Summary of Findings, Suggestions and Conclusions

CHAPTER VIII

FINDINGS, SUGGESTIONS AND CONCLUSION

IT and ITES sectors are growing tremendously with intense business strategy and being competitive to other sectors. In this competitive business world, when continued existence of the fittest is a huge criterion, a firm faces the problem of employee attrition due to various reasons. Employee retention is one of the key challenges for every organisation. IT and ITES industry is not an exception to this. The attrition rate in IT and ITES sector has been the highest even at the global level. The organizations have to leverage their management strategies focusing employee retention. One of the vital areas which attract managements' concentration to reduce or avoid attrition by organisational Commitment and Job satisfaction. Organisational Characteristics, organisational Commitment and Job satisfaction a prime opportunity to expand the knowledge base of all the employees, and helps to overcome their weakness if any, in their workplace. It intend at obtaining capable people for achieving the objectives of the organization and for ensuring effective utilization of their services.

The present study has been carried out with the following objectives:

- To analyse the organizational characteristics prevailing in IT and ITES companies.

- To find the organizational commitment of employees and their level of job satisfaction in IT and ITES companies.

- To assess the attrition attitude among employees in IT and ITES companies.

- To examine the relationship between organizational characteristics, organizational commitment, job satisfaction, and attrition attitude of employees in IT and ITES companies.

8.1 FINDINGS

Objective I - To analyse the organizational characteristics prevailing in IT and ITES companies.

DEMOGRAPHIC PROFILE

➢ **Percentage Analysis**

- It is revealed from the study that, 60.5% are males and nearly 40 percent are females and about 42.3 per cent of employees fall under the category of 20-25 years of age.

- With respect to sector, 66 per cent employees have been employed in ITES sector and it is observed that employees have an experience of 3-4 years which is 35 per cent

- Regarding Income, 33.5 per cent of the employee's have been earning salary of Rs.10001-20000 and 37.7 per cent of the employees are graduates,

- Out of 400 respondents, 98.8 per cent of the respondents are able to speak English and with respect to working shifts 41.5 percent of employees work in Day shift

ORGANIZATIONAL CHARACTERISTICS

➢ **Descriptive Statistics**

- The highest mean rating is 4.1425 for the statement 'Organization shares its business goals with employees'. The lowest mean rating is 3.4475 for the statement 'the work is been equally distributed to all the employees".

- The result found the employees agreed that the organizational environment is satisfied they have opportunity to grow in their organization they are working.

➢ **Factor Analysis**

The Factor Analysis procedure is applied in this study to find out the underlying dimensions in the set of statements relating to the Organizational Characteristics of IT and ITES companies as expressed by their employees. Finally 18 variables in the factor analysis were converted to 4 factors model.

Four different factors identified such as, Group Cohesion, Organizational Goal, Personal Growth and Employer –Employee Relationship has been identified under Organizational Characteristics.

➤ **Multivariate Analysis of Variance (MANOVA) and ANOVA**

MANOVA Technique is used in this section for the analysis of factors relating to the objective, 'Perception towards Organisational Characteristics'. The scale consisted of 18 statements grouped under four factors namely Group cohesion, Organisation Goal, Personal growth and Employer-Employee relationship. Since the MANOVA result gave significant result, as a follow-up of MANOVA the following table is produced, wherein each factor is tested (normal one-way ANOVA) among the two groups to find which perception factor differs significantly among these two groups. This test is conducted if MANOVA result is found to be significant.

• **Organizational Characteristics Vs Gender**

The factor Group cohesion and Personal growth have significant differences among gender groups. The other two factors namely, Organisational Goal and Employer-employee relationship do not find significant difference between male and female respondents. The result reveals that comparatively female members have more group cohesion and personal growth when compared to male members

• **Organizational Characteristics Vs Age**

The Group cohesion, Personal growth and Employer-employee relationship have significant differences among Age groups. The other factors namely, Organisational Goal and do not find significant difference between age group of the respondents. The respondents who are in the age group of 36-40 years are comparatively different in group cohesion and employer-employee relationship. But in case of organizational goal young age group (20-25 yrs) are found to be different from others

• **Organizational Characteristics Vs Sector Employed**

The results for each factor shows that, Group cohesion have significant differences among Sector Employed groups. The other three factors namely, Organizational Goal, Personal growth and Employer-employee relationship do not find significant difference between the respondents classified based on Sector Employed. The scores are found to be high for the respondents having 1-2 years of experience and for the Personal growth the scores are high for the employees having an experience of 5-6 years.

