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## *Appendices*

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## Appendix I

# ORGANIZATIONAL CHARACTERISTICS, COMMITMENT, JOB SATISFACTION AND ATTRITION ATTITUDE OF EMPLOYEES IN IT AND ITES COMPANIES

### Objectives:

- ✚ To analyse the organizational characteristics prevailing in IT and ITES companies.
- ✚ To find the organisation 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, organisational commitment, job satisfaction and attrition attitude of employees in IT and ITES companies.

### PERSONAL DETAILS

#### Name (Optional):

1. Sex : Male  Female
2. Age \_\_\_\_\_
3. In which sector are you employed?
  - a. Information Technology (IT)
  - b. Information Technology Enabled Service (ITES)
4. How long have you been working in this company \_\_\_\_\_ (years) \_\_\_\_\_ ( months)?
5. Which of the following group describes your salary per month (inRs.)
  - a. Less than 10000
  - b. 10001–20000
  - c. 21001– 30000
  - d. 30001–40000
  - e. 40001-50000
  - f. Above 50001
6. What is your designation in this organization \_\_\_\_\_?
7. Please indicate your matching highest educational qualification
  - a. Graduate
  - b. Post Graduate
  - c. engineering
  - e. Professional Degree
  - f. Others
8. Your specific area of work in this company \_\_\_\_\_?
9. Languages known: English ( ) Hindi ( ) French ( ) German ( ) Italian ( )  
Any other.....
10. Shift: Day ( ) Night ( ) Both ( ) Any Other ( )

## PART-I ORGANIZATIONAL CHARACTERISTICS

Think about the organization currently you work for and complete the following organizational characteristics questionnaire

SA – Strongly Agree, A – Agree, N – Neutral, D - Disagree, SD – Strongly Disagree

Sl.No	Organizational Characteristics	SA	A	N	D	SD
1.	Organization shares its business goals with employees.					
2.	I understand the requirement of the organization clearly to reach the goals and make every effort to achieve them.					
3.	Organization, readily offers their assistance to meet corporate objectives.					
4.	I am valued in the organizations and desire to work there for a long time.					
5.	Productivity is high and organizational events are enjoyable and successful.					
6.	Organization provides me on-the-job training and gives me opportunity to enhance the work-related skills.					
7.	I am given opportunities to pursue certification and continual education.					
8.	I have good relationships with management that are based on trust.					
9.	I readily accept the constructive criticism offered by my leaders.					
10.	I am valued and my organization makes suggestions on how to improve productivity and achieve high performance rates.					
11.	I am given opportunities to grow.					
12.	Organizations create and implement company policies that are readily available to their employees.					
13.	Working with a variety of other employees has made an opportunity for me to experience diversity on a personal level.					
14.	The work is been equally distributed to all the employees.					
15.	Organization ensures that the work of all the persons depends on each other's work even though it happens to be different. Hence, it helps in establishing coordination.					
16.	Organization involves employees in clear problem solving and decision making procedures.					
17.	Organization rewards individual performance and also supports the team.					
18.	My superior identifies and resolves group conflicts.					

## PART-II

### JOB SATISFACTION (Job Satisfaction Survey, JSS Paul E. Spector)

Please select your response for the following factors in your current job

SA – Strongly Agree, A – Agree, N – Neutral, D - Disagree, SD – Strongly Disagree

Sl.No	Factors	SA	A	N	D	SD
1.	I feel I am being paid a fair amount for the work I do.					
2.	Raises are too few and far between.					

3.	I feel unappreciated by the organization when I think about what they pay me.					
4.	I feel satisfied with my chances for salary increases.					
5.	I feel my salary is comparable to others performing the same or similar jobs.					
6.	There is really too little chance for promotion on my job.					
7.	Those who do well on the job stand a fair chance of being promoted.					
8.	People get ahead as fast here as they do in other places.					
9.	I am satisfied with my chances for promotion.					
10.	My supervisor is quite competent in doing his/her job.					
11.	My supervisor is unfair to me.					
12.	My supervisor shows too little interest in the feelings of subordinates.					
13.	My supervisors are more supportive for my professional growth.					
14.	I like my supervisor.					
15.	I am not satisfied with the benefits i receive.					
16.	The benefits we receive are as good as most other Organizations offer.					
17.	The benefit package we have is equitable.					
18.	There are benefits we do not have which we should have.					
19.	When I do a good job, I receive the recognition for it that I should receive.					
20.	I do not feel that the work I do is appreciated.					
21.	There are few rewards for those who work here.					
22.	I don't feel my efforts are rewarded the way they should be.					
23.	Many of our rules and procedures make doing a good job difficult.					
24.	My efforts to do a good job are seldom blocked by red tape.					
25.	I have too much to do at work.					
26.	I have too much paperwork.					
27.	I like the people I work with.					
28.	I find I have to work harder at my job because of the incompetence of people I work with.					
29.	I enjoy working with my coworkers					
30.	There is too much bickering and fighting at work.					
31.	My colleagues are supportive and helpful to achieve my job task					
32.	I sometimes feel my job is meaningless.					
33.	I like doing the things I do at work.					
34.	I feel a sense of pride in doing my job.					
35.	My job is enjoyable.					
36.	Communications seem good within this organization.					
37.	The goals of this organization are not clear to me.					
38.	I often feel that I do not know what is going on with the organization.					
39.	Work assignments are not fully explained.					
40.	I am permitted to wear mandated article of clothing.					
41.	I am provided with reasonable accommodations for my religious beliefs and practices.					
42.	I am allowed to take leave for any of the special occasions or functions in my family.					

