

**A STUDY ON VOLUNTARY EMPLOYEE'S TURNOVER
AND RETENTION PRACTICES: SPECIAL REFERENCE
TO BENGALURU**

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requirements for the award of the degree of*

**DOCTOR OF PHILOSOPHY
IN
SOCIAL WORK**

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DECLARATION

I, Ajaya Kumar C.H, hereby declare that the thesis entitled “**A Study on Voluntary Employee’s Turnover and Retention Practices: Special Reference to Bengaluru.**” is submitted herewith to Kuvempu University, Shankaraghatta for the award of the degree of Doctor of Philosophy in Social Work, is the result of research work carried out under the guidance of **Dr. Ravindra D. Gadkar**, Professor, Department of Social Work, Kuvempu University, Shankaraghatta, Karnataka, India.

I further declare that, the work has not been the basis for the award of any other degree/diploma/fellowship or such other similar title in any institution or any other university

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ABBREVIATIONS

ASSOCHAM	Associated Chambers of Commerce & Industry of India
AMCO	Amalgamation Group of Companies
ABB	ASEA Brown Boveri
ADA	Aeronautical Development Agency
BPO	Business Process Outsourcing
CAD	Computer-aided design
CAE	Computer-aided engineering
CAM	computer-aided manufacturing
CEBR	Center of Economic and Business Research
DRDO	Defense Research and Development Organization
ESDM	Electronics Systems Design and Manufacturing
ESI	Employee's State Insurance
FDI	Foreign Direct Investment
Fq	Frequency
FY	Financial Year
FPSOs	Floating Production Storage and Offloading vessels,
GDP	Gross Domestic Product
HAL	Hindustan Aeronautics Limited
HRIS	Human Resource Information System
HR	Human Resource
HRM	Human Resource Management
IBM	International Business Machines Corporation
ICT	Information and Communication Technologies
ILO	International Labour Organisation
IMTIP	Integrated Machine Tool industry Park
INR	India Rupee
ISO	International Organization for Standardization
ISRO	Indian Space Research Organization
IT	Information Technology
ITeS	Information Technology Enabled Services.
KSAs	Knowledge, Skills and Attitude

LCA	Light Combat Aircraft
L & T	Larsen & Toubro Limited
MICO	Motor Industries Company Ltd.
MNCs	Multinational Corporations
MOPUs	Mobile Offshore Production Units
MSSL	Motherson Sumi Systems Limited
MRPL	Mangalore Refinery and Petrochemicals Limited
NASSCOM	National Association of Software and Services Companies
NGOs/NPOs	Non-government Organizations/ Non-profit Organizations
OBC	Other Backward Class
PDP	Project definition Phase
PF	Provident Fund
PTC	Parametric Technology Corporation
QuEST	Quality Engineering & Software Technologies
R & D	Research and Design
SABIC	Saudi Arabia Basic Industries Corporation
SE	Schneider Electric
SEZs	Special Economic Zones
TLPS	Transient Liquid Phase Sintering
TVS	Thirukkurungudi Vengaram Sundram
UK	United Kingdom
UCAV	Unmanned Combat Aerial Vehicle
US\$	United States Dollar
USA	United States of America
VET	Voluntary Employee Turnover
WO	Welfare Officer
%	Percentage

STUDY ON VOLUNTARY EMPLOYEE'S TURNOVER AND RETENTION PRACTICES: SPECIAL REFERENCE TO BENGALURU

ABSTRACT

Background of the study

In modern days the success of most of the organisations depends more on human assets than physical or financial assets, like building, equipment, manufacturing facilities and technology- all of which are readily available, but these are managed by Human resource so that Human Resource (HR) plays a vital role in an organisation. (Luecke, 2002, p. 11) Andrew Carnegie, Scottish-American industrialist once opined that "Take away my people, but leave my factory and soon grass will grow on the factory floors... Take away my factories, but leave my people and soon we will have a new and better factory."(Das & Debata, 2013, p. 76). This statement by Carnegie though very old but it is very true and well preserved today. Employees are very valuable and can really bring a lot of value and add benefit both tangible and intangible to the organisations. So that Organisation's success can be mainly attributed to the people's factor. Since HR is central to an Organization's performance, the more committed and motivated a person is, the more likely he uses to stay in the organisation and do his best in order to improve its success in terms of productivity, profit, quality, and better customer orientation.