- **Organizational Characteristics Vs Experience**

    The score are found to be significant for the factors such as Employer-employee relationship and not significant for the factors namely, Group cohesion and Personal growth Organizational Goal with respect to experience of the respondents. The employees who have 1-2 years of experience are significantly differed in employer-employee relationship from other experience groups.

- **Organizational Characteristics Vs Monthly salary**

    With respect to monthly salary of employees, all the organization factors are significant at 1% and 5% level. The employees who are earning more income (Above Rs.50000) are comparatively different in all the four organizational factors.

- **Organizational Characteristics Vs Education**

    The results for each factor shows that, Group cohesion, Organization Goal, Personal growth and Employer-Employee relationship have significant differences among the respondents classified based Education. The respondents who have graduates and post graduates are significantly differed when compared to other respondents with respect to all the four organizational factors.

- **Organizational Characteristics Vs shift**

    Group cohesion, Organization Goal and Personal growth have significant differences among the employees working in different. The other factor namely, Employer-Employee relationship does not find significant difference between employees working in different shifts. The employees who are working in day shift are comparatively different in Group cohesion, Organization Goal and Personal growth when compare to other shift employees.

- ➢ **Regression Analysis of Organisational Characteristics**

    - From the regression analysis it is found that the regression table shows that, among the ten independent variables considered for the regression analysis, only three variables were found to be significant. Gender, Salary and Education were found to have significant effect on Organizational characteristics

- The Organizational Characteristics scores are higher for females when compared to males. That is, female employees are more positive regarding organizational characteristics than males.

- Salary is found to have a positive regression coefficient (1.613) which shows that employees with higher salary are more positive on Organizational characteristics than those who work with lesser salaries.

- Educational status is another variable with negative regression coefficient (-1.631) and has significant effect on Organizational Characteristics. That is, employees of higher educational qualification are found to have less positive opinion on organizational characteristics compared employees with lesser educational qualification.

Objective II: To find the organizational commitment of employees and their level of job satisfaction in IT and ITES companies.

PART -I - ORGANISATIONAL COMMITMENT

➢ **Descriptive Statistics**

With respect to Organisational Commitment the highest mean rating is 3.6725 for the statement 'I would not leave my organization right now because I have a sense of obligation to the people in it". The lowest mean rating is 3.1475 for the statement 'I do not feel like part of the family at my organization. The result found that the scores are fall between neutral and agree. Hence, the employees are agreed that they are committed towards their organization.

➢ **Factor Analysis for Organisational Commitment**

The Organisational Commitment consisted of 17 items which were factor analyzed as have been done in the previous sections. Four different factors, such as, loyalty, personal limitations, belongings and emotional attachment have been identified under the organisational commitment.

➢ **Multivariate Analysis of Variance (MANOVA) and ANOVA**

• **Organisational Commitment Vs Gender**

The perception factors namely Loyalty and Personal limitations has significant differences among gender groups and other two Belongingness and Emotional attachment do not find significant difference between male and female respondents. The result reveals that while taking loyalty and personal limitation the female employees are found to be different when compare to male respondents.

• **Organisational Commitments Vs Age**

The perception factors namely Loyalty, Personal limitations and Belongingness have significant differences among gender groups. The other factor Emotional attachment does not find significant difference between age of the respondents. With respect to loyalty, personal limitations and belongings factors the respondents in the age group 20-25 are found to be significant and they are more committed to the organization.

• **Organisational Commitment Vs Sector Employed**

The perception factors namely Loyalty, Personal limitations has significant differences among sector employed groups. The other factor Belongingness, Emotional attachment does not find significant difference between sectors employed of the respondents. Loyalty and personal limitations scores are found to be more significant for the employees who are working in ITES sector.

• **Organisational commitment Vs Experience**

The perception factors namely Personal limitations, Belongingness has significant differences among experience. The other factor Loyalty and Emotional attachment does not find significant difference between experiences of the respondents. The employees who have less experience are significantly differed in personal limitations and belongingness.

• **Organisational commitment Vs Monthly Salary**

The perception factors namely Loyalty, Personal limitations, Belongingness and Emotional attachment have significant difference among the monthly salary and hence,

the hypothesis has been rejected. The respondents who have been earning Rs.10,000 to Rs.30,000 are more committed towards the organization when compare to other earning groups.