**PART-III ORGANISATIONAL COMMITMENT (Allen & Meyer, 1990)**

**SA – Strongly Agree, A – Agree, N – Neutral, D - Disagree, SD – Strongly Disagree**

Sl.No	Factors	SA	A	N	D	SD
1.	I would be very happy to spend the rest of my career in this organization.					
2.	I really feel as if this organization's problems are my own.					
3.	I do not feel like part of the family at my organization.					
4.	I do not feel emotionally attached to this organization.					
5.	This organization has a great deal of personal meaning for me					
6.	I do not feel a strong sense of belonging to my organization.					
7.	It would be very hard for me to leave my organization right now, even if I wanted to					
8.	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.					
9.	I believe I have too few options to consider leaving this organization.					
10.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
11.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice: another organization may not match the overall benefits I have here.					
12.	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
13.	I do not feel any obligation to remain with my current employer					
14.	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
15.	I would feel guilty if I left my organization now					
16.	This organization deserves my loyalty.					
17.	I would not leave my organization right now because I have a sense of obligation to the people in it.					
18.	I owe a great deal to my organization.					

**PART-IV MEASUREMENT OF ATTRITION ATTITUDE**

**Please select your response for the following factors in your current job.**

**SA – Strongly Agree, A – Agree, N – Neutral, D - Disagree, SD – Strongly Disagree**

Sl.No	Statement	SA	A	N	D	SD
1.	Lack of integration and goal setting.					
2.	Missing of personal touch in the organization leads to high attrition.					
3.	Lack of scientific goal setting process causes high attrition.					
4.	Lack of integration of people in the organization leads to high attrition.					
5.	This organization's location is good and it makes my work easier.					

6.	The culture of this organization is such that it creates a very positive work environment.					
7.	Salary hike in every six months can be a better option to reduce high attrition.					
8.	I feel that I get self-respect and dignity in this organization.					
9.	This organization's infrastructure is good and makes my work easier.					
10.	Introduction of family benefit plans will reduce high attrition.					
11.	Social isolation is a major cause for high attrition .					
12.	Family issues and influence of family members leads to high attrition .					
13.	My organization provides hygiene and timely food to the employees.					
14.	This organization conduct stress reduction programs like yoga, meditation etc.					
15.	This organization is not very open to ideas and suggestions given by employees.					
16.	This organization does not conduct effective motivational programs.					
17.	Internal job rotation will lead to high attrition.					
18.	"Work from home option" will reduce high employee attrition.					
19.	This organization provides sufficient holidays for employees.					
20.	I am paid enough for the work I do in this organization.					
21.	Odd working hours causes high employee attrition.					
22.	Lengthy working hours leads to high attrition.					
23.	Absence of counseling and medical health checkups causes high attrition.					
24.	Lack of spiritual sessions organized in this organization leads to high attrition.					
25.	Eye fatigue and vision deterioration leads to high attrition.					
26.	Sleeping disorders causes high employee attrition.					
27.	This organization do not provide welfare measures like housing schemes, health club etc.					
28.	This organization has high standards of corporate governance.					
29.	I believe that the organization's leadership is doing what is required for its growth.					
30.	Low perceived equity of rewards system leads to high attrition.					
31.	I am not satisfied with the kind of salary hikes I get.					
32.	Reward systems in this organization are not transparent.					
33.	Lack of talent management in the organization leads to high attrition.					
34.	Lack of safe and good transportation facility leads to high attrition.					
35.	Lack of communication around total value causes high attrition.					
36.	Lack of work value and ethics causes high attrition.					
37.	Absence of performance-based bonus causes high attrition.					
38.	Constant pull of higher salaries leads to high attrition.					
39.	Mismatching of job expectations creates the problem of attrition.					

