	.067	5.092	1

a. Predictors: (Constant), Organization has caring environment.

b. Predictors: (Constant), Organization has caring environment., People share their information without any hesitation.

Table no. 7.11.2. Model Summary

Model	Change Statistics

	df2	Sig. F Change
1	48	.000
2	47	.029

A stepwise multiple regression analysis was used to study the effect of Organizational Culture ("Organization has informal communication", "People share their information without any hesitation", "Organization takes initiatives to celebrate traditional functions", "Organization takes initiatives to celebrate success of employees", "Organization has caring environment", "Organization is free from organizational politics") on "Turnover Intensions".

A Stepwise procedure has produced 2 models.

Model No.1 includes single predictor, "Organization has caring environment"

R=0.560, R^2 = 0.314, Adjusted R^2= 0.299. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "Organization has caring environment" and "People share their information without any hesitation".

R= 0.617, R^2 = 0.381, Adjusted R^2= 0.354 (38% of the variants in the dependent variables – Turnover Intension is explained by satisfaction towards "Organization has

caring environment")

R^2 change = 0.067. This shows that the inclusion of the variables "Organization has caring environment" has improved the predictive power of the model by 6% and is significant at 5% level of significance.

F change (1, 47) = 5.092, ρ value = 0.029

Table no. 7.11.3. ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.203	1	14.203	21.936	.000[a]
	Residual	31.077	48	.647		
	Total	45.280	49			
2	Regression	17.240	2	8.620	14.449	.000[b]
	Residual	28.040	47	.597		
	Total	45.280	49			

a. Predictors: (Constant), Organization has caring environment.

b. Predictors: (Constant), Organization has caring environment., People share their information without any hesitation.

c. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variables in the 2 model has done a fairly good job of prediction and that the R^2 values of the models are significantly different from zero.

Table no. 7.11.4.Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	3.956	.408		9.691	.000
	Organization has caring environment.	-.531	.113	-.560	-4.684	.000
2	(Constant)	4.498	.460		9.788	.000
	Organization has caring environment.	-.453	.114	-.478	-3.966	.000
	People share their information without any hesitation.	-.257	.114	-.272	-2.256	.029

a. Dependent Variable: TurnoverIntention1

Table no. 7.11.5.Coefficients[a]

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Organization has caring environment.	-.560	-.560	-.560	1.000	1.000
2	(Constant)					
	Organization has caring environment.	-.560	-.501	-.455	.908	1.101
	People share their information without any hesitation.	-.417	-.313	-.259	.908	1.101

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the two predictors, satisfaction towards "Organization has caring environment" and "People share their information without any hesitation".

Model No. 2 includes 2 predictors satisfaction "Organization has caring environment" and "People share their information without any hesitation". Impact of the predictor on Turnover Intension is significant.

For satisfaction towards "Organization has caring environment"
t = -3.966, b= -0.453, Beta = -0.478, ρ value = 0.000

For satisfaction towards "People share their information without any hesitation"
 t = -2.256, b= -0.257, Beta = -0.272, ρ value = 0.029

A comparison of Beta Coefficient of both the predictors ("Organization has caring environment" = -0.478, and People share their information without any hesitation = -0.272) shows that satisfaction towards "Organization has caring environment" is a better predictor of turnover Intension compared to People share their information without any hesitation.

Multi Collinearity Analysis
Multi Collinearity Analysis is not a problem for the one predictors since the tolerance value of the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.
Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intension = 4.498 - 0.453 ("Organization has caring environment") - 0.257 ("People share their information without any hesitation")

The above equation reveals that satisfaction towards "Organization has caring environment" has a negative impact on Turnover Intension. If satisfaction towards "People share their information without any hesitation" is improved by 1 unit than Turnover Intension will go down by 0.453 units, , controlling for the effect of "People share their information without any hesitation". When "People share their information

without any hesitation" by 1 unit, Turnover Intension will go down by -0.257 units, controlling for the effect of satisfaction towards Organization has caring environment..

Note :
- ❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention

The independent variables "Organization has informal communication", "Organization takes initiatives to celebrate traditional functions", "Organization is free from organizational politics", are excluded from the model for their poor contribution to the model.

A test of Normality on the entire variable showed that assumption of Normality was tenable for all the variables except for the variable ("Organization takes initiatives to celebrate success of employees"). Thus this variable have been eliminated from Stepwise multiple Regression Analysis.

From the stepwise multiple regression analysis, it has been observed by researcher that out of six predictors, two predictors "Organization has caring Environment" and "people share their personal information without any hesitations" show a significant negative impact on Turnover Intention. The other four predictors are excluded from the models as they are insignificant in nature and have not impact on Turnover Intention. Organization must focus on building relationships between Employees and Managers and also think on well-being. By doing so could help the Employees to feel free like home.

Thus H_1 is accepted.

Table no. 7.11.6. Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation
1	Organization has informal communication.	-.202[a]	-1.699	.096	-.240
	People share their information without any hesitation.	-.272[a]	-2.256	.029	-.313
	Organization takes initiatives to celebrate traditional functions.	-.205[a]	-1.671	.101	-.237
	Organization takes initiatives to celebrate success of employees.	-.300[a]	-2.215	.032	-.307
	Organization is free from organizational politics	-.077[a]	-.538	.593	-.078
2	Organization has informal communication.	-.133[b]	-1.083	.284	-.158
	Organization takes initiatives to celebrate traditional functions.	-.211[b]	-1.799	.079	-.256
	Organization takes initiatives to celebrate success of employees.	-.239[b]	-1.744	.088	-.249
	Organization is free from organizational politics	-.001[b]	-.008	.993	-.001

a. Predictors in the Model: (Constant), Organization has caring environment.

b. Predictors in the Model: (Constant), Organization has caring environment., People share their information without any hesitation.

c. Dependent Variable: TurnoverIntention1

Table no. 7.11.7. Excluded Variables^c

Model		Collinearity Statistics		
		Tolerance	VIF	Minimum Tolerance
1	Organization has informal communication.	.973	1.028	.973
	People share their information without any hesitation.	.908	1.101	.908
	Organization takes initiatives to celebrate traditional functions.	.914	1.094	.914
	Organization takes initiatives to celebrate success of employees.	.719	1.391	.719
	Organization is free from organizational politics	.708	1.413	.708
2	Organization has informal communication.	.877	1.140	.819
	Organization takes initiatives to celebrate traditional functions.	.913	1.095	.833
	Organization takes initiatives to celebrate success of employees.	.673	1.485	.673
	Organization is free from organizational politics	.665	1.504	.665

c. Dependent Variable: TurnoverIntention1

Table no. 7.11.8. Collinearity Diagnostics[a]

Model	Dimension		Eigenvalue	Condition Index	Variance Proportions		
					(Constant)	Organization has caring environment.	People share their information without any hesitation.
1	di me nsi on1	1	1.960	1.000	.02	.02	
		2	.040	7.033	.98	.98	
2	di me nsi on1	1	2.903	1.000	.01	.01	.01
		2	.060	6.944	.02	.44	.83
		3	.037	8.829	.97	.55	.16

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.12)To study the impact of Social Environment at Work Place on Turnover Intention of Managers.

There is impact of Social Environment at Work Place on Turnover Intention of Managers.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement :

Dependent variable – Turnover Intensions

Independent Variable -

1. Organization has employee-family oriented image.
2. I am happy that my colleagues are co-operative and help in crisis situations.
3. My colleagues criticize for better work rather than to de-motivate.
4. Employees don't feel uncomfortable to share personal information.

The dependent variable "Turnover Intension" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Social Environment at Work Place ("Organization has employee-family oriented image", "I am happy that my colleagues are co-

operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", "Employees don't feel uncomfortable to share personal information") are not a predictors of Employees Turnover.

H$_1$: At least one of the Social Environment at Work Place is significant predictors of Employee Turnover.

Level of Significance: α = 0.05.

Table no. 7.12.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.402^a	.161	.144	.890	.161	9.226	1

a. Predictors: (Constant), Organization has employee-family oriented image.

Table no. 7.12.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	48	.004

A stepwise multiple regression analysis was used to study the effect of Social Environment at Work Place ("Organization has employee-family oriented image", "I am happy that my colleagues are co-operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", "Employees don't feel uncomfortable to share personal information") on Turnover Intensions.

A Stepwise procedure has produced 1 model.

Model includes single predictor, "Organization has employee-family oriented image".

R=0.402, $R^2 = 0.161$, Adjusted $R^2 = 0.144$. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model. (0.8% of the variants in the dependent variables – Turnover Intension is explained by satisfaction towards Employees don't feel uncomfortable to share personal information).

Table no. 7.12.3. ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.300	1	7.300	9.226	.004[a]
	Residual	37.980	48	.791		
	Total	45.280	49			

a. Predictors: (Constant), Organization has employee-family oriented image.

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 values of the model is significantly different from zero.

Table no. 7.12.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.812	.571		6.675	.000
	Organization has employee-family oriented image.	-.475	.156	-.402	-3.037	.004

a. Dependent Variable: TurnoverIntention1

Table no. 7.12.5. Coefficients^a

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant) Organization has employee-family oriented image.	-.402	-.402	-.402	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the predictor, satisfaction towards "Employees don't feel uncomfortable to share personal information".

Model includes 1 predictor satisfaction "Organization has employee-family oriented image". Impact of the predictor on Turnover Intension is significant

For satisfaction towards "Organization has employee-family oriented image".
t = -3.037, b= 0.475, Beta = 0.402, ρ value = 0.004

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intension = 3.812 - 0.475 ("Employees don't feel uncomfortable to share personal information").
The above equation reveals that satisfaction towards "Organization has employee-family oriented image" has a negative impact on Turnover Intension. If satisfaction towards "Organization has employee-family oriented image" is improved by 1 unit than Turnover Intension will go down by 0.290 units.

Note :

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of turnover intention

The independent variables "I am happy that my colleagues are co-operative and help in crisis situations", "My colleagues criticize for better work rather than to de-motivate", "Employees don't feel uncomfortable to share personal information" are excluded from the model for their poor contribution to the model.

From the above stepwise multiple regression analysis, it has been observed by the researchers that Out of four variables, one of the variables "Employee-family oriented image" is showing a significant negative impact on Turnover Intention. The other three variables are excluded from the model as they are in significant and have no impact on Turnover Intention. The Organization must work towards this variable so that Employees feel comfortable working in the organization and could a seen of belongings

Table no. 7.12.6. Excluded Variables[b]

Model	Beta In	t	Sig.	Partial Correlation

1	I am happy that my colleagues are co-operative and help in crisis situations.	-.249[a]	-1.829	.074	-.258
	My colleagues criticizes for better work rather than to de-motivate	.238[a]	1.648	.106	.234
	Employees don't feel uncomfortable to share personal information	-.161[a]	-1.206	.234	-.173

a. Predictors in the Model: (Constant), Organization has employee-family oriented image.

b. Dependent Variable: TurnoverIntention1

Table no. 7.12.7. Excluded Variables[b]

Model	Collinearity Statistics

		Tolerance	VIF	Minimum Tolerance
1	I am happy that my colleagues are co-operative and help in crisis situations.	.898	1.114	.898
	My colleagues criticizes for better work rather than to de-motivate	.812	1.232	.812
	Employees don't feel uncomfortable to share personal information	.973	1.028	.973

b. Dependent Variable: TurnoverIntention1

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organization has employee-family oriented image.
1	1	1.975	1.000	.01	.01
	2	.025	8.967	.99	.99
	dimension1				

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.13) To study the impact of Employee Commitment on Turnover Intension for Managers.

There is a impact of Employee Commitment on Turnover Intention for Managers.

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

❖ Dependent variable – Turnover Intensions

❖ Independent Variable -
   1. I am committed to achieve organizational target.
   2. I am totally interested in my job.
   3. I hardly take leave or absent from the job.
   4. I like to work in a team.