- **Organisational Commitment Vs Education**

The perception factors, namely, Loyalty, Personal limitations and Belongingness has significant differences among education .The other factor, Emotional attachment does not find significant difference between education of the respondents.

- **Organisational Commitment Vs Shift**

The perception factors, namely, Loyalty, Personal limitations and Belongingness have significant differences among shift groups. The other factor, Emotional attachment does not find significant difference between education of the respondents. The employees who are working in night shift are significantly differed and they are more committed than other working group.

➢ **Regression Analysis of Organisational Commitment**

- The regression table shows that, among the ten independent variables considered for the regression analysis, only three variables have been found to be significant. Gender, Sector Employed Any other language known have been found to be significant effect on Organisational commitment

- The Organisational Commitment scores are higher for females when compared to males.

- The positive regression coefficient (3.076) shows that respondents working in the ITES have higher Organisational Commitment scores compared to those working in IT sector.

PART –II - JOB SATISFACTION

➢ **Descriptive Statistics**

- The employees of the organisation have been asked to express the opinion regarding Job satisfaction on 5 point scale. The scales included strongly agree to strongly disagree. The Job satisfaction scale includes 38 statements.

- The highest mean rating is 3.8575 for the statement 'I enjoy working with my coworkers".. The lowest mean rating is 3.0050 for the statement 'I often feel that I do not know what is going on with the organization.

- The result founds that, the employees are satisfied in their organization. But in certain factors they are not much satisfied.

➢ **Factor Analysis for Job Satisfaction**

- Factors analysis has been applied. Out of 38 statements 8 different factors have been identified. The factor includes Obscured Organisation Goals, Career prospects, Monetary benefits, Thankless job, Job Contentment, Problematic Supervisor, Heavy Work load, Job recognition

➢ **Multivariate Analysis of Variance (MANOVA) and ANOVA**

- **Perception of Job Satisfaction Vs Gender**

The perception factor, namely, Career prospects has significant difference among gender groups. The other seven factors namely, Obscured Organisation Goals, Monetary benefits, Thankless job, Job Contentment, Problematic Supervisor, Heavy Work load, Job recognition do not find significant difference between male and female respondents. There is no much difference in the job satisfaction scores among male and female respondents except career prospects. In this factor female are more satisfied when compare to male respondents.

- **Perception of Job Satisfaction Vs Age**

The perception factor, namely, Obscured Organisation Goals, Career prospects, Monetary benefits, Thankless job, Problematic Supervisor, Heavy Work load, Job recognition have a significant differences among age groups. The scores are more significant for the employees who are in the age group of 20-25 years.

- **Perception of Job Satisfaction Vs Sector Employed**

The perception factor, namely, Career prospects has significant difference with respect to Sector Employed. The other seven factors namely, Obscured Organisation Goals, Monetary benefits, Thankless job, Job Contentment, Problematic Supervisor,

Heavy Work load, Job recognition do not find significant difference between Sector Employed respondents. There is no much difference in job satisfaction among IT and ITES employees except career prospects. In this factor ITES employees are more satisfied when compare to IT employees.

- **Perception of Job Satisfaction Vs Experience**

    The perception factor, namely, Obscured Organisation Goals, Monetary benefits, Job Contentment, Problematic Supervisor, Heavy Work load has a significant difference among the employees Experience. The other three factors namely, Career prospects, thankless job, Job recognition do not find any significant difference between the experiences of the respondents. The employees who have 1-2 years of experience are satisfied when compare to other experience groups

- **Perception of Job Satisfaction Vs Monthly Salary**

    The perception factor, namely, Obsured Organisation Goals, Career prospects, Monetary benefits, Thankless job, Job Contentment, Problematic Supervisor, Job recognition, has significant difference among the employees based on their monthly salary. The other factor namely, Heavy Work load do not find significant difference between monthly salaries of the respondents

- **Perception of Job Satisfaction Vs Education**

    The perception factor respect to the educational qualification of the employees, the job satisfaction factors such Obscured Organisation Goals, Career prospects, Monetary benefits, Problematic Supervisor and Job recognition are found to be significant. Regarding thankless job, Job contentment and Heavy work load, the scores are not significant. Hence, the hypothesis is accepted.

- **Perception of Job Satisfaction Vs Shift**

    The perception factor, namely, Obscured Organisation Goals, Career prospects, Thankless job, Job Contentment, Monetary benefits, Problematic Supervisor, Job recognition, has a significant difference among the employees working Shift. The other factor namely, Heavy Work load do not find significant difference between working

shift of the respondents. The employees who are working in night shift are comparatively satisfied when compare to other employees.