## Appendix I

### Job Satisfaction-Correlation Matrix

	X1	x2	x3	x4	x5	x6	x7	x8	x9	x10	x11	x12	x13	x14	x15	x16	x17	x18	x19
x1	1.000	.565	.461	.325	.225	.453	.251	.215	.485	.294	.337	.296	.137	.344	.506	.104	.387	.346	.085
x2	.565	1.000	.311	.274	.236	.445	.257	.156	.347	.410	.396	.389	.089	.252	.405	.080	.455	.275	.094
x3	.461	.311	1.000	.114	.177	.234	.080	.248	.241	.214	.304	.318	.089	.382	.200	.002	.059	.122	.089
x4	.325	.274	.114	1.000	.638	.098	.215	.391	.325	.351	.127	.004	.391	-.120	.214	.483	.316	.209	.052
x5	.225	.236	.177	.638	1.000	.128	.341	.284	.258	.313	.086	.026	.484	-.024	.210	.423	.234	.040	.085
x6	.453	.445	.234	.098	.128	1.000	.431	.225	.351	.339	.225	.332	.128	.411	.474	.089	.459	.148	.098
x7	.251	.257	.080	.215	.341	.431	1.000	.437	.458	.391	.108	.128	.256	.227	.391	.248	.367	-.040	.320
x8	.215	.156	.248	.391	.284	.225	.437	1.000	.437	.410	.150	.186	.261	.120	.243	.412	.359	.114	.171
x9	.485	.347	.241	.325	.258	.351	.458	.437	1.000	.405	.337	.171	.263	.179	.390	.237	.433	.219	.052
x10	.294	.410	.214	.351	.313	.339	.391	.410	.405	1.000	.344	.392	.333	.190	.435	.320	.421	.125	.243
x11	.337	.396	.304	.127	.086	.225	.108	.150	.337	.344	1.000	.492	.091	.412	.365	.190	.306	.335	.071
x12	.296	.389	.318	.004	.026	.332	.128	.186	.171	.392	.492	1.000	.154	.422	.301	.045	.302	.236	.173
x13	.137	.089	.089	.391	.484	.128	.256	.261	.263	.333	.091	.154	1.000	.142	.220	.360	.194	.119	.073
x14	.344	.252	.382	-.120	-.024	.411	.227	.120	.179	.190	.412	.422	.142	1.000	.350	.080	.341	.181	.162
x15	.506	.405	.200	.214	.210	.474	.391	.243	.390	.435	.365	.301	.220	.350	1.000	.249	.521	.135	.213
x16	.104	.080	.002	.483	.423	.089	.248	.412	.237	.320	.190	.045	.360	.080	.249	1.000	.391	.134	.036
x17	.387	.455	.059	.316	.234	.459	.367	.359	.433	.421	.306	.302	.194	.341	.521	.391	1.000	.249	.144
x18	.346	.275	.122	.209	.040	.148	-.040	.114	.219	.125	.335	.236	.119	.181	.135	.134	.249	1.000	.265
x19	.085	.094	.089	.052	.085	.098	.320	.171	.052	.243	.071	.173	.073	.162	.213	.036	.144	.265	1.000
x20	.025	.047	.056	.336	.269	-.088	.041	.169	.150	.089	.149	-.083	.180	-.070	-.066	.364	.104	.338	.106
x21	.357	.338	.250	-.075	-.126	.354	.171	.069	.111	.220	.368	.317	-.065	.331	.302	-.107	.306	.310	.214
x22	.245	.255	.281	-.061	-.036	.437	.280	.149	.252	.198	.316	.396	.075	.347	.306	.018	.250	.213	.183
x23	.067	-.032	.144	.209	.157	-.085	.009	.166	.098	-.031	.108	.077	.151	.112	-.033	.185	-.025	.084	.096
x24	.011	.079	-.056	.265	.304	.019	.242	.246	.115	.165	-.116	-.038	.288	-.029	.043	.251	.172	.129	.283
x25	.210	.340	.251	.057	-.094	.155	.023	.065	.069	.093	.419	.348	-.031	.201	.190	-.049	.216	.398	.208
x26	.093	.173	-.002	.410	.271	.028	.150	.208	.187	.190	.016	-.002	.304	-.050	.128	.354	.247	.258	.125
x27	.250	.441	.217	.149	-.053	.353	.083	.099	.214	.232	.444	.251	-.054	.279	.267	.060	.330	.411	.096
x28	.213	.300	.246	-.024	-.005	.332	.232	.169	.135	.311	.378	.416	-.042	.400	.237	.174	.380	.104	.157
x29	.118	-.096	.006	.176	.311	.056	.312	.131	.108	.182	-.156	-.016	.344	.076	.159	.182	-.032	.077	.326
x30	.097	.030	-.009	.299	.229	.141	.209	.067	.091	.260	-.095	.061	.346	.033	.128	.178	.036	.050	.245
x31	.176	.095	.133	.221	.302	.145	.190	.021	.206	.186	.030	.053	.334	.171	.209	.108	.027	.101	.275
x32	.171	.149	.110	.399	.339	.202	.095	.125	.239	.292	.138	.039	.236	.137	.243	.283	.212	.164	.083
x33	.254	.255	.328	.079	.040	.410	.322	.264	.327	.327	.266	.268	.024	.356	.421	.090	.311	.088	.133
x34	.243	.294	.389	-.022	-.046	.305	.207	.272	.313	.364	.318	.292	.006	.329	.361	.029	.287	.156	.244
x35	.349	.274	.370	-.084	.053	.282	.292	.229	.355	.279	.235	.304	.092	.417	.308	-.010	.185	.110	.173
x36	.237	.308	.232	-.093	-.058	.408	.305	.148	.215	.304	.281	.302	-.016	.393	.292	-.044	.215	-.047	.229
x37	.016	-.039	.096	.130	.294	.019	.204	.157	.154	.124	-.070	.002	.240	.073	-.021	.176	-.080	-.035	.159
x38	.206	.085	.176	.146	.177	.083	.114	.148	.128	.162	.149	.129	.171	.186	.097	.094	.003	.109	.168