The dependent variable "Turnover Intension" was measured using the single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H_0 : Employee Commitment ("I am committed to achieve organizational target", "I am totally interested in my job", "I hardly take leave or absent from the job", "I like to work in a team") are not a predictors of Employees Turnover.

H_1: At least one of the Employee Commitment is significant predictors of

Employee Turnover.

Level of Significance: α = 0.05.

Table no. 7.13.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.559[a]	.313	.298	.805	.313	21.833	1
2	.659[b]	.434	.410	.738	.121	10.091	1
3	.714[c]	.510	.478	.695	.076	7.095	1

a. Predictors: (Constant), I am totally interested in my job

b. Predictors: (Constant), I am totally interested in my job, I like to work in team

c. Predictors: (Constant), I am totally interested in my job, I like to work in team, I hardly take leave or absent from the job.

Table   no.   7.13.2.Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	48	.000
2	47	.003
3	46	.011

A stepwise multiple regression analysis was used to study the effect of Employee Commitment ("I am committed to achieve organizational target", "I am totally interested in my job", "I hardly take leave or absent from the job", "I like to work in a team") on Turnover Intensions.

A Stepwise procedure has produced 3 models.

Model No.1 includes single predictor, "I am totally interested in my job".

R=0.559, $R^2 = 0.313$, Adjusted $R^2 = 0.298$. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

Model No.2 includes two independent variables "I am totally interested in my job" and "I like to work in a team".

R= 0.659, R^2 = 0.434, Adjusted R^2= 0.410 (41% of the variance in the dependent variables – Turnover Intension is explained by the variables "I am totally interested in my job", "I like to work in a team")

R^2 change = 0.121. This shows that the inclusion of "I like to work in a team" has improved the predictive power of the model by 12% and is significant at 5% level of significance.

Model No.3 includes two independent variables "I am totally interested in my job", "I like to work in a team" and "I hardly take leave or absent from the job".

R= 0.714, R^2 = 0.510, Adjusted R^2= 0.478 (47% of the variance in the dependent variables – Turnover Intension is explained by the variables "I am totally interested in my job" , "I like to work in a team" and "I hardly take leave or absent from the job)

R^2 change = 0.076. This shows that the inclusion of I hardly take leave or absent from the job has improved the predictive power of the model by 7.6% and is significant at 5% level of significance.

F change $(1, 46)$ = 7.095, ρ value = 0.011

Table no. 7.13.3. ANOVA[d]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.157	1	14.157	21.833	.000[a]
	Residual	31.123	48	.648		
	Total	45.280	49			
2	Regression	19.658	2	9.829	18.030	.000[b]
	Residual	25.622	47	.545		
	Total	45.280	49			
3	Regression	23.082	3	7.694	15.944	.000[c]
	Residual	22.198	46	.483		
	Total	45.280	49			

a. Predictors: (Constant), I am totally interested in my job

b. Predictors: (Constant), I am totally interested in my job, I like to work in team

c. Predictors: (Constant), I am totally interested in my job, I like to work in team, I hardly take leave or absent from the job.

d. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the three models are significant. This proves that the independent variables in the three models has done a fairly good job of prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.13.4.Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.213	.462		9.116	.000
	I am totally interested in my job	-.534	.114	-.559	-4.673	.000
2	(Constant)	5.232	.532		9.844	.000
	I am totally interested in my job	-.445	.108	-.466	-4.099	.000
	I like to work in team	-.348	.109	-.361	-3.177	.003
3	(Constant)	6.206	.620		10.017	.000
	I am totally interested in my job	-.406	.103	-.425	-3.937	.000
	I like to work in team	-.340	.103	-.353	-3.301	.002
	I hardly take leave or absent from the job.	-.289	.109	-.278	-2.664	.011

a. Dependent Variable: TurnoverIntention1

Table no. 7.13.5. Coefficients^a

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	I am totally interested in my job	-.559	-.559	-.559	1.000	1.000
2	(Constant)					
	I am totally interested in my job	-.559	-.513	-.450	.933	1.072
	I like to work in team	-.482	-.420	-.349	.933	1.072
3	(Constant)					
	I am totally interested in my job	-.559	-.502	-.406	.914	1.094
	I like to work in team	-.482	-.438	-.341	.932	1.073
	I hardly take leave or absent from the job.	-.367	-.366	-.275	.976	1.025

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the three predictors, satisfaction towards "I am totally interested in my job", "I like to work in a team" and "I hardly take leave or absent from the job".

Model No. 3 includes 3 predictors satisfaction "I am totally interested in my job", "I like to work in a team" and "I hardly take leave or absent from the job". Impact of the predictor on Turnover Intension is significant

For satisfaction towards "I am totally interested in my job"

t = -3.937, b= -0.406, Beta = -0.425, ρ value = 0.000

For satisfaction towards "I like to work in a team"

t = -3.301, b= -0.340, Beta = -0.353, ρ value = 0.003

For satisfaction towards "I hardly take leave or absent from the job"

t = -2.664, b= 0.289, Beta = -0.278, ρ value = 0.011

A comparison of Beta Coefficient of the predictor Employees are totally interested in job = -0.425, "I like to work in a team" = -0.353 and "I hardly take leave or absent from the job" = -0.278) shows that satisfaction towards "I am totally interested" in my job is a better predictor of turnover Intension compared to "I like to work in a team", "I hardly take leave or absent from the job".

Multi Collinearity Analysis

Multi Collinearity Analysis is not a problem for the one predictors since the tolerance value of the predictor is more than .1 and the Variance Inflation Factor (VIF) is lower than 10.

Based on the statistics provided by the Coefficient table, the multiple regression equation can be presented as follows.

Turnover Intension = 6.206 - 0.406 ("I am totally interested in my job") - 0.340 ("I like to work in a team") - 0.289 ("I hardly take leave or absent from the job")

The above equation reveals that satisfactions towards "I am totally interested in my job", "I like to work in a team" and "I hardly take leave or absent from the job" has a negative impact on Turnover Intension. If satisfaction towards "I like to work in a team" , and "I hardly take leave or absent from the job is improved" by 1 unit than Turnover Intension will go down by -0.289 units.

Note :

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of Turnover Intention.

The independent variables "I am committed to achieve organizational target", are excluded from the model for their poor contribution to the model.

From the above stepwise regression analysis, the researcher has observed that out of four predictors of Employee Commitment, three of the predictors "I am totally interested in my job", "I like to work in team", "I hardly take leave or absent from the job" are showing a significant negative impact on Turnover Intention. The variable "I Committed to achieve Organizational target" does not have an impact on turnover Intention as it is insignificant it is excluded from the model. So the organization need to focus on the above three predictors which could help in reducing the overall turnover of Employees.

Thus H_1 is accepted.

Table no. 7.13.6. Excluded Variables[d]

Model	Beta In	t	Sig.	Partial Correlation

1	I am committed to achieve organizational target.	-.205[a]	-1.696	.097	-.240
	I hardly take leave or absent from the job.	-.288[a]	-2.505	.016	-.343
	I like to work in team	-.361[a]	-3.177	.003	-.420
2	I am committed to achieve organizational target.	-.075[b]	-.608	.546	-.089
	I hardly take leave or absent from the job.	-.278[b]	-2.664	.011	-.366
3	I am committed to achieve organizational target.	-.057[c]	-.492	.625	-.073

a. Predictors in the Model: (Constant), I am totally interested in my job

b. Predictors in the Model: (Constant), I am totally interested in my job, I like to work in team

c. Predictors in the Model: (Constant), I am totally interested in my job, I like to work in team, I hardly take leave or absent from the job.

d. Dependent Variable: TurnoverIntention1

Table no. 7.13.7. Excluded Variables[d]

Model	Collinearity Statistics

		Tolerance	VIF	Minimum Tolerance
1	I am committed to achieve organizational target.	.943	1.060	.943
	I hardly take leave or absent from the job.	.977	1.024	.977
	I like to work in team	.933	1.072	.933
2	I am committed to achieve organizational target.	.797	1.255	.788
	I hardly take leave or absent from the job.	.976	1.025	.914
3	I am committed to achieve organizational target.	.794	1.259	.788

d. Dependent Variable: TurnoverIntention1

Table no. 7.13.8. Collinearity Diagnostics[a]

Model	Dimension	Eigenvalu	Condition	Variance Proportions

			e	Index	(Constant)	I am totally interested in my job
1	di me nsi on1	1	1.969	1.000	.02	.02
		2	.031	7.990	.98	.98
2	di me nsi on1	1	2.930	1.000	.00	.01
		2	.044	8.120	.00	.66
		3	.026	10.666	1.00	.34
3	di me nsi on1	1	3.886	1.000	.00	.00
		2	.052	8.667	.01	.06
		3	.044	9.408	.00	.84
		4	.018	14.498	.99	.10

a. Dependent Variable: TurnoverIntention1

Table no. 7.13.9. Collinearity Diagnostics[a]

Model	Dimension	Variance Proportions

			I like to work in team	I hardly take leave or absent from the job.
1	di me nsi on1	1 2		
2	di me nsi on1	1 2 3	.01 .60 .39	
3	di me nsi on1	1 2 3 4	.00 .42 .36 .22	.00 .51 .04 .44

a. Dependent Variable: TurnoverIntention1

Purpose:-

7.14) To study the impact of Motivational factors and Employee Commitment on Turnover Intention of Managers.

There is a impact of Motivational factors and Employee Commitment on Turnover Intention of Managers

Statistical Test: Stepwise Multiple Regression Analysis:-

Variable and Measurement:

- ❖ Dependent variable –
    1. Turnover Intensions

- ❖ Independent Variable -
    1. Motivational Factors
    2. Working Environment
    3. Job Related Issues
    4. Organizational Culture
    5. Social Environment at Workplace
    6. Employee Commitment

The dependent variable "Turnover Intension" was measured using the single item Likert Scale(1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The above mentioned the 7 independent variable were also measurement using a single item Likert Scale (1= strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree).

H₀ : "Motivational Factors" and "Employee Commitment" are not a predictors of Employees Turnover.

H₁: At least one of the Motivational Factors and Employee Commitment are significant predictors of Employee Turnover.

Level of Significance: $\alpha = 0.05$.

Table no. 7.14.1.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.602[a]	.362	.349	.776	.362	27.255	1

a. Predictors: (Constant), OrgCulture

Table no. 7.14.2. Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	48	.000

A stepwise multiple regression analysis was used to study the effect of "Motivational Factors", "Working Environment", "Job Related Issues", "Organizational Culture", "Social Environment at workplace", and "Employee Commitment on Turnover Intensions".

A Stepwise procedure has produced 1 model.

Model includes single predictors, "Organizational Culture".

R=0.602, R^2 = 0.362, Adjusted R^2= 0.349. There is a slight reduction in the R^2 based on the sample size and number of predictors in the model.

(36% of the variants in the dependent variables – Turnover Intension is explained by

satisfaction towards "Organizational Culture".)

Table no. 7.14.3.ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.399	1	16.399	27.255	.000[a]
	Residual	28.881	48	.602		
	Total	45.280	49			

a. Predictors: (Constant), OrgCulture

b. Dependent Variable: TurnoverIntention1

The ANOVAs table shows the model is significant. This proves that the independent variable in the model has done a fairly good job of prediction and that the R^2 values of the model are significantly different from zero.

Table no. 7.14.4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.189	.598		8.677	.000
	OrgCulture	-.916	.175	-.602	-5.221	.000

a. Dependent Variable: TurnoverIntention1

Table no. 7.14.5. Coefficients^a

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant) OrgCultur e	-.602	-.602	-.602	1.000	1.000

a. Dependent Variable: TurnoverIntention1

We refer to the table coefficients to examine the significance of the three predictors, satisfaction towards Employee Commitment "Organizational Culture" and "Social Environment at Workplace".