Statement of the Problem

In the fast changing competitive business environment, sustainable growth and development is required, that is possible only through creating high performing organisations with high performing people. The talented human resource is central to organisations performance, vibrant people can make a dynamic organisation, and skilled professionals form the crux of the successful organisation. It is the organisation's responsibility to retain its talented workforce within the organisation for longer period of time for sustainable growth and development.

Effective employee retention could be possible through a systematic effort by employers by creating and fostering an environment that encourages current employees to remain within the organisation by having policies and practices in place that address their diverse needs (Mandhanya, 2015). Retention of key talent is critical to the long-term health and success of any organisation. Employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period of time. Employee retention has never been as vital in the Indian scenario as it has become today due to the changes in the business in recent years, and entering of MNCs in to Indian market, and drive by the Indian government to foreign organisations to invest and manufacture in India (e.g. 'Make in India' drive), which attract world level organizations to Indian manufacturing sectors and creating competition for skilled, talented workforce among the organisations. So that organisations following traditional old methods to motivate employees will not work in present conditions, so that it is crucial for organisations to look inside, different needs of employees, motives of employees to change the organisation or to stay in the organisation, so that organisations can work on root causes of Voluntary turnover and work on strategies to remove/minimize the factors due to which the employees leave their organisations.

The present study, therefore, aims to study causes of voluntary employee's turnover and retention practices in the Engineering industries in Bengaluru. The study also aims to provide suggestions and recommendations based on the findings to the organization for retaining its employees in particular and other stakeholders in general.

Need of the study

Rigorous study of related literature in the field of Employee's turnover and Retention reveals that most of the studies have been undertaken in the context of IT sector or BPO sector. There is not much work carried out in the context of engineering organisations or manufacturing organisations. Therefore, it was thought that this study would be relevant as well as timely given the importance of Engineering sector and considering the growing problems related to Voluntary employee turnover in this sector too, moreover, most of the existing studies on voluntary employee turnover and Retention

have been carried out in the western context. The researcher did not come across any Indian study which comprehensively investigates the Voluntary employee's turnover and retention in the context of engineering organisations.

Brief Conceptual Framework

Employee Turnover and Retention is a much-studied phenomenon in the academic literature. But still, there is no clear understanding of the concept. Some of the studies can be traced back in 1955; for example, authors like Brayfield and Crockett had discussed the impact of employee attitude on Turnover (Brayfield & Crockett, 1955, pp. 396-424). In 1958 March and Simon's study says that job commitment and job satisfaction are primary drivers of Turnover. This demonstrates that Employee turnover and Retention has attracted researchers as a field of inquiry since very long back.

Employee Turnover-Meaning & Definitions: According to Price (1977) employee turnover is the ratio of the number of employees of an organization who have left during a particular period of time divided by the average number of employees in that organization during that period. Singh *et al.* (1994) also defined employee turnover as the rate of change in the working staffs of an organisation during a definite period. Abassi & Hollman (2000) defined Employee turnover is the rotation of employees around the labour market, between firms, occupations and jobs, and between the states of employment and unemployment. The turnover is the process an individual terminates his relationship with the organization from which he obtains the material benefits. It can be either initiative or non-initiative. In recent days we come across the words "Attrition", "Mobility", and "migration", these words are being used in place of "Employee Turnover" in a similar meaning.

Types of Turnover: Employee turnover can be classified as Voluntary turnover and involuntary turnover. Voluntary turnovers are those initiated by the employee's out of his/ her own choice, (*e.g.* job dissatisfaction, to take a job in other organization for better salary), while involuntary turnovers are because of the decision of management. (*e.g.* dismissal for gross misconduct, layoff)

Voluntary turnover further distinguished between functional and dysfunctional turnover, Functional turnovers are the resignation of substandard Performers. The turnover that is problematic for the organisation is considered dysfunctional, example: the loss of high performers, the loss of individuals with difficult to replace, the loss of employees who are hard to recruit. Further dysfunctional turnover could be classified between avoidable and unavoidable turnover, Avoidable turnover is driven by reasons that are somewhat under organizational control. Example: Turnover driven by job dissatisfaction, poor supervision, inadequate growth opportunities, or a negative organizational culture.