	x19	x20	x21	x22	x23	x24	x25	x26	x27	x28	x29	x30	x31	x32	x33	x34	x35	x36	x37	x38
x1	.085	.025	.357	.245	.067	.011	.210	.093	.250	.213	.118	.097	.176	.171	.254	.243	.349	.237	.016	.206
x2	.094	.047	.338	.255	-.032	.079	.340	.173	.441	.300	-.096	.030	.095	.149	.255	.294	.274	.308	-.039	.085
x3	.089	.056	.250	.281	.144	-.056	.251	-.002	.217	.246	.006	-.009	.133	.110	.328	.389	.370	.232	.096	.176
x4	.052	.336	-.075	-.061	.209	.265	.057	.410	.149	-.024	.176	.299	.221	.399	.079	-.022	-.084	-.093	.130	.146
x5	.085	.269	-.126	-.036	.157	.304	-.094	.271	-.053	-.005	.311	.229	.302	.339	.040	-.046	.053	-.058	.294	.177
x6	.098	-.088	.354	.437	-.085	.019	.155	.028	.353	.332	.056	.141	.145	.202	.410	.305	.282	.408	.019	.083
x7	.320	.041	.171	.280	.009	.242	.023	.150	.083	.232	.312	.209	.190	.095	.322	.207	.292	.305	.204	.114
x8	.171	.169	.069	.149	.166	.246	.065	.208	.099	.169	.131	.067	.021	.125	.264	.272	.229	.148	.157	.148
x9	.052	.150	.111	.252	.098	.115	.069	.187	.214	.135	.108	.091	.206	.239	.327	.313	.355	.215	.154	.128
x10	.243	.089	.220	.198	-.031	.165	.093	.190	.232	.311	.182	.260	.186	.292	.327	.364	.279	.304	.124	.162
x11	.071	.149	.368	.316	.108	-.116	.419	.016	.444	.378	-.156	-.095	.030	.138	.266	.318	.235	.281	-.070	.149
x12	.173	-.083	.317	.396	.077	-.038	.348	-.002	.251	.416	-.016	.061	.053	.039	.268	.292	.304	.302	.002	.129
x13	.073	.180	-.065	.075	.151	.288	-.031	.304	-.054	-.042	.344	.346	.334	.236	.024	.006	.092	-.016	.240	.171
x14	.162	-.070	.331	.347	.112	-.029	.201	-.050	.279	.400	.076	.033	.171	.137	.356	.329	.417	.393	.073	.186
x15	.213	-.066	.302	.306	-.033	.043	.190	.128	.267	.237	.159	.128	.209	.243	.421	.361	.308	.292	-.021	.097
x16	.036	.364	-.107	.018	.185	.251	-.049	.354	.060	.174	.182	.178	.108	.283	.090	.029	-.010	-.044	.176	.094
x17	.144	.104	.306	.250	-.025	.172	.216	.247	.330	.380	-.032	.036	.027	.212	.311	.287	.185	.215	-.080	.003
x18	.265	.338	.310	.213	.084	.129	.398	.258	.411	.104	.077	.050	.101	.164	.088	.156	.110	-.047	-.035	.109
x19	1.000	.106	.214	.183	.096	.283	.208	.125	.096	.157	.326	.245	.275	.083	.133	.244	.173	.229	.159	.168
x20	.106	1.000	.046	.068	.320	.205	.138	.355	.166	.054	.073	.144	.105	.137	.034	.075	.048	-.100	.209	.042
x21	.214	.046	1.000	.524	.109	-.046	.485	-.010	.509	.344	-.039	-.058	-.044	.029	.373	.381	.362	.377	-.118	.121
x22	.183	.068	.524	1.000	.157	-.039	.340	-.118	.326	.397	-.003	.044	.056	.030	.510	.485	.436	.446	-.025	.071
x23	.096	.320	.109	.157	1.000	.216	.241	.082	.184	.100	.104	.191	.165	.127	.169	.096	.224	.068	.203	.246
x24	.283	.205	-.046	-.039	.216	1.000	.005	.530	.015	-.100	.337	.267	.260	.214	-.025	.001	-.046	-.041	.328	.092
x25	.208	.138	.485	.340	.241	.005	1.000	.139	.626	.325	-.190	-.004	-.067	.056	.307	.393	.233	.250	-.181	.012
x26	.125	.355	-.010	-.118	.082	.530	.139	1.000	.197	-.087	.232	.307	.243	.275	-.047	.015	-.033	-.136	.259	.055
x27	.096	.166	.509	.326	.184	.015	.626	.197	1.000	.427	-.146	-.005	.010	.121	.366	.357	.231	.325	-.191	.013
x28	.157	.054	.344	.397	.100	-.100	.325	-.087	.427	1.000	-.004	.093	-.019	.069	.389	.431	.367	.429	-.042	.164
x29	.326	.073	-.039	-.003	.104	.337	-.190	.232	-.146	-.004	1.000	.537	.593	.281	.026	-.009	.145	.075	.452	.260
x30	.245	.144	-.058	.044	.191	.267	-.004	.307	-.005	.093	.537	1.000	.528	.440	.059	.142	.053	.087	.319	.157
x31	.275	.105	-.044	.056	.165	.260	-.067	.243	.010	-.019	.593	.528	1.000	.420	.135	.135	.191	.106	.398	.208
x32	.083	.137	.029	.030	.127	.214	.056	.275	.121	.069	.281	.440	.420	1.000	.167	.251	-.012	.021	.216	.268
x33	.133	.034	.373	.510	.169	-.025	.307	-.047	.366	.389	.026	.059	.135	.167	1.000	.616	.572	.483	.052	.175
x34	.244	.075	.381	.485	.096	.001	.393	.015	.357	.431	-.009	.142	.135	.251	.616	1.000	.575	.523	.045	.112
x35	.173	.048	.362	.436	.224	-.046	.233	-.033	.231	.367	.145	.053	.191	-.012	.572	.575	1.000	.561	.312	.246
x36	.229	-.100	.377	.446	.068	-.041	.250	-.136	.325	.429	.075	.087	.106	.021	.483	.523	.561	1.000	.162	.304
x37	.159	.209	-.118	-.025	.203	.328	-.181	.259	-.191	-.042	.452	.319	.398	.216	.052	.045	.312	.162	1.000	.424
x38	.168	.042	.121	.071	.246	.092	.012	.055	.013	.164	.260	.157	.208	.268	.175	.112	.246	.304	.424	1.000