Model includes 1 predictor satisfaction towards "Organizational Culture". Impact of the predictor on Turnover Intension is significant.

For satisfaction towards "Organizational Culture".
t = -5.221, b= -0.916, Beta = -0.602, ρ value = 0.000

Based on the statistics provided by the Coefficient table, the regression equation can be presented as follows.

Turnover Intension = 5.189 - 0.916 (Organizational Culture)
The above equation reveals that satisfaction towards "Organizational Culture", has a negative impact on Turnover Intension. If satisfaction towards "Organizational

Culture" is improved by 1 unit than Turnover Intension will go down by -0.916 units, controlling for the effect of "Organizational Culture".

Note:

❖ Variables which are significant have a negative impact on turnover intention. Variables which are excluded are insignificant and have no impact on turnover intention variables with the negative values will have a negative impact over turnover intention.by suggesting an improvement will reduce the chances of Turnover Intention.

The independent variables "Motivational Factors", "Working Environment", "Job Related Issues" are not a predictors of Employees Turnover excluded from the model for their poor contribution to the model.

From the above stepwise multiple regressions the researcher has been observed that out of six predictors, one predictor "Organizational culture" show a significant negative impact on Turnover Intention the other five predictors are insignificant and have no impact on Turnover Intention. Thus they are excluded from the model. There is a need to the Organization to deeply analyze the various factors effecting Organizational culture.

Therefore the H_1 is accepted.

Table no. 7.14.6. Excluded Variables[b]

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	MotivationalFactors	-.272[a]	-1.711	.094	-.242	.507
	JobRelatedIssues	.157[a]	.835	.408	.121	.380
	SocialEnv	.151[a]	.876	.385	.127	.447

a. Predictors in the Model: (Constant), OrgCulture

b. Dependent Variable: TurnoverIntention1

Table no. 7.14.7. Excluded Variables^b

Model		Collinearity Statistics	
		VIF	Minimum Tolerance
1	MotivationalFactors	1.974	.507
	JobRelatedIssues	2.633	.380
	SocialEnv	2.236	.447

b. Dependent Variable: TurnoverIntention1

Table no. 7.14.8. Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	OrgCulture
1	1	1.983	1.000	.01	.01
	2	.017	10.810	.99	.99

a. Dependent Variable: TurnoverIntention1

7.15) The following t- Test has been tested on the following parameters.

As the two parameters that is the working environment and employee commitment has not been used in the multiple stepwise regression analysis as it did not meet the test of normality. So to find out if employees and managers (Sr.Resources) do defer over their opinion the t – test has been performed.

    i.   Turnover Intension
    ii.   Motivational Factor
    iii.   Working Environment
    iv.   Job Related Issues
    v.   Organizational Culture
    vi.   Social Environment
    vii.   Employee Commitment

Working Environment and Employee Commitment are removed from t - Test as they failed to meet the test of Normality .Thus   Mann-Whitney test is carried out for these two variables

Purpose:

To study Employees and Managers defer over the followings.

Perception towards Turnover Intension Motivational Factor, Working Environment, Job Related Issues, Organizational Culture, Social Environment, and Employee Commitment.

Statistical Test – Independent Test – t Test:

H_0: Perception of the two groups Employees and Managers do not defer over the following.

Turnover Intension, Motivational Factor, Working Environment, Job Related Issues, Organizational Culture, Social Environment, and Employee Commitment.

H$_1$: Perception of the two groups defer over Turnover Intension, Motivational Factor, Working Environment, Job Related Issues, Organizational Culture, Social Environment, and Employee Commitment.

Level of significance α = 0.05

Table no. 7.15.1.Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
TurnoverInt	Employees	100	2.36	.916	.092
	Managers	50	2.12	.961	.136
MotivationalFactors	Employees	100	2.95	.687	.069
	Managers	50	3.64	.693	.098
WorkingEnv	Employees	100	3.98	.681	.068
	Managers	50	3.76	.771	.109
JobRelatedIssues	Employees	100	3.64	.732	.073
	Managers	50	3.02	.515	.073
OrgCulture	employees	100	3.41	.740	.074
	Managers	50	3.34	.688	.097
SocialEnv	employees	100	3.70	.759	.076
	Managers	50	3.66	.626	.089
EmployeeCommittement	employees	100	3.80	.711	.071
	Managers	50	4.08	.566	.080

Table no. 7.15.2.Independent Samples Test

		Levene's Test for Equality of Variances	
		F	Sig.
TurnoverInt	Equal variances assumed	.381	.538
	Equal variances not assumed		
MotivationalFactors	Equal variances assumed	1.858	.175
	Equal variances not assumed		
WorkingEnv	Equal variances assumed	2.015	.158
	Equal variances not assumed		
JobRelatedIssues	Equal variances assumed	24.099	.000
	Equal variances not assumed		
OrgCulture	Equal variances assumed	.498	.482
	Equal variances not assumed		
SocialEnv	Equal variances assumed	2.867	.093
	Equal variances not assumed		
EmployeeCommittement	Equal variances assumed	5.912	.016
	Equal variances not assumed		

The equality of Variances was tested using Lavene's test.

H_0: $\sigma_1^2 = \sigma_1^2$

H_1: $\sigma_1^2 \neq \sigma_1^2$

From the Lavene's test output it can be seen that the ρ value in case of ("Turnover Intension", "Motivational Factors", "Working Environment", "Organizational Culture" and "Social Environment" is greater than 0.05. thus assumption of homogeneous test is tenable.

Therefore for these variables the t– value from the Row "equal variances assumed" is considered as the test statistics value.

The ρ value in case of "Job Related Issues" and "Employee Commitment" is less than 0.05.These assumptions of these homogeneous of variances in these cases is broken-

Hence, t-value in the Row labeled equal variance is considered as the test statistics.

Table no. 7.15.3. Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
TurnoverInt	Equal variances assumed	1.488	148	.139
	Equal variances not assumed	1.464	93.988	.146
MotivationalFactors	Equal variances assumed	-5.781	148	.000
	Equal variances not assumed	-5.766	97.398	.000
WorkingEnv	Equal variances assumed	1.783	148	.077

		1.711	88.101	.091
	Equal variances not assumed			
JobRelatedIssues	Equal variances assumed	5.359	148	.000
	Equal variances not assumed	6.006	131.601	.000
OrgCulture	Equal variances assumed	.559	148	.577
	Equal variances not assumed	.572	104.664	.568
SocialEnv	Equal variances assumed	.322	148	.748
	Equal variances not assumed	.343	116.310	.732
EmployeeCommittement	Equal variances assumed	-2.427	148	.016
	Equal variances not assumed	-2.617	119.895	.010

Table no. 7.15.4. Independent Samples Test

		t-test for Equality of Means	
		Mean Difference	Std. Error Difference
TurnoverInt	Equal variances assumed	.240	.161
	Equal variances not assumed	.240	.164
MotivationalFactors	Equal variances assumed	-.690	.119
	Equal variances not assumed	-.690	.120
WorkingEnv	Equal variances assumed	.220	.123
	Equal variances not assumed	.220	.129
JobRelatedIssues	Equal variances assumed	.620	.116
	Equal variances not assumed	.620	.103
OrgCulture	Equal variances assumed	.070	.125
	Equal variances not assumed	.070	.122
ScocialEnv	Equal variances assumed	.040	.124
	Equal variances not assumed	.040	.117
EmployeeCommittement	Equal variances assumed	-.280	.115
	Equal variances not assumed	-.280	.107

Table no. 7.15.5. Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
TurnoverInt	Equal variances assumed	-.079	.559
	Equal variances not assumed	-.085	.565
MotivationalFactors	Equal variances assumed	-.926	-.454
	Equal variances not assumed	-.928	-.452
WorkingEnv	Equal variances assumed	-.024	.464
	Equal variances not assumed	-.035	.475
JobRelatedIssues	Equal variances assumed	.391	.849
	Equal variances not assumed	.416	.824
OrgCulture	Equal variances assumed	-.178	.318
	Equal variances not assumed	-.172	.312
SocialEnv	Equal variances assumed	-.206	.286
	Equal variances not assumed	-.191	.271
EmployeeCommittement	Equal variances assumed	-.508	-.052
	Equal variances not assumed	-.492	-.068

For Turnover Intension

t (148) = -1.488,ρ = 0.139, failed to reject **H₀**, It is therefore concluded that employees and managers exhibit similar behavior in case of Turnover Intension.

For Motivational Factors

t(148) = -5.781,ρ = 0.000

Since ρ is less than level of significance that is 0.05, the **H₀ is rejected**. It is therefore concluded that employees and managers defer over Motivational factors where Mean of employees = 2.95 is better than mean of managers= 3.64

For Working Environment :

t (148) = 1.783 ,ρ = 0.077

Since ρ is greater than level of significance that is 0.05, the **H₀ fail to reject**. It is therefore concluded that employees and managers do not defer over Working Environment where managers Mean = 3.76 is better than employees Mean = 3.98

For Job Related Issues

t(131.601) = 6.006,ρ = 0.000

Since ρ is less than level of significance that is 0.05, the **H₀ is rejected**. It is therefore concluded that employees and managers defer over Job Related Issues where managers Mean = 3.02 is better than employees Mean = 3.64

For Organizational Culture

t(148) = 0.559,ρ = 0.577

Since ρ is greater than level of significance that is 0.05, the **H₀** fail to reject. It is therefore concluded that employees and managers exhibit similar kind of behavior in Organizational Culture where managers Mean = 3.34 and employees Mean = 3.41.

For Social Environment at Workplace:

t(148) = 0.322,ρ = 0.748

Since ρ is greater than level of significance that is 0.05, the **H₀ fail to reject**. It is therefore concluded that employees and managers exhibit similar kind of behavior over Social Environment at Workplace where managers Mean = 3.66 and employees Mean = 3.70

For Employee Commitment:

t(119.895) = -2.617,ρ = 0.010

Since ρ is less than level of significance that is 0.05, the **H₀ is rejected**. It is therefore concluded that employees and managers differ from each other over Employee Commitment where Employees Mean= 3.80 and Managers Mean = 4.08

7.16.1. Mann – Whitney Test

7.16.2. Purpose:

To study whether Employees and Managers defer over satisfaction towards work environment and Employee commitment.

7.16.3. Statistical Test - Mann – Whitney Test

H₀ : Perception of Employees and Managers do not difference Over Satisfaction towards work environment and Employee commitment.

H₁ : Perception of Employees and Managers do difference Over Satisfaction towards work environment and Employee commitment.

Mann-Whitney Test

Table no. 7.16.1.Ranks

	Group	N	Mean Rank	Sum of Ranks
WorkingEnv	employees	100	78.99	7898.50
	managers	50	68.53	3426.50
	Total	150		

Table no. 7.16.2.Test Statistics[a]

	WorkingEnv
Mann-Whitney U	2151.500
Wilcoxon W	3426.500
Z	-1.559
Asymp. Sig. (2-tailed)	.119

a. Grouping Variable: Group

Table no. 7.16.3.Ranks

	Group	N	Mean Rank	Sum of Ranks
EmployeeCommittement	Employees	100	70.10	7009.50
	Managers	50	86.31	4315.50
	Total	150		

Table no. 7.16.4.Test Statistics[a]

	EmployeeCommittement
Mann-Whitney U	1959.500
Wilcoxon W	7009.500
Z	-2.539
Asymp. Sig. (2-tailed)	.011

a. Grouping Variable: Group

7.16.4. For Working Environment :– Z = -1.559 , P = 0.119,

Since P Value is more than 0.05 we fail to reject the Null. And Its therefore that Employees and Managers do not differ over Satisfaction towards Working Environment.

7.16.5. For Employee Commitment:– Z = -2.539, P = 0.01

Since P value is less than 0.05 the H$_o$ is rejected and its.