Employee Retention- Meaning &Definitions : According to Get Les Mckeown's employee retention is "a planned effort to develop and foster an environment by employers which motivates the present employees to remain employed in the organisation by having practices and policies in an organisation that caters their diver's needs. It is a planned action of employers or management to make employees stay longer in the organisation. One of the important purposes of employee retention is to avert the loss of competent employees from the organization. In a general way, employee retention means keeping the employee in and with the organization for a longer period. It includes taking necessary actions that motivate and convince employees to stay with the organization for the maximum period of time. It is a planned and organized effort by an organisation, which should result in fulfilling the diverse needs of employees so that they remain employed in the organization. It may be defined retention as a continuous and planned effort of taking all actions by the organization to retain the knowledgeable, skilled and competent employees selected (Shakeel & Sahar, 2015)

The Harvard Business Essentials (2002) defined retention as the reverse of turnover, being voluntary and involuntary. It is a voluntary move by an organization to create an environment which engages employees for a long term. The Retention of good employees matters organisations for three important reasons: First the growing importance of intellectual capital, second, a cause of link between employee tenure and third, customer satisfaction and the high cost of employee turnover (Luecke, 2002, pp. 60-61).

Human Resource Management and Employee Turnover: HRM is a part of the management process which is primarily concerned with human constituents of an organisation, so as to achieve the objectives of the organisation and potential of employees. The growth of the organisations can partly be stopped or hampered because they can't maintain an efficient and enthusiastic viz., planning, organizing, staffing, leading, and controlling HR functions. Like-wise the recruitment, development, compensation, integration, and maintenance of human factor in the organisation is highly important for organisation's success.

Objectives

The present study designed to analyze the factors influencing Voluntary employee's turnover and Retention practices among the Engineering industries in Bengaluru with the following objectives.

- Study the trend and extent of Voluntary employee's turnover
- Critically analyze the causes of Voluntary employee's turnover
- Know the Retention strategies adopted in the organisations
- Suggest measures to improve employees Retention based on the study

Hypothesis

- Lack of Motivational factors (of Herzberg's theory) compared to Hygiene factors lead to Voluntary Employees Turnover
- Male compared to Female employees, young compared to old employees, less experienced compared to more experienced employees have more tendency to change the organisation frequently
- High family income employees compared to low family income employees have more tendency to change the organisations frequently

- High educated employees compared to low educated employees have more tendency to change the organisations frequently
- High caste employees compared to low caste employees have more tendency to change the organisations frequently
- The employees from permanent stay of residence in Urban compared to permanent stay of residence in rural area have more tendency to change the organisations frequently

Structure of the Thesis

The entire research study has been organized in to six chapters. A brief summary of the chapters is given below.

Chapter 1 – Introduction. This chapter introduces the research problem along with the brief background of the research problem. The chapter further proceeds to spell out the need of the study, outlines the research objectives, Hypothesis and Limitation of the Study. **Chapter 2-** Review of Literature. This chapter deals with the previous studies related to Employee turnover and retention. **Chapter 3-** Theoretical Framework. It explains major theories, theory undertaken for the study and important concepts of the study area and regulatory framework. **Chapter 4-** Methodology. Here the methodology adopted for the study have been discussed. **Chapter 5-** Deals with Profile of the study area and respondents. **Chapter 6-** Employee Turnover & Retention practices. This chapter includes analysis of data and discussion of results and major findings of the study of the present study. **Chapter 7** Discusses about Recommendations, Implications of the Study and conclusion.

Summary of Review of Literature

Major findings of above studies in different sections have been presented in this chapter. The key areas of most of these studies include employee turnover and retention; the core concepts that constitute the framework of the review are Employee turnover-reasons, types of turnover, models of employee turnover, impact of turnover, Voluntary

Turnover, Factors influencing on Voluntary Turnover, Impact of Voluntary Turnover, Motivation, Employee Retention and Job satisfaction.

All of the studies in this section commonly depicts that the Employee Turnover is the change of the organisations by the employee from one organisation to another organisation around the labour market, occupations and jobs and between the status of employment and unemployment. A study of Yelarpurkar, 2016, reveals that, the employee turnover is a situation faced by an organization when employees leave the organization to join another organization in search of better opportunity. During hardly reviewing all the literature available in this section frequently, organisations refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntary a new employee must be hired and trained. This replacement cycle is known as turnover.