- |   |   |
|---|---|
| x1 I feel I am being paid a fair amount for the work I do.                        | x20 I don't feel my efforts are rewarded the way they should be.                              |
| x2 Raises are too few and far between.  | x21 Many of our rules and procedures make doing a good job difficult.                         |
| x3 I feel unappreciated by the organization when I think about what they pay me.  | x22 My efforts to do a good job are seldom blocked by red tape.                               |
| x4 I am satisfied with my chances for promotion.                                  | x23 I have too much paperwork.  |
| x5 There is really too little chance for promotion on my job.                     | x24 I like the people I work with.  |
| x6 I feel my salary is comparable to others performing the same or similar jobs.  | x25 I find I have to work harder at my job because of the incompetence of people I work with. |
| x7 Those who do well on the job stand a fair chance of being promoted.            | x26 I enjoy working with my coworkers   |
| x8 People get ahead as fast here as they do in other places.                      | x27 There is too much bickering and fighting at work.   |
| x9 I feel satisfied with my chances for salary increases.                         | x28 I sometimes feel my job is meaningless.   |
| x10 I am not satisfied with the benefits i receive.                               | x29 I like doing the things I do at work.   |
| x11 My supervisor is unfair to me.  | x30 I feel a sense of pride in doing my job.  |
| x12 My supervisor shows too little interest in the feelings of subordinates.      | x31 My job is enjoyable.  |
| x13 My supervisors are more supportive for my professional growth.                | x32 Communications seem good within this organization.  |
| x14 My supervisor is quite competent in doing his/her job.                        | x33 The goals of this organization are not clear to me.                                       |
| x15 The benefit package we have is equitable.                                     | x34 I often feel that I do not know what is going on with the organization.                   |
| x16 There are benefits we do not have which we should have.                       | x35 Work assignments are not fully explained.   |
| x17 When I do a good job, I receive the recognition for it that I should receive. | x36 I am permitted to wear mandated article of clothing.                                      |
| x18 I do not feel that the work I do is appreciated.                              | x37 I have too much to do at work.  |
| x19 There are few rewards for those who work here.                                | x38 My colleagues are supportive and helpful to achieve my job task                           |

## Appendix II

### Organisation Commitment – Correlation Matrix.

	x1	x2	x3	x4	x5	x6	x7	x8	x9	x10	x11	x12	x13	x14	x15	x16	x17
x1	1.000	.657	.397	.203	.418	.389	.429	.238	.374	.345	.243	.102	.452	.455	.486	.292	.408
x2	.657	1.000	.494	.190	.298	.147	.180	.180	.152	.198	.223	.182	.224	.239	.295	.250	.244
x3	.397	.494	1.000	.489	.111	-.009	.082	.067	.090	.071	.293	.181	.105	.109	.024	.098	.083
x4	.203	.190	.489	1.000	.377	.207	.292	.405	.350	.328	.401	.515	.388	.391	.259	.370	.348
x5	.418	.298	.111	.377	1.000	.617	.501	.468	.504	.464	.316	.465	.522	.596	.573	.574	.638
x6	.389	.147	-.009	.207	.617	1.000	.664	.584	.581	.508	.120	.292	.433	.580	.559	.389	.522
x7	.429	.180	.082	.292	.501	.664	1.000	.578	.622	.553	.206	.172	.466	.508	.524	.373	.522
x8	.238	.180	.067	.405	.468	.584	.578	1.000	.610	.530	.228	.349	.451	.498	.477	.392	.476
x9	.374	.152	.090	.350	.504	.581	.622	.610	1.000	.602	.313	.292	.461	.512	.526	.400	.455
x10	.345	.198	.071	.328	.464	.508	.553	.530	.602	1.000	.447	.354	.471	.575	.554	.486	.515
x11	.243	.223	.293	.401	.316	.120	.206	.228	.313	.447	1.000	.594	.448	.350	.375	.440	.328
x12	.102	.182	.181	.515	.465	.292	.172	.349	.292	.354	.594	1.000	.506	.455	.368	.530	.420
x13	.452	.224	.105	.388	.522	.433	.466	.451	.461	.471	.448	.506	1.000	.626	.601	.457	.547
x14	.455	.239	.109	.391	.596	.580	.508	.498	.512	.575	.350	.455	.626	1.000	.725	.529	.662
x15	.486	.295	.024	.259	.573	.559	.524	.477	.526	.554	.375	.368	.601	.725	1.000	.523	.680
x16	.292	.250	.098	.370	.574	.389	.373	.392	.400	.486	.440	.530	.457	.529	.523	1.000	.645
x17	.408	.244	.083	.348	.638	.522	.522	.476	.455	.515	.328	.420	.547	.662	.680	.645	1.000