Therefore concluded that Employees and Managers difference over Employee commitment.
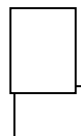
Further based on mean Ranks (Employee = 70.10, Manager = 86.31), We Can Conclude that Manager demonstrates more Commitment than Employees.

7.18. The following table is the Summary of all the statistical test done to find out the Impact of dissatisfaction factors of Employees (Low level Resources) and Sr.Resources (Managers):

PURPOSE	STATISTICAL TEST	OBSERVATIONS AND RESULTS
To study the Impact of motivational factor • **For satisfaction towards "Fringe Benefits"** • **For "The training facilities are adequate".** On Turnover Intention of Employees. The **Insignificant variables** are :-	Step wise Multiple Regression.	t = -4.542, b= -0.367, Beta = -0.393, ρ value = 0.00 t = -3.688, b= -0.288, Beta = -0.319, ρ value = 0.00

• I get adequate salary in organization. • I am happy with promotion scheme of the organization. • I get recognition from my superiors for good work. • I get reward for achieving the target. • I am happy with the staff quarters.	396	

To study the Impact of Working environment Factors • **For satisfaction towards "Canteen facility available in an organization".** • **For the "timing of work that do not disturb the family"** On Turnover intention of Employees. The **Insignificant variables** are :- • Organization has proper infrastructure. • I am happy with the rest room facility • Organization has proper ventilation. • I am happy with the standard lighting system. • I am happy with the drinking water facility • I do not think my work place is toxic	Step wise Multiple Regression.	t = -4.617, b= -0.299, Beta = -0.418, ρ value = 0.000 t = 2.892, b= -0.177, Beta = 0.262, ρ value = 0.005

To study the Impact of Job Related Issues • **For satisfaction towards getting "flexible work facility in an organization"** on Turnover Intention of Employees The **Insignificant variables** are :- • I do not think that whatever I get is inadequate [benefits] in my organization. • I do not do repetitive work in my organization. • Organization has proper time and motion system. • Organization provides new job opportunities. • I am satisfied with my co-workers. • I get an opportunity to achieve my personal goals in my organization.	Step wise Multiple Regression.	$t = -3.548$, $b = -0.288$, Beta $= -0.337$, ρ value $= 0.001$

To study the Impact of Organization Culture • **For satisfaction towards "Organization is free from organizational politics"** on Turnover Intention of Employees The **Insignificant variables** are :- • Organization has informal communication. • People share their information without any hesitation. • Organization takes initiatives to celebrate traditional functions. • Organization takes initiatives to celebrate success of employees. • Organization has caring environment.	Step wise Multiple Regression.	t = -3.340, b= -0.325, Beta = -0.320, ρ value = 0.001
To study the Impact of Social Environment at Workplace • **For satisfaction towards "Employees don't feel uncomfortable to share personal information".** On Turnover Intention of Employees. The **Insignificant variables** are :-	Step wise Multiple Regression.	t = -3.003, b= -0.278, Beta = -0.290, ρ value= 0.003

• Organization has employee-family oriented image. • I am happy that my colleagues are co-operative and help in crisis situations. • My colleagues criticize for better work rather than to de-motivate.		
To study the Impact of Employee commitment • **For satisfaction towards "I am totally interested in my job"** • **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intention of Employees. The **Insignificant variables** are :- • I am committed to achieve organizational target. • I am totally interested in my job. • I am looking for a new job.	Step wise Multiple Regression.	t = -5.790, b= -0.416, Beta = -0.464, ρ value = 0.000 t = -4.529, b= -0.312, Beta = -0.363, ρ value = 0.000

To study the Impact of Motivational Factor and Employees commitment • **For satisfaction towards "Employee Commitment"** • **For "Motivational Factors"** On Turnover Intention of employees. The **Insignificant variables** are :- • Working Environment • Job Related Issues • Organizational Culture • Social Environment at Workplace Employee Commitment	Step wise Multiple Regression.	t = -3.655, b= -0.511, Beta = -0.372, ρ value = 0.000 t = -2.487, b= -0.333, Beta = 0.253, ρ value = 0.000**.**
To study the Impact of Motivational Factor • **For satisfaction towards "I get recognition from my superiors for good work"** • **For "I am happy with the staff quarters"** On Turnover Intention for Managers. The **Insignificant variables** are :-	Step wise Multiple Regression.	t = -4.015, b= -0.516, Beta = -0.480, ρ value = 0.000 t = -2.396, b= -0.230, Beta = -0.287, ρ value = 0.021

• I get adequate salary in organization. • I am happy with promotion scheme of the organization. • I get reward for achieving the target. • The training facilities are adequate. • I am happy with the fringe benefits		
To study the Impact of Working environment Factors • **For satisfaction towards "Organization has proper infrastructure"** On turnover intention of Managers. The **Insignificant variables** are :- • I am happy with the Canteen facility. • I am happy with the rest room facility • Organization has proper ventilation. • I am happy with the standard	Step wise Multiple Regression.	t = -3.787, b= -0.417, Beta = -0.480, ρ value = 0.000

lighting system. • I am happy with the drinking water facility • I do not think my work place is toxic • The timing of work do not disturb the family		
To study the Impact of Job Related Issues • **For satisfaction towards "Organization provides new job opportunities",** On turnover Intention of Managers. The **Insignificant variables** are :- • I get flexible work facility in my organization. • I do not think that whatever I get is inadequate [benefits] in my organization. • I do not do repetitive work in my organization.	Step wise Multiple Regression.	t = -3.987, b= -0.492, Beta = -0.499, ρ value = 0.000

• Organization has proper time and motion system. • I am satisfied with my co-workers. • I get an opportunity to achieve my personal goals in my organization.		
To study the Impact of for Organization Culture • **For satisfaction towards "Organization has caring environment"** • **For satisfaction towards "People share their information without any hesitation"** On Turnover Intension of Managers. The **Insignificant variables** are :- • Organization has informal communication. • Organization takes initiatives to	Step wise Multiple Regression.	t = -3.966, b= -0.453, Beta = -0.478, ρ value = 0.000 t = -2.256, b= -0.257, Beta = -0.272, ρ value = 0.029.

celebrate traditional functions. • Organization takes initiatives to celebrate success of employees. • Organization is free from organizational politics		

To study the Impact of Social Environment at Work Place
 	
• **For satisfaction towards "Organization has employee-family oriented image".**
 	
 On Turnover Intension of Managers.
 	
The **Insignificant variables** are :-
 	
    • I am happy that my colleagues are co-operative and help in crisis situations.
    • My colleagues criticize for better work rather than to de-motivate.
    • Employees don't feel uncomfortable to share personal information.
	Step wise Multiple Regression.	t = -3.037, b= 0.475, Beta =-0.402, ρ value = 0.004

To study the impact of Employee Commitment		t = -3.937, b= -0.406, Beta = -0.425, ρ value = 0.000
• **For satisfaction towards "I am totally interested in my job"**	Step wise Multiple Regression.	t = -3.301, b= -0.340, Beta = -0.353, ρ value = 0.003
• **For satisfaction towards "I like to work in a team"**		
		t = -2.664, b= 0.289, Beta = -0.278, ρ value = 0.011
• **For satisfaction towards "I hardly take leave or absent from the job"** On Turnover Intension for Managers. The **Insignificant variables** are :- • I am committed to achieve organizational target. .		
The Motivational factors and Employee Commitment make impact • **For satisfaction towards "Organizational Culture".** on Turnover Intension of Sr.Resources). The **Insignificant variables** are :-	Step wise Multiple Regression.	t = -5.221, b= -0.916, Beta = -0.602, ρ value = 0.000

- Motivational Factors - Working Environment - Job Related Issues - Social Environment at Workplace - Employee Commitment		
To study Employees and Managers defer over the followings • **For Turnover Intension** • **For Motivational Factors** • **For Working Environment :** • **For Job Related Issues** • **For Organizational Culture** • **For Social Environment at Workplace:** • **For Employee Commitment:**	t-Test t-Test	$t(148) = -1.488$ $\rho = 0.139,$ $t(148) = -5.781$ $\rho = 0.000$ $t(148) = 1.783$ $\rho = 0.077$ $t(131.601) = 6.006$ $\rho = 0.000$ $t(148) = 0.559$ $\rho = 0.577$ $t(148) = 0.322$ $\rho = 0.748$ $t(119.895) = -2.617$ $\rho = 0.010$

To study whether Employees and Managers defer over satisfaction towards work environment and Employee commitment. • **For Working Environment** • **For Employee Commitment**	Mann – Whitney Test	$Z = -1.559$, $P = 0.119$ $Z = -2.539$, $P = 0.01$

Thus the above table represents the results of the test applied to find out the impact of dissatisfaction factors of Employees (Low Level Resources) and Managers (Sr.Resources) in the software Industries.

Chapter 8: Conclusions and Suggestions

8) Findings relating to Employees:-

An attempt has been made to draw conclusion and make suggestions. Before drawing conclusions, the observations of the study and findings of the study are mentioned below.

8.1) Following findings are based on the analysis of data.

.

1. From the samples collected, 80% of the respondents amongst employees were male.

 From the observations it has been found that companies do have the right kind of policies to recruit both male and female employees in equal percentage. But due to several reasons it is the female candidates very less who turn up for the interviews. The reasons depicted as not interested in the technical field, prefer picking other course may be in arts, commerce, management, or other courses like fashion designing or interior designing e.t.c, it is also observed that female candidates if also opt for technical side, is not able to stick on for very long as either they get married and get transferred or leave the job, or due to being new moms not able to handle the pressures.

2. Out of 37 companies 32% of the respondents belonged to Large, 42% belonged to medium and 26% belonged to small size IT companies.

3. Out of 6 departments of IT companies 23% of the respondents belonged to operations department, 40% from Technology department, 21% belonged to Client Support, 3% were from Marketing department, 1% from sales department, 12% were from the Project Department.

4. This sector is highly sensitive for Employee Turnover, 84% of the employees served the company for less than 5 years, 14% employees showed their service within 5 to 10 years, and only 2% of the employees served the same organization between 10 to 15 years.

5. The researcher had tried to find out the intensity of Turnover on various parameters that is Motivational Factors, Working Environment, Job Related Issues, Organizational Culture, Social Environment and Employee Commitment. The researcher had considered all the parameters as independent variables and Turnover Intention considered as a dependent variable to find out its relationships and dependency.

6. Under "Organizational Culture" the researcher has found out that organization takes initiatives to celebrate success of Employees.
   So by this we can state that there is a well being practices are initiated by the HR department.

7. The "Motivational factor" of the organization is pretty good, where employees are happy with the practices prevailing in the organization.

8. It has been observed from the "Working Environment" of the organization that employees are happy with the good canteen facilities available in the organizations and also believe that the work timing do not disturb the family.

9. In the context of Job Related Issues of Employees it has been observed from the data collected that employees are free from doing repetitive work and this is because of the vertical and horizontal type of communication existing in the working system.

10. With respect to organizational culture it was observed that a total cordial culture was in existence in 60% of the companies. It was further observed that employees were having freeness to share any information whether personal or impersonal.

11. It was found that employees who are regular and sincere enough hardly take leave or absent from job which resultantly depicted a good satisfaction level in their work.

8.2) Findings relating to Managers:-

An attempt has been made to draw conclusion and make suggestions. Before drawing conclusions, the observations of the study and findings of the study are mentioned below.

Following findings are based on the analysis of data.

1. It is observed by the researcher that 38% of the respondents were among managers between the age group of 27 to 32 years which showed the maximum in number and the minimum numbers of respondents were 8% in the age group of 37 to 42 years. The rest respondents among mangers were 36% in the age group of 22 to 27 years and 18% were in the age group of 32 to 37 years.