The ASSOCHAM Business Barometer Survey revealed that maximum attrition is taking place among the employees in the age group of 26-30 years, while those with an experience of 2-4 years were job hopping the most, the survey covering 160 HR heads noted and also this survey found that women employees were less prone to job changing compared to men for every 10 men leaving jobs there were only two women crossing over. Yanjuan Zhang (2016) in his study “A Review of Employee Turnover Influence Factor and Countermeasure” argues that three types of factors that influence Employees Voluntary Turnover. Personal Factors such as Age, caste, marriage, education levels and number of years, Organization and Work Factors such as organisation culture, values, payment and promotion system, working environment, relationship with co-worker and superior, employee involvement, welfare and reward system, grievance redressal mechanisms, Social and Economic Factors such as Economic development level of the society, employment system, labor market conditions, job opportunities, transportation facilities housing, health care and education facilities, the cost of living, quality of life these all have an direct and indirect impact on employee’s turnover intention.

Olaya A. Bryant (2018) in his study, tried to identify the relationship variables (majorly five) with employee turnover where a long-term care businesses are in need of strategies to retain an effective workforce in any organization. The five variables are

employee engagement, employee compensation, job satisfaction, work environment, and motivation; these variables directly impact the employee Turnover intention.

A study by David G. Allen *et al.*, (2010) on “Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies” says despite extensive research on employee turnover, many managers hold important misconceptions about employee turnover. This kind of misconceptions can be harmful to organizations and also to manager’s careers. They suggest with suitable practical evidence-based retention practice to replace these common misconceptions about the employee turnover. It was observed that according to Dr. Deepak Sharma (2011), Lack of safe and stimulating work environment, Organisation-employee culture conflict, Lack of recognition, Lack of support from superiors/supervisors and Lack of career planning in organisations these reasons are the major root causes which create an intention to change the organisation among employees.

While elucidate in literature on impact of voluntary turnover, it was found a valuable findings by a study of Reddy & Dasgaonker, (2008), organisations have to realise that losing good talent is like slowly bleeding to death. [When an employee leaves the organization, the learning content of all organizations disappears. Furthermore, when a good employee leaves, it affects the morale of the rest of the organization who have their values in mind.] When a performing employee walks out, all the organisation's learnings go out. further, when a good employee leaves it affects the morale of the other remaining employees who are contemplating their worth in the organisation.

A study related to job satisfaction, revealed that extrinsic rewards, constituent attachments, organizational commitment, and organizational prestige were the most influential and most frequently mentioned practices adopted for retaining employees. (Hausknecht, Rodda, & Howard, 2008, p. 20). One of the most valuable resources in an organization is its motivated workers. Motivation is the main tool to eliminate the negative employee turnover rate inside organisations; this is the backbone of human resource management. Retention strategies for such employees might involve additional career development opportunities, incentive compensation that rewards high performance, or innovative benefits that are tailored to the needs of the employee.

The trial of all the studies drawn in this chapter ranges from a minimum of 200 to a maximum of 500 respondents. The method of sampling in all studies is also not uniform. However, these studies have been conducted on different components of employee turnover and turnover retention strategies and not in compressive nature.

Theoretical Framework

This chapter presents two sections, Section-A deals with Theoretical Framework and Section-B deals with Regulatory Framework of the present Study. The Herzberg's Two-Factor Theory (1959) provides a theoretical background for this study. Frederick Herzberg propounded this theory to better understand Employees attitude and motivation, he argues that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He develops Motivation-Hygiene theory to explain what satisfies or dissatisfies employees hence, serves as an important framework for employee Turnover and Retention. Along with this some other theories related to employee's motivation and also important concepts of the study were discussed, Section-B presents Indian Regulatory System related to employee's security, welfare, wage-payment, compensation, Bonus-Gratuity.

Methodology

Research Design: The present study is both explanatory and descriptive in character. It uses the technique of explanatory research design to understand causes and effects of employee turnover and retention with the background of sound theoretical framework, objectives and hypothesis. Descriptive analysis is used to describe the characteristics of employees and industry related to the research variables.

Unit of Analysis: Unit of analysis for the present study is individual employees who were working in engineering industries in Bengaluru.

Universe of the study: Since this study involved employee turnover and retention strategies in engineering industries in Bengaluru, the target population for the study were the employees of these organizations, that is 14500 employees of 37 industries.