- x1 I would be very happy to spend the rest of my career in this organization.
- x2 I really feel as if this organization's problems are my own.
- x3 I do not feel like part of the family at my organization.
- x4 I do not feel emotionally attached to this organization.
- x5 This organization has a great deal of personal meaning for me
- x6 It would be very hard for me to leave my organization right now, even if I wanted to
- x7 Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
- x8 I believe I have too few options to consider leaving this organization.
- x9 One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
- x10 One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice: another organization may not match the overall benefits I have here.
- x11 If I had not already put so much of myself into this organization, I might consider working elsewhere.
- x12 I do not feel any obligation to remain with my current employer
- x13 Even if it were to my advantage, I do not feel it would be right to leave my organization now
- x14 I would feel guilty if I left my organization now
- x15 This organization deserves my loyalty.
- x16 I would not leave my organization right now because I have a sense of obligation to the people in it.
- x17 I owe a great deal to my organization.

### Appendix III

#### Attrition Attitude – Correlation Matrix.

	x1	x2	x3	x4	x5	x6	x7	x8	x9	x10	x11	x12	x13	x14	x15	x16	x17	x18
x1	1.000	.491	.353	-.247	-.327	-.133	-.216	-.175	-.293	.276	-.192	-.253	.359	.076	.145	-.237	-.272	.157
x2	.491	1.000	.625	-.427	-.261	-.133	-.206	-.220	-.325	.343	-.224	-.059	.255	.199	.222	-.168	-.296	.204
x3	.353	.625	1.000	-.585	-.460	-.296	-.341	-.277	-.277	.317	-.236	-.137	.332	.346	.234	-.298	-.355	.281
x4	-.247	-.427	-.585	1.000	.661	.226	.433	.286	.207	-.237	.235	.128	-.239	-.268	-.153	.245	.293	-.015
x5	-.327	-.261	-.460	.661	1.000	.287	.519	.314	.198	-.242	.246	.339	-.228	-.317	-.081	.398	.328	-.104
x6	-.133	-.133	-.296	.226	.287	1.000	.524	.482	.233	-.292	.109	-.085	-.329	-.301	-.280	.178	.166	-.462
x7	-.216	-.206	-.341	.433	.519	.524	1.000	.522	.347	-.399	.276	.099	-.306	-.341	-.191	.416	.362	-.291
x8	-.175	-.220	-.277	.286	.314	.482	.522	1.000	.533	-.538	.156	.035	-.232	-.174	-.133	.334	.178	-.198
x9	-.293	-.325	-.277	.207	.198	.233	.347	.533	1.000	-.505	.190	.159	-.307	-.102	-.155	.213	.159	-.094
x10	.276	.343	.317	-.237	-.242	-.292	-.399	-.538	-.505	1.000	-.272	-.087	.249	.283	.133	-.420	-.274	.294
x11	-.192	-.224	-.236	.235	.246	.109	.276	.156	.190	-.272	1.000	.503	-.208	-.195	-.230	.307	.479	-.195
x12	-.253	-.059	-.137	.128	.339	-.085	.099	.035	.159	-.087	.503	1.000	-.166	-.053	-.065	.330	.434	-.020
x13	.359	.255	.332	-.239	-.228	-.329	-.306	-.232	-.307	.249	-.208	-.166	1.000	.313	.390	-.251	-.246	.272
x14	.076	.199	.346	-.268	-.317	-.301	-.341	-.174	-.102	.283	-.195	-.053	.313	1.000	.386	-.447	-.432	.403
x15	.145	.222	.234	-.153	-.081	-.280	-.191	-.133	-.155	.133	-.230	-.065	.390	.386	1.000	-.141	-.248	.330
x16	-.237	-.168	-.298	.245	.398	.178	.416	.334	.213	-.420	.307	.330	-.251	-.447	-.141	1.000	.515	-.311
x17	-.272	-.296	-.355	.293	.328	.166	.362	.178	.159	-.274	.479	.434	-.246	-.432	-.248	.515	1.000	-.460
x18	.157	.204	.281	-.015	-.104	-.462	-.291	-.198	-.094	.294	-.195	-.020	.272	.403	.330	-.311	-.460	1.000
x19	.216	.212	.230	-.225	-.243	-.367	-.315	-.207	-.295	.217	-.246	-.160	.425	.114	.125	-.211	-.261	.403
x20	.116	-.016	.123	-.130	-.310	-.106	-.174	-.163	-.187	.160	-.153	-.352	.213	.125	.038	-.331	-.237	.212
x21	.260	.106	.073	-.068	-.225	.036	-.051	.035	-.169	.061	-.380	-.544	.167	.071	.093	-.271	-.440	.176
x22	.235	.151	.164	-.151	-.248	-.344	-.245	-.202	-.129	.134	-.408	-.338	.263	.207	.201	-.327	-.407	.363
x23	.138	.171	.136	-.199	-.151	-.435	-.299	-.317	-.340	.267	-.215	-.001	.381	.149	.218	-.160	-.145	.327
x24	.219	.093	.281	-.269	-.312	-.292	-.353	-.172	-.122	.282	-.070	-.144	.291	.309	.161	-.225	-.282	.362
x25	-.256	-.276	-.327	.249	.345	.305	.364	.348	.341	-.379	.397	.282	-.307	-.176	-.148	.409	.460	-.354
x26	-.225	-.211	-.221	.249	.434	.068	.332	.323	.313	-.389	.126	.240	-.243	-.218	.030	.409	.288	-.084
x27	.134	.131	.094	-.063	-.209	-.157	-.150	-.217	-.218	.266	.051	-.030	.257	.314	.140	-.141	-.107	.263
x28	.236	.167	.182	-.078	-.079	-.058	.028	-.094	-.259	.156	.175	.062	.256	.102	.287	.007	.081	.133
x29	.170	.202	.277	-.119	-.088	-.268	-.194	-.003	-.068	.101	-.346	-.180	.257	.258	.316	-.081	-.422	.386
x30	.246	.298	.362	-.243	-.276	-.232	-.260	-.073	-.212	.105	-.405	-.319	.377	.217	.232	-.204	-.405	.268
x31	.092	.168	.108	-.159	-.197	-.203	-.116	-.001	-.015	.007	-.039	-.139	.313	.274	.198	-.043	-.026	.132
x32	.106	.138	.212	-.270	-.289	-.290	-.266	-.067	-.117	.070	-.159	-.073	.306	.267	.269	-.027	-.044	.258
x33	.245	.192	.198	-.107	-.129	-.418	-.317	-.269	-.253	.217	-.068	-.067	.454	.145	.199	-.106	-.109	.335
x34	.259	.188	.161	.063	.034	-.352	-.198	-.190	-.187	.223	-.119	-.125	.367	.150	.247	-.097	-.250	.449
x35	.256	.131	.070	-.012	-.113	-.281	-.163	-.118	-.180	.181	-.216	-.166	.363	.013	.109	-.172	-.179	.355