➢ **Regression Analysis of Job satisfaction**

• From the regression analysis it is found that the ten independent variables considered for the regression analysis, only four variables were found to be significant.

• Only the Languages known (English, Hindi and Any other language known) found to have a significant effect on Job Satisfaction at 1% level.

• Shift is another dummy variable found to have significant effect on job satisfaction. The codes have been assigned accordingly that the Jobs Satisfaction scores are higher for employees working day shift only, and less satisfied are those who work in both day and night shifts and least satisfied are those who work only in night shifts.

Objective III – To assess the attrition attitude among employees in IT and ITES companies.

ATTRITION ATTITUDE

➢ **Descriptive Statistics**

The employees of the organisation have been asked to express the opinion regarding Attrition Attitude on 5 point scale. The scales includes strongly agree to strongly disagree. The Attrition Attitude scale includes 35 statements.

The highest mean rating is 3.8875 for the statement 'Lack of integration and goal setting". The lowest mean rating is 2.1300 for the statement "Sleeping disorders causes high employee attrition". The result shows that, the employees have attrition attitude and they have certain issues in the organization.

➢ **Factor Analysis for Attrition Attitude**

In the factor analysis 38 statements nine different factors, such as, Lack of corporate governance, Lack of infrastructure, Absence of Mental Health, Lack of

Employee Welfare, Alienation, Strenuous work schedule, Lack of Goal setting, Salary Conflict, Poor reward system have been identified under attrition attitude.

➢ Multivariate Analysis of Variance (MANOVA) and ANOVA

• Attrition Attitude Vs Gender

The perception factor namely, Lack of corporate governance, Lack of Employee Welfare, Alienation, Strenous work schedule, and Lack of Goal setting has significant difference among gender groups. The other four factors, such as, Lack of infrastructure, Absence of Mental Health, Salary Conflict, Poor reward system do not find any significant difference between male and female respondents. The result reveals that attrition attitude more for male employees when compare female employees.

• Attrition Attitude Vs Age

The perception factor namely Lack of infrastructure, Absence of Mental Health, Lack of Employee Welfare, Strenuous work schedule, Lack of Goal setting and Salary Conflict have a significant difference among age group of the employees. The other factors, Lack of corporate governance, Alienation and Poor reward system does not find any significant difference among Age of the respondents. The employees who are in the age group of 30 years have more attrition attitude than other age groups.

• Attrition Attitude Vs Sector Employed

The perception factor namely Lack of corporate governance, Lack of Employee Welfare and Salary Conflict. The other six factors such as Lack of infrastructure, Absence of Mental Health, Strenuous work schedule, Lack of Goal setting, Alienation and Poor reward system the scores are found to be significant. For these factors IT employees are found to be significant and they have more attrition attitude than the ITES employees.

• Attrition Attitude Vs Experience

The perception factor namely Lack of corporate governance, Lack of Employee Welfare Lack of infrastructure, Strenuous work schedule and Absence of Mental Health, shows a significant difference among experience of the employees. The other four factor

Lack of Goal setting, Alienation, Poor reward system and Salary Conflict, does not find significant difference among experience of the employees.

- **Attrition Attitude Vs Monthly Salary**

The perception factor namely Lack of corporate governance, Lack of Employee Welfare, Strenuous work schedule, Absence of Mental Health, Lack of Goal setting, Alienation and Poor reward system among the employees classified based on Monthly salary .The other two factors, Lack of infrastructure and Salary Conflict does not find any significant difference . The employees who are earning less income have more attrition attitude when compare to other income group

- **Attrition Attitude Vs Education**

The perception factor namely Lack of corporate governance, Lack of infrastructure, Lack of Employee Welfare, Alienation, Lack of Goal setting, Salary Conflict shows that has significant differences among education. The other three factors, Absence of Mental Health, Strenuous work schedule, Poor reward system do not find significant difference between education groups of the respondents.

- **Attrition Attitude Vs Shift**

The perception factor namely Lack of corporate governance, Lack of Employee Welfare, Strenuous work schedule, Absence of Mental Health, Lack of Goal setting, Alienation and Lack of infrastructure with respect to working shift of the employees There is no significant difference for the factors Salary Conflict an Poor reward system. Hence, the hypothesis is accepted.

➢ **Regression Analysis of Attrition Attitude**

- From the regression analysis it is found that the regression table shows that, among the thirteen independent variables considered for the regression analysis, seven variables have found to be significant.