2. It has been found that 70% of the respondents among managers were males in the IT companies.

3. It has been observed in this research that 66% respondents were maximum which belonged to large sector of IT companies, 18% were from Medium and 16% were from Small sector.

4. In this research it has been observed that maximum numbers of respondents among managers belonged from the Technology department that is 30%, and least numbers belonged from sales department that is 4%. The rest that is 20% from operation department and 18% from the Marketing department.

5. It has been observed that in the context, Length of service in the organization maximum respondents belong within the range of less than 5 years that is 25%, within the range of 5 and less than 10 years were 17% and within the range of 10 and less than 15 years were 6% and 2% were in the range of 15 and less than 20 years. On the basis of above findings it can be stated that very less people manage to

continue in the same organization after completion of 15 years and less than 20 years length of service.

6. On "Motivational Factor" the researcher has observed that the measures adopted by the IT sector organization were actually keeping happy and trying to improve on that part even more.

7. The researcher has found that the working environment of managers in the organization had been supportive in the context of work timing that does not disturb the family life.

8. In the findings of Job Related Issues doing repetitive work was one of the issues and due to existence of good informal relationships in the organization employees are free to clarify their queries several times.

9. From the findings of Organizational culture the researcher has observed that the organization encourages informal communication and people do not hesitate to share their information.

10. The researcher observes in the "social environment" that the managers are fortunate as the employees feel comfortable, to share personnel information and colleagues applies and accepts critics as a constructive means.

11. From the findings of "employee Commitment" the researcher observes that employees enjoy work while fun, thereby they hardly take leave or remain absent to the Job.

12. As per the interviews taken from the respondents, It has been observed that the employees in the organization is suffering from
   a) Office politics,
   b) Gender inequality,
   c) Bias decisions,
   d) Rumors',
   e) Gossips,
   f) Co-workers back stabbing,
   g) Cast discrimination,
   h) Revenge,
   i) Conflict,
   j) Bullying

In-spite of the organization's effort there is a disturbance created in the smooth working due to above stated points.

13. It has been observed during the interview that the other reasons which were leading to dissatisfaction factors in the organization were
   a) career Advancement or Promotions
   b) Dissatisfaction with pay
   c) Lack of Training and Development
   d) Difficult travelling
   e) Flexibility of working hours
   f) Workload Stress
   g) Dissatisfaction with management style
   h) Nature of work
   i) Way work is organized
   j) Switch of work (projects)

14. From the data collected it has been observed that the highest turnover occurs between 1-5 years of employment and then between the range of 5 and less than 10 years. As per the interview it was understood that the employees who worked

between 1 to 5 years range were fresher or the low level employees. The reason behind their leaving the organization is that, they feel exploited and over pressured with work, insufficient pay package as per work performed, switch off work, bullying. And for those between the range of 5 and less than 10 years leave as they aim for better projects, better benefits, better pay, higher Designation, better exposure, and work from offshore.

The employee turnover rate has risen across all categories of employees regardless of professional qualifications. However, the low skilled employees showed lower turnover rates and the same holds for employees with more years of service in the same company.

As per the interviews of the respondents it shows that attrition rate is high in the IT sector companies that estimated to 14% - 15% for employees with very difficult market conditions where demand is often not matched by existing supply of potential IT technicians and engineers. Turnover of managerial staff was also high 51% of the respondents indicated a turnover rate between 6% to 15% of managerial staff in their respective company.

8.3) Conclusions:-

This study was intended to give an insight to the IT companies on the impact of Employee Turnover.

The result of this study indicates that Employee Turnover is an important area that needs to be focused on:

8.3.1) Organizations thinks of Global Business and due to this reason they forget to focus on their employees who are the actual assets of the company, they forget that employees are also internal customer. From the study it can be concluded that Organizations are not able to satisfy their employees and Managers (Sr.Resources). As the IT companies determine enhancement priorities based on the low satisfaction items, rather than considering actual employee needs.

8.3.2) From this study it is concluded that many employees as well as managers have left the company after a short period due to various reasons. That means at the time of recruitment a right kind of Manpower Estimation was not done. A systematic process for tracking and analyzing may help in reducing the number of Turnovers and also to choose the right men, at the right place, for the right work at the right time.

8.3.3) The researcher concludes that the Motivational factors are good and the IT companies should maintain and develop it even more as it is the need of the hour. Employees can be kept happy by working on the organization's holiday list or by increasing the number of unpaid leaves per year may serve as an effective option. Also involving employees in more challenging tasks or involving them in important decision-making matters would also help to get the desired result, or provide an employee assistance plan or health insurance. This could ensure some security to the employees. Organization can think of Gift vouchers as they are always welcomed with a smile. These could be used to reward the best performer. Flexi- timing is also becoming a popular concept. Tangible non-monetary incentives like appreciation for performing personnel are a good medium. It is a good motivator as people always want to be appreciated and this makes up for the lack of increment

8.3.4) The researcher concludes that unfavorable working Environment featured as main factor in this study. Organizations need to implement few of the aspects that could reduce Employee Turnover in IT companies. From the chapter 6 the tables 6.5.1. and 6.11.1**.** working environment of employees and managers both show a major dissatisfactory level. So organizations need to work on the above stated variance. To satisfy the need of the employees and managers, aspects like Provision of ventilation, provision of lighting system, provision of drinking water system, provision of convenient parking, provision of green campus could be implemented as its impact may be on the quality of work.

8.3.5) It is concluded that the table from chapter 6 on Job Related Issues shows as per the data collected and interviewed, most of the employees were dissatisfied with the pay pack that they were receiving from their companies. In such cases companies can Offer attractive, competitive, comprehensive benefits package, such as life insurance, disability insurance and flexible hours causes Better benefits = reduced employee turnover. By Recognizing excellent performance, and especially, link pay to performance to reduce employee turnover. Usually key employees are motivated when their above-average efforts are recognized and rewarded.

Another factor that revealed from the table of Job Related Issue was that employees are not satisfied working with their co-workers.so organizations could focus on building sportsmanship, a healthy competitive spirit amongst employees or managers, an informal relationship so that they could find their best friends work while fun.

8.3.6) In this study it is concluded that from the interviews taken from the respondents who belonged to the Small sector had a bad or poor management. As the employees complained about doing repetitive task and had no proper time and motion system. The employees in this sector seemed to be unhappy. The organizational culture which prevailed was also too weak. The top management has to be convinced about the advantages as well as disadvantages of high Employee Turnover. So in such cases organization can try to handle poor management as that could reduce the rate of employee turnover.

8.3.7) The researcher concludes from the table Organizational culture in chapter 6 the tables of employees show that they are not happy with the recognition and celebrations. By the recognizing and celebrating success of the human assets, could help in marking their passage as important goals are achieved.

8.3.8) As per the study the researcher conclude that Employee turnover tends to be higher in large sector and lower in small sector as the number of employees working in total is less. One of the reasons for this is that since it is in the growing stage it aims at increasing its number of employees rather than to think of indirect downsize. But it is just opposite in the case of large sector, the number of employees working is high

and due to which many a times there comes a reason to either downsize with indirect means or unsatisfied employees whose needs change as per time due to which they go in for job-hop. Thus organizations must do the right kind of planning when they think of reloading their place with some fresh talents.

8.3.8.1). The age group of managers – 27 to 32, this is attributed due to change in Technology or fast rate of obsolete. The field involves global connectivity challenges and opportunities so it is a male dominate (70%)

The response to the questionnaire is more from the large scale. It's a technology dominated field and the average span of services is 5 years. From all the above finding we can conclude the employees are ambitious young and willing to grow, making it difficult to anticipate the family disturbances informal relationships.

Although the motivational levels are high the conscious efforts for making them understand the value of creative rest, innovative ways for employee engagement, royalty building and self- fulfillment has to be worked out.

As this data also highlights the hi-tech the crises or instability the young technologist are facing.

Some measures could be initiated without impacting their self-esteem without impacting their self-esteem career growth giving them the importance of the non-tangible factors that increase the performance such as CSR drives where they ger a recognitions from less privilege part of society.

8.3.8.2 Impact of the Research:-

As the research has demonstrated the limitations of the motivational drives initiated by the various organizations and employee's aspirations. We have suggested based on the interviews and interactions the probable solutions and drives that will balance out the unused energy of dissatisfied individuals looking out for Job offerings. Any individual or organization getting positively engaged for self-development through social development would impact not only the fulfillment motive of the individual it will increase the stability resulting into better organizational performance and social development also.

Organizations opting for High performance team case studies clearly demonstrate the various positive impacts associated with it and the society. Refer the Toyota case

study and the reference is- Creating and Managing a High Performance Knowledge Sharing Network: The Toyota Case. By Dyer, Jeffrey, Mobeoka and Kentaro.

Citable URL : http://hdl.handle.net/1721.1/1441 dated 2002-07-10.

This research will facilitate the awareness of Individuals and the organizations and would also result into social development initiatives.

Table No 8.3.9: Year-wise Employees Turnover for 37 Software Companies.

Sr. No	Name	Size	year 2008	leavers	T.O %	year 2009	leavers	T.O %	year 2010	leavers	T.O %	year 2011	leavers	T.O %
1	IBM Daksh	1	5000	150	3%	5000+	150	3%	7000+	980	14-15%	10001+	300	3%
2	Cybage Infotech India Pvt.Ltd	2	4000	800	15-20%	5000	750	15-20%	5000+	250	5%	5000+	750	15-20%
3	CogniZant Technology Solution India Pvt Ltd.	1	5000	750	15-20%	6000+	900	15-20%	10001+	1400	14-15%	10001+	1400	15-20%
4	Tech Mahindra Pvt Ltd	1	9000	180	2%	9000	180	2%	9000+	1260	14-15%	10001+	200	2%
5	Persistent system Ltd	1	6000	120	2%	6000	120	2%	6000+	840	14-15%	6360	127	2%
6	Bright Consultancy	3	150	3	2%	250	5	2%	350	10	3%	500	10	2%
7	ITElite S/w System Ltd	3	300	6	2%	400	8	2%	500	25	5%	600	12	2%
8	Cybage S/w Pvt.Ltd	2	4000	80	2%	5000	100	2%	5000	700	14-15%	5000	100	2%
9	Tata Consultancy Services	1	4500	90	2%	10000	200	2%	10001+	500	5-7%	10001+	200	2%
10	Capgemini Pvt Ltd	1	5000	350	5-7%	6000	300	5-7%	10001+	500	5-7%	10001+	500	5-7%
11	Search Pvt	3	250	13	5-	300	15	5-	350	14	4%	450	22	5-