	x19	x20	x21	x22	x23	x24	x25	x26	x27	x28	x29	x30	x31	x32	x33	x34	x35
x1	.216	.116	.260	.235	.138	.219	-.256	-.225	.134	.236	.170	.246	.092	.106	.245	.259	.256
x2	.212	-.016	.106	.151	.171	.093	-.276	-.211	.131	.167	.202	.298	.168	.138	.192	.188	.131
x3	.230	.123	.073	.164	.136	.281	-.327	-.221	.094	.182	.277	.362	.108	.212	.198	.161	.070
x4	-.225	-.130	-.068	-.151	-.199	-.269	.249	.249	-.063	-.078	-.119	-.243	-.159	-.270	-.107	.063	-.012
x5	-.243	-.310	-.225	-.248	-.151	-.312	.345	.434	-.209	-.079	-.088	-.276	-.197	-.289	-.129	.034	-.113
x6	-.367	-.106	.036	-.344	-.435	-.292	.305	.068	-.157	-.058	-.268	-.232	-.203	-.290	-.418	-.352	-.281
x7	-.315	-.174	-.051	-.245	-.299	-.353	.364	.332	-.150	.028	-.194	-.260	-.116	-.266	-.317	-.198	-.163
x8	-.207	-.163	.035	-.202	-.317	-.172	.348	.323	-.217	-.094	-.003	-.073	-.001	-.067	-.269	-.190	-.118
x9	-.295	-.187	-.169	-.129	-.340	-.122	.341	.313	-.218	-.259	-.068	-.212	-.015	-.117	-.253	-.187	-.180
x10	.217	.160	.061	.134	.267	.282	-.379	-.389	.266	.156	.101	.105	.007	.070	.217	.223	.181
x11	-.246	-.153	-.380	-.408	-.215	-.070	.397	.126	.051	.175	-.346	-.405	-.039	-.159	-.068	-.119	-.216
x12	-.160	-.352	-.544	-.338	-.001	-.144	.282	.240	-.030	.062	-.180	-.319	-.139	-.073	-.067	-.125	-.166
x13	.425	.213	.167	.263	.381	.291	-.307	-.243	.257	.256	.257	.377	.313	.306	.454	.367	.363
x14	.114	.125	.071	.207	.149	.309	-.176	-.218	.314	.102	.258	.217	.274	.267	.145	.150	.013
x15	.125	.038	.093	.201	.218	.161	-.148	.030	.140	.287	.316	.232	.198	.269	.199	.247	.109
x16	-.211	-.331	-.271	-.327	-.160	-.225	.409	.409	-.141	.007	-.081	-.204	-.043	-.027	-.106	-.097	-.172
x17	-.261	-.237	-.440	-.407	-.145	-.282	.460	.288	-.107	.081	-.422	-.405	-.026	-.044	-.109	-.250	-.179
x18	.403	.212	.176	.363	.327	.362	-.354	-.084	.263	.133	.386	.268	.132	.258	.335	.449	.355
x19	1.000	.412	.392	.335	.516	.203	-.450	-.325	.314	.108	.229	.348	.307	.374	.478	.310	.541
x20	.412	1.000	.558	.417	.231	.242	-.264	-.304	.176	.147	.011	.154	.228	.123	.203	.213	.355
x21	.392	.558	1.000	.543	.207	.076	-.257	-.232	.172	.085	.326	.381	.204	.127	.126	.288	.326
x22	.335	.417	.543	1.000	.458	.223	-.415	-.194	.173	.059	.417	.414	.268	.263	.314	.402	.497
x23	.516	.231	.207	.458	1.000	.302	-.525	-.258	.401	.169	.173	.267	.245	.399	.359	.331	.435
x24	.203	.242	.076	.223	.302	1.000	-.337	-.257	.244	.159	.164	.124	.155	.250	.208	.329	.094
x25	-.450	-.264	-.257	-.415	-.525	-.337	1.000	.464	-.287	-.080	-.274	-.384	-.108	-.225	-.246	-.318	-.329
x26	-.325	-.304	-.232	-.194	-.258	-.257	.464	1.000	-.442	-.115	-.075	-.210	-.212	-.213	-.298	-.116	-.240
x27	.314	.176	.172	.173	.401	.244	-.287	-.442	1.000	.293	.045	.089	.321	.334	.311	.249	.325
x28	.108	.147	.085	.059	.169	.159	-.080	-.115	.293	1.000	.146	.189	.224	.273	.192	.348	.165
x29	.229	.011	.326	.417	.173	.164	-.274	-.075	.045	.146	1.000	.609	.353	.285	.366	.373	.310
x30	.348	.154	.381	.414	.267	.124	-.384	-.210	.089	.189	.609	1.000	.448	.543	.421	.363	.353
x31	.307	.228	.204	.268	.245	.155	-.108	-.212	.321	.224	.353	.448	1.000	.609	.550	.210	.414
x32	.374	.123	.127	.263	.399	.250	-.225	-.213	.334	.273	.285	.543	.609	1.000	.521	.295	.332
x33	.478	.203	.126	.314	.359	.208	-.246	-.298	.311	.192	.366	.421	.550	.521	1.000	.451	.590
x34	.310	.213	.288	.402	.331	.329	-.318	-.116	.249	.348	.373	.363	.210	.295	.451	1.000	.428
x35	.541	.355	.326	.497	.435	.094	-.329	-.240	.325	.165	.310	.353	.414	.332	.590	.428	1.000