- Among the organization related variables, Organisational Characteristics and Job Satisfaction are found to have significant effect on Attrition Attitude

- The negative regression coefficient of Experience also shows that employees with more work experience on average will have lesser attrition scores.

- Shift is a variable which should be considered based on the deprivation of the sleep of the employees. The codes have been assigned accordingly that the Attrition scores are higher for employees working in day shift only compared to those who work on both day and night shift, and still lesser for those who work only in night shifts.

- Salary and Education have positive regression coefficients and hence they can be interpreted as, the employees with higher salary or higher education may have more attrition scores compared to those who have less salary or less educated.

Objective – IV To examine the relationship between organizational characteristics, organizational commitment, job satisfaction, and attrition attitude of employees in IT and ITES companies

➢ **Path Analysis**

Path analysis was attempted to find the causal relationships of Organisational Commitment and Organisational Characteristics on Job Satisfaction as well as Attrition Attitude. The direct and indirect effects of Organisational Characteristics, Organisational Commitment affecting Attrition Attitude are also attempted using Path Analysis.

- The two independent variables, namely, Organisational Characteristics and Organisation Commitment have positive relationship with Job Satisfaction since the regression weights are positive and these are direct effects on Job Satisfaction

- Organisational Characteristics and Organisation Commitment also have direct negative effects on Attrition Attitude. The direct effect of Organisational Characteristics on Attrition Attitude is higher than the direct effect of Orgaisation Commitment on Attrition Attitude.

- The results showed that the variables Organisational Characteristics and Organisational Commitment had significant direct effects on Job Satisfaction.

- Whereas Organisational characteristics only had significant but negative direct effect on Attrition Attitude.

- The Job Satisfaction factor, however was found to have significant effect on Attrition Attitude but the effect was positive.

- The results showed that the direct effect of Organisational Characteristics on Job Satisfaction as well as on Attrition Attitude is relatively higher than Organisation Commitment.

- The indirect effect of Organisational Characteristics on Attrition Attitude is higher than the indirect effect of Organisation Commitment.

- The standardized total effects of organizational Characteristics on Job Satisfaction and also on Attrition Attitude were higher than the total effect of Organisation Commitment.

8.2 SUGGESTIONS

Based on the above findings the following suggestions are made:

- Employee welfare provision is a key aspect of job satisfaction including various services, benefits and amenities make available to the employees by the organisation. Hence, the organisation should think to improve on these aspects and will improve the organizational growth as well as employee performance.

- The organization associated variables, Organisational Characteristics and Job Satisfaction are found to have a significant effect on Attrition Attitude of the employees. So the companies always rethink keep on review the HR policies and provide satisfied work environment

- Supportive organizational culture and organisational characteristics should be expectant and developed in the companies by adopting transparency in the work place which will motivate the employees to work better.

- Career advancement opportunity is one of the most significant elements for employee satisfaction and retention in the organisation. Build a strong culture is the right thing for the organization and the right thing for the employee.

- Every organisation should adopt creative HRM strategy to cope up with employee attrition.

- Frequent counseling and interactions with experts will reduce the work burden of the employees.

- Recognition and appreciation should be given time to time by the management for their successful performance, so as to enhance the confidence level of employees and also facilitate them to achieve their targets, which will eventually increase productivity of individual as well as organization.

- Attitudes and human relation training should be carry out at regular period for providing sense of affinity among the employees towards the organisation and eventually which make them to stay in the organisation.

- Growth opportunities provided by employer in terms of career growth, internal promotions and empowerment in job role is one of significant factor which can motivate employees to stay on job and those employees who feel they have growth opportunities on their job likely to have less employee attrition.

- Compensation provided by employer to the employees is one of significant motivator for them to stay on their job. Those employees who feel they get good compensation in their job expected to have less employee attrition.

- Employees in IT & ITES sector do look for the employer who offer the learning opportunities to expand multiple skills on job and those employees who feel they get learning opportunities in their job likely to have less employee attrition.

- Transparency and clarity regarding the job role, organizational policies, appraisal and reward system working conditions and available facilities and flexibilities are instrumental in the job continuation decision of the individual in an organization. Hence, the IT and ITES companies to provide all these facilities to retain their workforce.

- Manager in the HR department can organize for "Frequent Connect Meetings" which may be an interactive gathering with the employees. This ought to be a

platform for employees to share their concerns and problems and HR managers should give solutions to these problems and concerns within timelines. This will give a sense to employees that they are being heard and organization values them as asset for the organization.