Sr. No	Name	Size	year 2008	leavers	T.O %	year 2009	leavers	T.O %	year 2010	leavers	T.O %	year 2011	leavers	T.O %
	Ltd				7%			7%						7%
12	Bires Infotech Pvt Ltd	3	201+	8	4%	500	70	14-15%	500+	25	5%	600+	84	14-15%
13	Symantec India Pvt Ltd	1	10001+	1500	14-15%	10001+	1500	14-15%	10001+	1400	14-15%	10001+	1400	14-15%
14	BPPLM S/w Solutions Ltd	3	200	4	2%	300	6	2%	400	56	14-15%	`500	10	2%
15	Atos India Pvt Ltd	2	10001+	500	5-7%	10001+	700	5-7%	10001+	1400	14-15%	10001+	500	5-7%
Sr. No	Name	Size	year 2008	leavers	T.O %	year 2009	leavers	T.O %	year 2010	leavers	T.O %	year 2011	leavers	T.O %
16	Softpro Solutions Pvt Ltd	3	110+	3	2%	150+	3	2%	250+	12	5%	350+	7	2%
17	Nvidia Corporations Pvt Ltd	1	5001+	250	5-7%	5001+	350	5-7%	5001+	700	14-15%	5001+	250	5-7%
18	AllScripts Healthcare IT	2	5001+	250	5-7%	5001+	350	5-7%	7001+	1050	15-20%	7001+	350	5-7%
19	Igate Computer Systems	1	10001+	700	5-7%	10001+	700	5-7%	10001+	200	2%	10001+	500	5-7%
20	AFour Technologies Pvt Ltd.	2	1001+	50	5-7%	10001+	700	5-7%	10001+	200	2%	10001+	500	5-7%
21	Tavisca Solutions Pvt Ltd	2	650	32	5-7%	651+	32	5-7%	701+	14	2%	725+	36	5-7%
22	Rise Smart Pvt Ltd	3	51+	2	5-7%	125+	6	5-7%	200+	14	7-8%	500+	25	5-7%
23	Quick heal Technologies	2	2001+	100	5-7%	250+	12	5-7%	325+	22	7-8%	400+	20	5-7%
24	Truth Finder Services Pvt Ltd	3	300	15	5-7%	350	17	5-7%	400	28	7-8%	400+	20	5-7%
25	Sybase an sap Company	2	5000	250	5-7%	5001+	350	5-7%	10000	200	2%	10001+	500	5-7%
26	Syntal Pvt Ltd	2	5001+	100	2%	5001+	100	2%	5001+	100	2%	10001+	200	2%
27	Covlix Pvt Ltd	2	1001	20	2%	1001+	20	2%	1001+	50	5%	1001+	50	2%
28	Sungard Global	1	10001+	700	5-7%	10001+	700	5-7%	10001+	400	4-5%	17000	2550	15%

Sr. No	Name	Size	year 2008	leavers	T.O %	year 2009	leavers	T.O %	year 2010	leavers	T.O %	year 2011	leavers	T.O %
	Services													
29	Impact Infotech Labs	3	200	10	5-7%	200+	14	5-7%	200+	4	2%	300+	15	5-7%
30	Wipro Solutions Pvt Ltd	1	10001+	400	4-7%	10001+	400	4-7%	10001+	1000	10-12%	10001+	400	4-7%
31	Quannox Tech	2	1000	20	2%	1501+	30	2%	2501+	200	7-8%	4001+	80	2%
32	BMC Software Pvt Ltd.	1	5000	100	2%	6500+	130	2%	6500+	325	5%	6900+	138	2%
Sr. No	**Name**	**Size**	**year 2008**	**leavers**	**T.O %**	**year 2009**	**leavers**	**T.O %**	**year 2010**	**leavers**	**T.O %**	**year 2011**	**leavers**	**T.O %**
33	AbeeSoft Technologies Ltd.	3	1001+	40	4-7%	10001+	400	4-7%	10001+	700	7%	10001+	400	4-7%
34	Accenture Services Pvt Ltd	1	10001+	700	4-7%	10001+	400	4-7%	10001+	500	5%	10001+	400	4-7%
35	Binary Technologies,Pune	3	200	10	5-7%	250+	5	5-7%	350+	11	3%	350+	17.5	5-7%
36	infosys	1	10000	500	4-5%	10001+	400	4-5%	10001+	400	4%	10001+	400	4-5%
37	precision infomatic	2	5000	100	2-5%	5000+	250	2-5%	6000+	180	3%	10001+	200	2-5%

The above table shows the attrition rate of 37 IT Companies and their Turnover statistics for the past 4 years. The companies have been categorized in three sectors that are large size, medium size and small. The above table has been calculated as per the Turnover percentage.
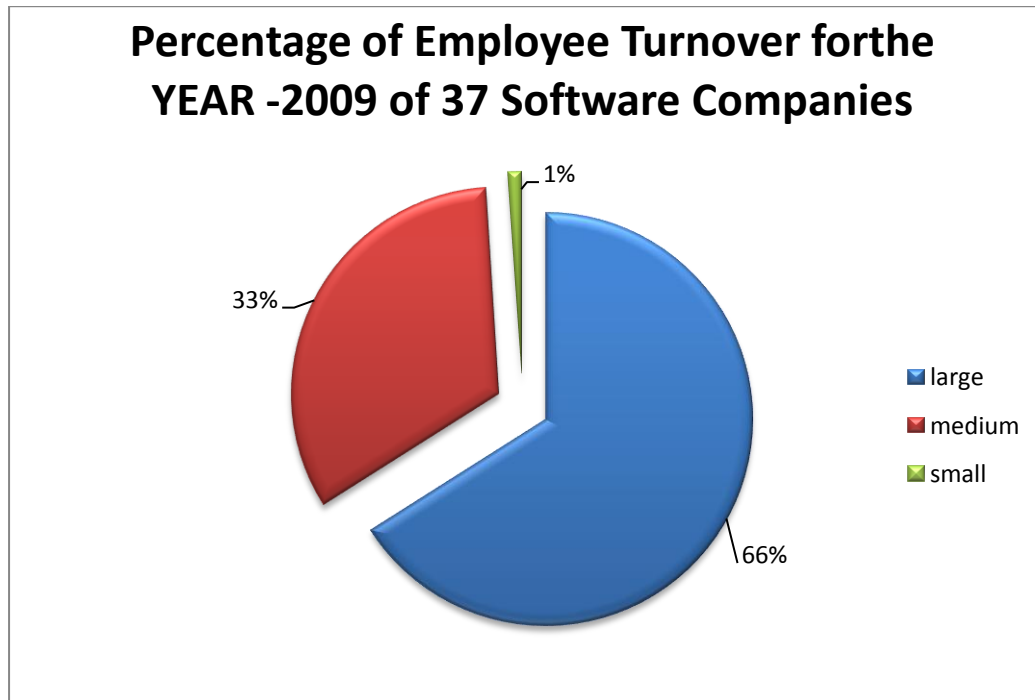
Chart No. 8.1

Percentage of Employee Turnover for the YEAR -2008 of 37 Software Companies

medium
26%

small
1%

large
73%

Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.1.shows that the attrition rate for the year 2008 is very high in the large sector of IT companies that is 73%, Medium with 26% and Small with only1%.
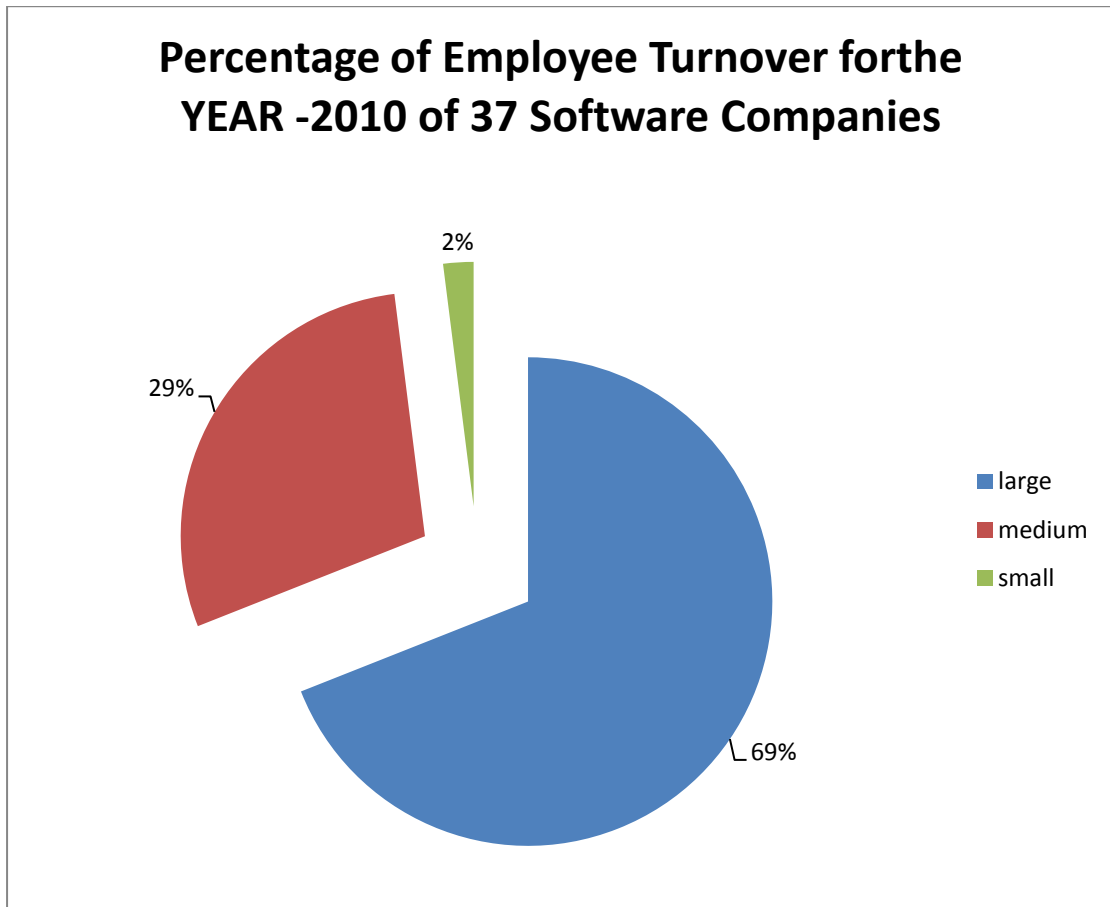
Chart No.8.2

Percentage of Employee Turnover forthe YEAR -2009 of 37 Software Companies

Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.2.shows that the attrition rate for the year 2009 was 66% in the large sector, 33% were in medium and 1% was in the small sector.
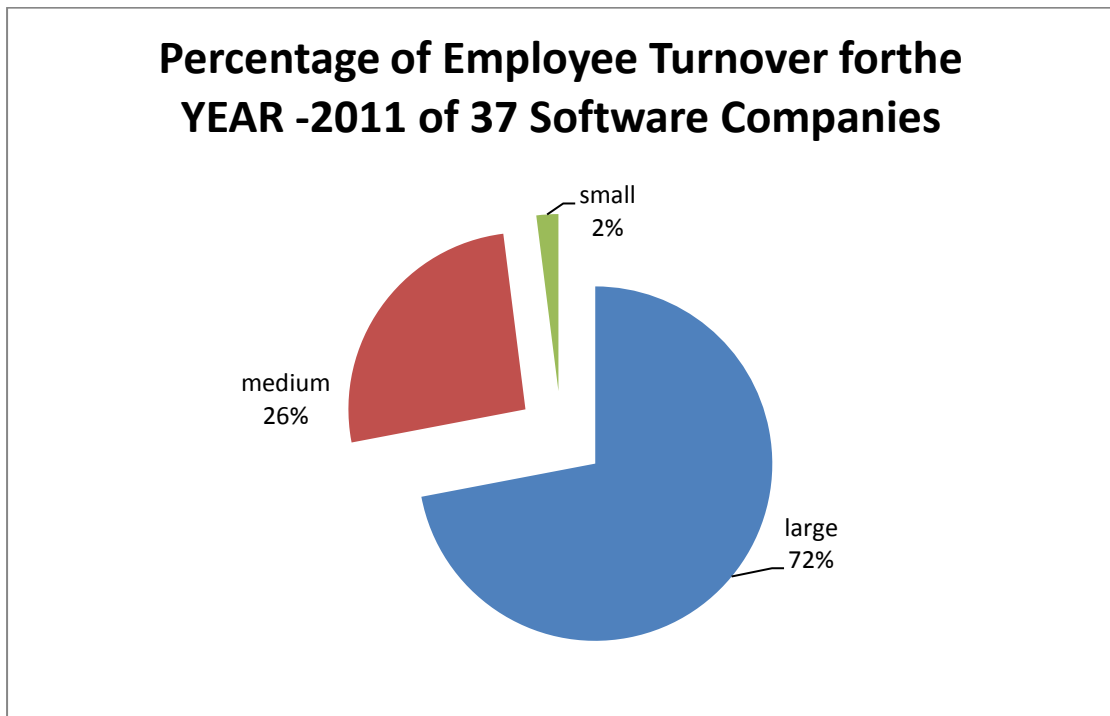
Chart No.8.3

Percentage of Employee Turnover forthe YEAR -2010 of 37 Software Companies

2%

29%

large

medium

small

69%

Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.3.shows the attrition rate for the year 2010 that 69% was in large sector, 29% was in the medium, and 2% was in the small sectors.