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| x1  | Lack of integration and goal setting.  | x19 | Lack of talent management in the organization leads to high attrition.                     |
| x2  | Lack of scientific goal setting process causes high attrition.                           | x20 | Absence of counseling and medical health checkups causes high attrition.                   |
| x3  | Lack of integration of people in the organization leads to high attrition.               | x21 | Lack of spiritual sessions organized in this organization leads to high attrition.         |
| x4  | Social isolation is a major cause for high attrition .                                   | x22 | This organization does not conduct effective motivational programs.                        |
| x5  | I feel that I get self-respect and dignity in this organization.                         | x23 | This organization has high standards of corporate governance.                              |
| x6  | Sleeping disorders causes high employee attrition.                                       | x24 | Lengthy working hours leads to high attrition.   |
| x7  | “Work from home option” will reduce high employee attrition.                             | x25 | My organization provides hygiene and timely food to the employees.                         |
| x8  | This organization’s infrastructure is good and makes my work easier.                     | x26 | Salary hike in every six months can be a better option to reduce high attrition.           |
| x9  | Lack of safe and good transportation facility leads to high attrition.                   | x27 | Constant pull of higher salaries   |
| x10 | This organization’s location is good and it makes my work easier.                        | x28 | Reward systems in this organization are not transparent.                                   |
| x11 | This organization provides sufficient holidays for employees.                            | x29 | Introduction of family benefit plans will reduce high attrition.                           |
| x12 | This organization conduct stress reduction programs like yoga, meditation etc.           | x30 | The culture of this organization is such that it creates a very positive work environment. |
| x13 | I believe that the organization’s leadership is doing what is required for its growth.   | x31 | Lack of communication around total value causes high attrition.                            |
| x14 | Absence of performance-based bonus causes high attrition.                                | x32 | Lack of work value and ethics causes high attrition.                                       |
| x15 | Low perceived equity of rewards  | x33 | Internal job rotation will lead to high attrition.   |
| x16 | I am paid enough for the work I do   | x34 | Eye fatigue and vision deterioration leads to high attrition.                              |
| x17 | This organization do not provide welfare measures like housing schemes, health club etc. | x35 | Mismatching of job expectations creates the problem of attrition.                          |
| x18 | Odd working hours causes high employee attrition.  |     |  |