- IT and ITES companies is target based company and employees constantly are in pressure to achieve those targets. Managers should extend stress management programs like offsite get together to get rid of stress of the employees.

- Employees must feel as a vital part of the organization so that they can connect themselves with the organization. Manager should create avenues in which employees can express their views and involve in decision making process. Giving opportunity in the participative management to the deserving employees can also create a sense of belongingness for the organization.

- Career growth and advancement happens to be the most important push factors to IT and ITES employees that drives the motivation of the employee towards continuing with his/her current job role.

- The employees those who are working in night shift are facing sleeping disorders and certain health issues. Hence, the companies that do not have the system of flexibility in the working systems need to make it a policy to provide for flexible work systems, work from home and work place arrangement

- Recreation and refreshment amenities should be made available to the employees to renew their health and spirit and through which they can carry out their job in effective manner.

8.3 CONCLUSION

The IT and ITES industry is one of leading employment provider in India. But, employee attrition was found to be highest in these industries, in comparison to other industries in India. Research on employee attrition in the organization has gained significance from both academicians and corporate world. The new concept of strategic human resource management puts the importance of human capital and indeed human capital development at the core of organizational success or failure. The successful

management of human resource brings extraordinary performance to the firm. From employee relation point of view, software industries are very employee friendly because companies have to compete with each other for a small pool of well competent employees. IT/ITES companies pride themselves on their attractive HR policies with strong advocacy about equality of opportunity and no gender biases, but the high rate of attrition in the IT And ITES employees' workforce is clearly evident in all types of software industries. The basic factors which come out of the research study are long working hours, high pressure work atmosphere, working shifts, improper HR policies, health related issues, rewards and recognition, less cooperative superiors and subordinates and poor grievance handling procedures.

Employee Satisfaction is positively and considerably affected to Employee commitment. It implies if employees are happy with their job and towards the organization it can build positive organizational commitment and further promote job performance. Besides, employees can constantly increase organizational commitment by providing rewards to induce employees to work hard. Organizational Commitment has a positive effect on job performance. The result reveals that the employees are satisfied and committed to their organization. But still they are facing certain issues in the working place. It reveals that employees are ready to stay and dedicate themselves to accomplishing job objectives because they have the same values and goals within the organization. It signalizes that employees have to notice the relationship and influence of organizational commitment to employees. As employees have organizational commitment, their productivity will increase and so is job performance.

Organizations should have a proactive retention strategy which facilitate in reducing employee attrition. Retention and attrition strategies ought to be different for different level of employees, because their position are different; their necessities are different; what motivates them are different and what makes them depart are also different. Based on the study it has been seen that dimensions of satisfaction and commitment are significantly different for employees on the basis of age, gender, marital status and education. Then, the regression model revealed that intrinsic satisfaction and commitment factors, as well as age and education level contribute to the sustenance of employees in the organization. Thus, based on the findings, it can be said

if the employees are more committed and satisfied in the work they can be retained. The ease of retention would depend on their degree of satisfaction and commitment to towards their job.

To promote retention rate, the IT and ITES companies must re-align their policies by taking into account all these factors. Moreover, the employees also desire high salaries, timely promotions, career growth along with challenging and creative job profile. They seem to be for better working culture, change in HR policies, on campus adventure programme and entertainment activities. The employees also desire more humane and friendly working atmosphere in addition to rewarding salary. The IT and ITES companies re-examine their HR policies in light of above findings and suggestions. This would facilitate in lowering down the attrition rate in IT and ITES industry. The organizations would thrive in good work atmosphere and employees can dream of persistent and prolonged stay in the organizations.

SCOPE FOR FURTHER STUDY

- Future research can be taken up to check the impact of attrition factors on employee performance and a relationship can be tested between productivity of working employees and factors of attrition.

- In the present study researcher has study only IT and ITES industries. Future researchers can select some more industries and can give better and broad viewpoints and trends regarding attrition problems.

- Similar study can also be made in sectors like hospitality, infrastructure, retail, education etc. as intrinsic satisfaction becomes a pillar for performance, loyalty and eventual sustenance almost everywhere.

- Future study can also taken up on employee retention strategies should also cover the impact of the strategies adopted by different employers on the rate of attrition in the respective organizations.

- As the new technology and automation sweep away the specialized skills of IT employees, further research can be attempted to analyze the influence of organizational structure, leadership and strategy on attrition.