Chart No: 8.4.

Note:- The names of the companies are not mentioned in the chart as they are kept confidential.

The above chart no 8.4 shows that the turnover or the attrition rate is 72% in the large sector, 26% in the medium and 2% in the small.

Thus from the charts above shows that the attrition rate is high in the large sector as usual and then the medium sector and last the small sectors. The reason behind this is that generally large sectors or the medium sectors require a huge manpower staff to run the organization and due to many factors like pay package, designation, working offshore, internal politics, greed of joining other big companies' e.t.c, insists employees to leave the organization. In the similar manner organizations also hunt for new talents with fresh knowledge.

In the case of small sector IT companies' organization tries to retain its recruited employees as they do not want to get involved in landing up with high cost, and they

also look forward in concentrating on the growth stage of the company which ultimately result in low attrition rate.

8.3.10.) Suggestions for Employees and Managers:-

The researcher suggest that Employee turnover should not be left to be handled by the human resource department alone rather it should be looked at as part of the overall business strategy since human capital is one of the major factors of production. This way, factors that are causing employee turnover will be handled and top management level can take action to minimize employee turnover. Thus the study suggests the need to investigate on the role played by the top management in the alleviating employee turnover investigation as necessary. The study also recommends the need for the managements to be vigilant with their exit interviews or Leavers survey so as to get insights of why the employees are leaving while redoubling their efforts in streamlining the motivation package.

Turnover is not always bad. Turnover can actually have a very positive effect on the enterprise. Bringing in new staff with fresh ideas can spark innovation. On the other hand, IT leaders want to avoid high turnover in critical job areas because of the time and money it takes to fill the staffing gaps.

It is important to understand the right level of turnover for the organization as well as why talent is leaving and IT leaders should determine the appropriate level of turnover for their organization, and where it would have the most positive and negative impact.

1. The employee between the age group of 37 and less than 42 years are vey less in the IT sectors. This particular group of people specifically expects satisfaction of self – Actualization needs (Maslow's need Hierarchy Theory). Thus organization may be provided such Motivational measure which may satisfy self Actualization needs, Like

I. Demonstrate respect for employees at all times.
II. Listen to them deeply
III. use their ideas

IV. Never ridicule or shame them through rude communication,

V. Share that they are valued.

2. As per the study made by the researcher it was found that the female percentage is less when compared to male counterpart. So the researcher suggests that organizations may work on increasing the number of female employees in the following manner -

   a) Organization may create awareness about their working environment, organizational culture, and social environment.

   b) As India is a male dominant country many a times it has been seen that inspite of women being capable of handling many major activities, still authority fail to depend and authorize any major duty or responsibility. So the organization may try to change the working attitude.

   c) Female employees can be motivated by rewards or work from home facilities, which can help in continuity in their service for a longer period.

3. As per the information collected through interview from the respondents it is reflected that the employee Turnover rate is high in the Sales department, Project Department, Client Support, Technology and operations (descending order). To reduce this the researcher suggests that Organizations may consider few of these measures they are as follows

   a) A sense of commitment can be instilled within employees

   b) Sufficient opportunities may be provided to employees to acquire knowledge and skills

c) Monotonous and repetitive work could be made challenging and interesting by adding variety to the employees.

4. As per this study the researcher suggests that by increasing the informal communication Employee Turnover could be controlled in the following manner.

a) An annual company dinner at fancy hotel

b) Pick up a monthly charity to help

c) Encourage to have good or best friend at work

Thus this study can help organization to understand the wishes of the employees and managers which include financial satisfaction, related to fair promotion system, fringe benefits, other factors like proper infrastructure with provision of clean toilets and rest rooms, employee's relationship, sense of belongingness, and Employees commitment.

5. As per the study the researcher also suggests that High performance could be introduced. Because of the hiacrchial structure the frowth opportunity are less so employees not getting such opportunities inspite of their competence tend to switch in search of better opportunities.

So far the motivational and employee engagement efforts put in by the organization arenot able to address issues and at the same time various opportunities are available globally tempting the people to leave in search of opportunities and self-fulfillment. The researcher strongly feels to initiate various drives to utilized such unused potential and competence. A classic example is Sudha Murty and her Infosys Foundations. She had to restrict her career pursuits due to family Liabilities, but still she pursued her opportunities without disengaging from Infosys in the form of Infosys Foundations (NGO). Similarly there are others also like Mr Sarang Gosavi who worked for the Jammu & Kashmir unit to develop computer literates , Mr Prabhat Kamat –

MD – Mahindra Telecom works for Ramkrishna Math by giving value educations.

Figure 8.3.11: The researcher has proposed a Retention Model

I. T Employees

High Dissatisfaction

Retention
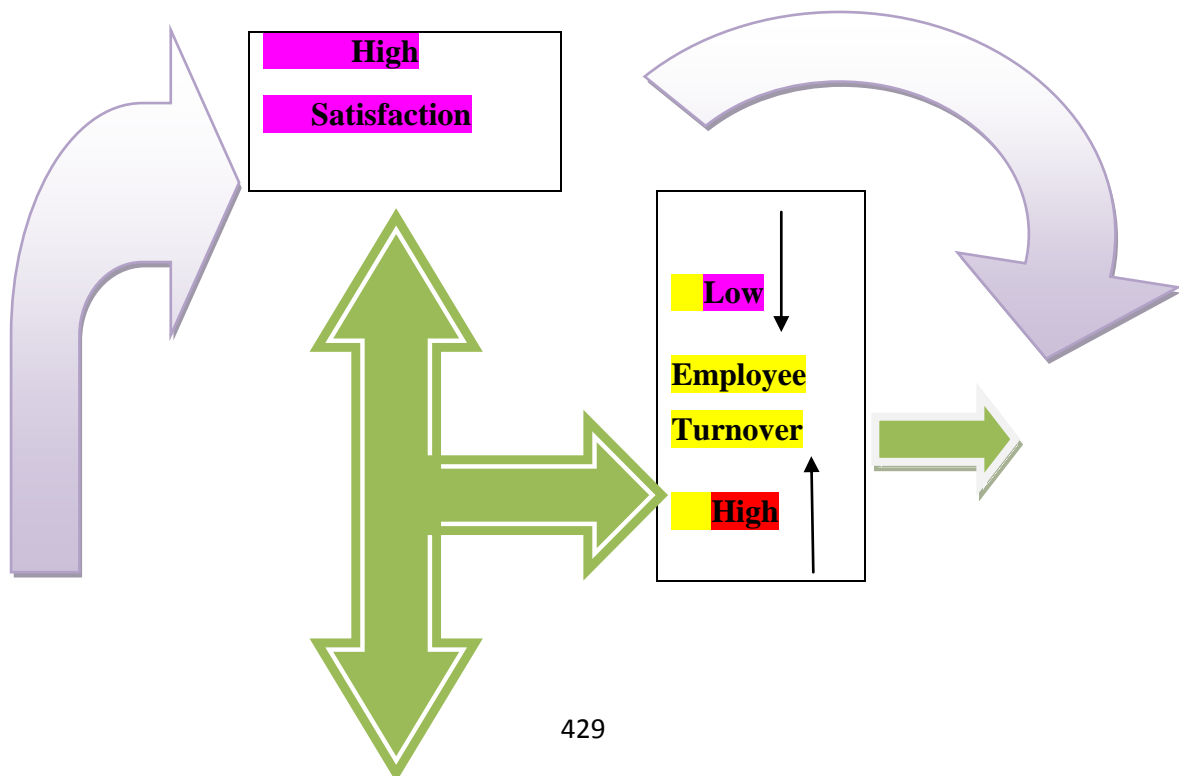
Source: (Designed by the Researcher, 2013).

Table No.8.4: Effects of Satisfaction and Dissatisfaction factors.

Factors	Monetary Parameters	Non-Monetary Parameters
Satisfaction	Performance bonuses, employee stock option plans and retention bonuses, compensation plans to encourage employee buy-in.	career development, job rotation and transparent performance Management systems, Merit based promotions
Dissatisfaction	Pay-package, Loan facility, Fairness of salaries. Help at the time of Financial Crises. Performance based compensations, income Growth	Knowledge, Responsibility, Timings, Infrastructure, canteen, rest room, Designation, convenient Parking, Cultural Shocks, Gender inequality, Switch over, workload, Compensation package differences.

From the above table No 8.4. The researcher had tried to explain the various factors that could satisfy or dissatisfy the employees through monetary and non monetary parameters.

Table No. 8.4.1: Impact of Low and High Effects

Impact	Low / Positive	High /Negative
(+)Bringing in new ideas & skills from new hires, Better job, staffing Flexibility, Facilitate change and innovation. (-)decrease in Productivity, Service delivery , Spread of organizational knowledge .	vacant posts provide opportunities for re-structuring sections or departments vacancies in key posts will increase internal promotion prospects promotion of innovation, flexibility reduction of pay bill costs – initial employment cost of replacement staff may be lower displacement of poor performers ,adjustment of staffing mix to provide greater flexibility.	significant replacement costs, significant operational disruption, loss of key skills, knowledge and experience, employee dissatisfaction and loss of morale, further turnover may be stimulated by an increase in the workload, or pressure on, those who remain.

From the above table the researcher had tried to show the positive and negative impact of employees' turnover. The various dissatisfaction factors that could lead to employee turnover is describe as the low or high side of the turnover.

8.4) Scope for Further Research:

As per the researcher a study of today's IT employees may generate important lessons for managing the general workforce of tomorrow.

The dissatisfaction factors of Employees has been the subject of several studies, but there is no study that describe the factors such as Motivational Factors, Job Related Issues, Working Environment, Social Environment at work Place, Organizational Culture, and Employee Commitment with relation to Turnover Intention.

Therefore the efforts for the future research are to be directed towards obtaining a loop free "Structural equation Model" for Employees Turnover Intention and other dissatisfaction factors in the field of Service Sector.

By developing a "structural equation Model" the researcher can relate to all the parameters in all the possible directions, without leaving any gaps in the model. By doing so could help in understanding and reducing Employees Turnover in almost all sectors.

And also in the Research Analysis there could be some external factors which is not evident or is analyzed in the current study and this could be sectorial specific or individual competence based factor where the domain knowledge in India or developed countries compensations varies a lot. This could also be further future scope for research.

Bibliography

Articles:

1. Berger, L. A. (October 1, 2003). *THE TALENT MANAGEMENT HANDBOOK*. McGraw-Hill.

2. Berman, K. ((April 22, 2008)). *FINANCIAL INTELLIGENCE FOR HR PROFESSIONALS*. Harvard Business School Press.

3. Boudreau, J. W. (June 19, 2007). *BEYOND HR*. Harvard Business School Press.

4. Brockbank, W. (NOVEMBER 4,2005). *ROADMAP TO STRATEGIC HR*. AMACOM.

5. Dave. (MARCH 1,2008). *HR COMPETENCIES*. Society For Human Resource Management.

6. Hoevemeyer, V. A. (September 26, 2005). *HIGH-IMPACT INTERVIEW QUESTIONS*. AMACOM.

7. Kearns, P. (AUGUST 14,2003). *HR STRATEGY*. Butterworth-Heinemann.

8. Losey, M. ((May 2, 2005)). *THE FUTURE OF HUMAN RESOURCE MANAGEMENT*. Wiley.

9. Ulrich, D. ((June 30)). *THE HR VALUE PROPOSITION*. Harvard Business School Press.

Books:

1. Abassi, S.M. & Hollman, K.W. (2000), Turnover: the real bottom line, Public PersonnelManagement, Vol.2, pp.333-342.

2. Fitz-enz, Jac. (2000). The ROI of human capital—Measuring the Economic Value of

Employee Performance. New York: American Management Association.

3. Arnold, J., & Randall, L. (2010). *Work psychology. Understanding human behaviour in the workplace.* Harlow: Financial Times/ Prentice Hall.

4. Arnold, J., Silvester, J., Patterson, F., Robertson, I., Cooper, C., & Burnes, B. (2005). *Work Psychology. Understanding human behaviour in the workplace* (4th edition). Harlow: Prentice Hall.

5. Blyton, P., and Turnbull, P., (1998), *Management, Work and Organizations. The Dynamics of Employee Relations. London: Macmillan Press Ltd.*

6. George D and Mallery (2003) spss for windows step by step : a simple guide and reference 11.0 update (4th. ed). Boston, MA: Alley and Bacon.

7. L.M. Prasad 2003, 'Principles and Practice of Management', by Publisher – Sultan Chand and Sons.

8. K.Aswathappa, 2006, 'Human Resources and Personnel Management' Published by Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 4th Edition,.

Encylopedia:

1. Costello, D. (2006, December). Leveraging the Employee Life Cycle. CRM Magazine, 10(12), 48-48. Retrieved February 23, 2009, from Academic Search Premier database.

2. Testa, B. (2008, September 22). Early Engagement, Long Relationship?. Workforce Management, 87(15), 27-31. Retrieved February 23, 2009, from Academic Search Premier database.

3. Skabelund, J. (2008, May). I just work here. American Fitness, 26(3), 42-42. Retrieved February 23, 2009, from Academic Search Premier database.

Journals:

1. Cummings, W. T., Jackson, D., & Ostrom, L. L. (1989). Examining product managers' job satisfaction and performance using selected organizational behavior variables. *Journal of the Academy of Marketing Science,* 17 (2): 147-156.

2. Ruby, Allen M. (January 2002). "Internal Teacher Turnover in Urban Middle School Reform". *Journal of Education for Students Placed at Risk* **7** (4): 379–406. doi:10.1207/S15327671ESPR0704_2.

3. Thomas D Narcissism: Behind the Mask (2010)Tett, Robert P; John P. Meyer (1993). "Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings". *Personnel Psychology* **46** (2): 259–293. doi:10.1111/j.1744-6570.1993.tb00874.x. http://www3.interscience.wiley.com/journal/119295540/abstract. Retrieved 2009-01-21

4. Arvey, R. D., Dewhirst, H. D. & Boling, J. C. (1976). Relationships between goal clarity, participation in goal setting, and personality characteristics on job satisfaction in a scientific organization. *Journal of Applied Psychology,* 61(1): 103-105.

5. Dubinsky, A. J., & Hartley, S. W. (1986). A path-analytic study of a model of salesperson performance. *Journal of the Academy of Marketing Science*, 14, 36-46.

6. Ivancevich, J. M., & McMahon, J. T. (1977). A study of task-goal attributes, higher order need strength, and performance. *The Academy of Management Journal,* 20(4): 552-563.

7. Fields, D., & Blum, T. C. (1997). Employee satisfaction in work groups with different gender composition. *Journal of Organizational Behavior*, 18, 181-196.

8. Jawahar, I. M. (2006). An investigation of potential consequences of satisfaction with appraisal feedback. *Journal of Leadership & Organizational*, 13(2):14-28.

9. Jawahar, I. M. (2006). Correlates of satisfaction with performance appraisal feedback. *Journal of Labor Research*, 27(2): 213-236.

10. Kim, J. S. (1984). Effect of behavior plus outcome goal setting and feedback on employee satisfaction and performance. *The Academy of Management Journal*, 27(1): 139-149.

11. Metle, M. K. (2001). Education, job satisfaction and gender in Kuwait. *International Journal of Human Resource Management*, 12: 311-332.

12. Payne, R. B., & Hauty, G. T. (1955). Effect of psychological feedback upon work decrement. *Journal of Experimental Psychology*, 50(6):343-51.

13. Pook, L. A., Füstös, J., & Marian, L. (2003). The impact of gender bias on job satisfaction Components of job satisfaction and advancement in post-liberation Hungary, Poland, and Romania. *Human Systems Management*, 22(1): 37-50.

14. Sims, H. P., Jr., Szilagyi, A. D., & Keller, R. T. (1976). The measurement of job characteristics. *Academy of Management Journal*, 19, 195-212.

15. Sirota, D., & Mischkind, L. A. (2006). Stop demotivating your employees! *Harvard Management Update*, 11(1): 3-6.

16.

Periodicals:

1. Hackman, J. Richard; Greg R. Oldham (August 1976). "Motivation through the design of work: test of a theory". *Organizational Behavior and Human Performance* **16** (2): 250–279. doi:10.1016/0030-5073(76)90016-7.

2. Bender, K. A., Donohue, S. M., & Heywood, J. S. (2005). Job satisfaction and gender segregation. *Oxford Economic Papers*, 57, 479-496.

3. Blanchar, C., & Onton, J. (2005). Performance measures in times of change. *Employment Relations Today* , 32(1): 25-34.

4. Bolt, J. F. (1983). Job security: Its time has come. *Harvard Business Review*. 61(6): 115-123.

5. Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4(4): 341-372.

6. Feldman, D. C. (1976). A contingency theory of socialization. *Administrative Science Quarterly*, 21: 433-452.

7. Ferrell, O. C., & Skinner, S. J. (1988). Ethical behavior and bureaucratic structure in marketing research organizations. *Journal of Marketing Research,* 25, 103-109.

8. Hall, D. T., & Lawler, E. E. (1970). Job characteristics and pressures and the organizational integration of professionals. *Administrative Science Quarterly*, 15, 271-281.

9. Lawler L., & Hackman, J. R. (1971). Corporate profits and employee satisfaction: Must they be in conflict? *California Management Review*, 14(1): 46.

10. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly,* 15, 150-163.

11. Benz, M. and Frey, B.S. (2008), Being independent is a great thing: subjective evaluations of self employment and hierarchy, *Economics,* 75, 362-383.

12. Schlesinger, Leonard A.; James L. Heskett (1991-04-15). "Breaking the Cycle of Failure in Services". *MIT Sloan Management Review* **33** (3): 17– 28.http://sloanreview.mit.edu/the-magazine/articles/1991/spring/3232/breaking-the-cycle-of-failure-in-services/. Retrieved 2009-01-21.

Reseaech Papers:

1. Bockerman, P. and P. Ilmakunnas (2004), Job dimensions, job satisfaction, and on-the-job search: is there a nexus? *HECER Discussion Paper No. 36,* University of Helsinki.

2.

Surveys:

1. "Job Openings and Labor Turnover Survey". Bureau of Labor Statistics.2008. http://data.bls.gov/PDQ/servlet/SurveyOutputServlet?data_tool=latest_numbers&series_id=JTS00000000TSR. Retrieved 2009-01-21.

2. U.S. Department of Labor, Bureau of Labor Statistics, total non-farming separations (not seasonally adjusted), Series ID JTU00000000TSR, http://data.bls.gov/cgi-bin/surveymost?jt "*Job Openings and Labor Turnover Survey* "

3. Schlesinger, Leonard A.; James L. Heskett (1991-04-15). "Breaking the Cycle of Failure in Services". *MIT Sloan Management Review* **33** (3): 17– 28.http://sloanreview.mit.edu/the-magazine/articles/1991/spring/3232/breaking-the-cycle-of-failure-in-services/. Retrieved 2009-01-21.

Websites:

1. www.HR.com
2. www.Society for Human Resource Management.com
3. www.National Human Resources Association.com
4. www.Hrnews and resources.com
5. www.fundoodata.com
6. www.safenet_inc.com
7. www.maharastradirectory.com
8. www.cmie.com
9. www.mapsofindia.com
10. www.puneDiary.com
11. http://hdl.handle.net/1721.1/1441 dated 2002-07-10.
12. http://www.demsme.gov.in/ssiindia/defination_msme.htm

APPENDICES

ANNEXTURE-I

"Questionnaire for Manager/Employees working in Software Companies"

Kindly tick the options which suit you the best.

A) Demographic Profile:

Employee Name						
Age	22 to 27	27 to 32	32 to 37	37 to 42	42 and above	
Gender	Male	Female				
Name of the organization						
Sector	Large		Medium		Small	
Designation						
Department	Operations	Technology	Client support	Marketing	Sales	Project
No. of yrs working in this organization	Less than 5yrs	Less than 10yrs	Less than 15yrs	Less than 20yrs	above 25yrs	

B) Dissatisfaction Factors:

Sr.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A.	Motivational Factors:	--------	------	------	------	---------
1.	I get adequate salary in organization					
2	I am happy with promotion scheme of the organization.					
3	I get recognition from my superiors for good work.					
4	I get reward for achieving the target.					

Sr.	Statements					
5	The training facilities are adequate.					
6	I am happy with the fringe benefits.					
7	I am happy with the staff quarters.					

Sr.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
B	**Working Environment**	-------------	-------------	----------	--------	-----------
1	Organization has proper infrastructure.					
2	I am happy with the Canteen facility.					
3	I am happy with the rest room facility					
4	Organization has proper ventilation.					
5	I am happy with the standard lighting system.					
6	I am happy with the drinking water facility.					
7	I do not think my work place is toxic					
8.	the timing of work do not disturb the family					
C	**Job Related Issues**	-----------	-------------	-----------	--------	-----------
1	I get flexible work facility in my organization.					
2	I do not think that whatever I get is inadequate [benefits] in my organization.					
3	I do not do repetitive work in my organization.					
4	Organization has proper time and motion system.					
5	Organization provides new job opportunities.					
6	I am satisfied with my co-workers.					
7	I get an opportunity to achieve my personal goals in my organization.					
D	**Organizational Culture**	-------------	-------------	-----------	--------	-----------
1	Organization has informal					

Sr.	Statements					
	communication.					
2	People share their information without any hesitation.					
3	Organization takes initiatives to celebrate traditional functions.					
4	Organization takes initiatives to celebrate success of employees.					
5	Organization has caring environment.					
6	Organization is free from organizational politics					

Sr.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
E	**Social Environment at workplace.**	------------	--------------	-----------	--------	-----------
1	Organization has employee-family oriented image.					
2	I am happy that my colleagues are co-operative and help in crisis situations.					
3	My colleagues criticizes for better work rather than to de-motivate					
4	Employees don't feel uncomfortable to share personal information					

c) Employee Commitment:-

Sr.	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	I am committed to achieve organizational target.					
2	I am totally interested in my job					
3	I hardly take leave or absent from the job.					
4	I like to work in team.					

D) Turnover Intension:

Sr.	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	I am looking for a new job					

Signature:_____

Thank you for your kind Co-operation

Your efforts would help in reaching to the right conclusion of this Research.

ANNEXTURE-II

ANNEXTURE-II : Covering Letter For Survey:-

Dear Sir/Madam,

As a candidate for my Ph.D at Tilak Maharastra University Pune, I am requesting your participation in my research study. The goal of this study is to determine the contriution of organizational factors reasoning to the actual Employee Turnover by examining the relationship between organization and employees.

Please take approximately 10 – 15 minutes to complete the followind survey and return it back to me. Your answers would be kept confidential and your names would not be disclosed anywhere except me as an researcher.

Participation in this study is voluntary, there is no risks associated with your participation in this study.

A summary of data will be placed in my research work but no references will be made to identify you as the contributor of any particular data.

In case of any querries regarding the survey or understanding of the question, please feel free to contact Mrs.Mooon Paiithannkar 9822716503 or mail me at

mooonpaiithannkar@gmail.com

Sincerely,

Mooon Paiithannkar

Enclosure: Questionnaire.