Sampling Design: In order to get a feasible number of responses, a carefully thought-out sampling plan and design was followed. As per the available statistics of the Department of Factories, Boilers and industries government of Karnataka, at the time of execution of this study, there were 2472 Engineering industries in Karnataka, out of which 1777 were located in Bengaluru. Among the 1777 industries, large-scale Engineering industries are 550, and remaining were small and medium scale industries. Thus, list of the Department of Factories, Boilers and industries of Karnataka, served as the sample frame of the study, as it was believed to be the most authentic database. Using an online sample size calculator, researcher got 220 sample size out of 550 total industries in the sample frame, systematic random sampling approach was adopted to select the organizations from the sample frame. When the researcher contacted the 220 industries through e-mail, 37 industries agreed to give permission to conduct the study.

Pilot study: For collecting primary data, the researcher constructed a structured questionnaire. The draft questionnaire was finalized after getting the feedback from two subject experts, then modifying and incorporating the suggestions made by the subject experts the draft questionnaire was prepared for the pilot study. The pilot study was conducted by getting data by 50 employees working in different engineering industries in Bengaluru. To check the internal consistency of the questionnaire researcher has applied Cronbach's Alpha reliability test. It is observed that Cronbach's Alpha is 0.818, Thus the researcher can conclude that the items of the Variable Shows Internal Consistency administered are consistent and can be administered for the further studies.

Data processing and analysis: To arrive certain conclusion regarding objectives and hypothesis framed in the present study, the various statistical tools were employed. Measures of such as percentages, arithmetic mean were worked out to study the frequency and distribution of scores on various variables. Cross-tabulations are used to analyse how one variable relates to another variable using Chi-square test.

Limitations of the study

The study is confined to only one city of Karnataka that is Bengaluru, therefore generalizations could not be made, however, it could set the trend for generalizations if

reflected similar studies by researchers in future. Another important limitation of the study is data collection; it was difficult to get the permission from the industries for data collection from the employees even though researcher approached two to three times to the managements of the respected organisations, Out of 220 industries approached, researcher got permission only from 49 industries, another hurdle was collecting back the filled in questionnaires from the employees, as the employees were busy with their work they forget to fill, hence researcher had to remind them again and again and had to visit industries again and again. This process, therefore, consumed a lot of time.

Profile of the Study Area and Respondents

This chapter presents profile of the Study area, selected organisations and respondents of the study, first part covers Profile of the Karnataka state followed by profile of Bengaluru where the research was carried out, and then profile of the selected industrial organisation, in the end demographic profile of the respondents was discussed

Employee Turnover and Retention Practices

This chapter discusses about the data analysis and interpretations of results, statistical methods and graphical representation were used to visualize the results, further this chapter discusses major findings related to the major contributing factors of voluntary employees Turnover and Retention practices, at the end this chapter presents findings related to objectives and Hypothesis of the study.

Socio-demographic Characteristics of the Respondents

In the present study, it was found that the majority (77.6%) of respondents were male employees whereas 22.4% were female employees.

In terms of age, the highest frequency occurs around a band of 26 to 35 years (40.3%) followed by 18 to 25 years (31.2%) of age.

The majority of respondents belonged to General category (49.1%) followed by Other Backward Class (OBC) to 26.9% and Scheduled Castes-Scheduled Tribes (SC-ST) to 13.9%, remaining 10.1% belonged to other category which includes Christians and Muslims.

It was found that most of the respondent's mother tongue was Kannada (76.8%) whereas 6.9% of respondent's mother tongue was Tamil.

It was seen that, the majority (73.6%) of respondents were married whereas 21.9% respondents were un-married and remaining 4.5% respondents were divorced/widow.

A huge majority (88%) of the respondents were belonged to Hindu Religion whereas 9.3% were belonged to Muslim and remaining 2.7% were belonged to Christian religion.

It was study depicts that, majority (36.3%) of respondents belonged to Rs 3.1 - 6 lakh annual income of family, whereas 25.6% of respondents belonged to Rs 6.1 - 8 lakh annual income of family, followed by 20.8% belonged to Rs 8.1 - 10 lakh, 13.9% belonged to Rs.1 - 3 lakh and remaining 3.5% belonged to above Rs.10.1 lakh.

Findings related to Objectives of the Study

Trend and extent of Voluntary employee's turnover

In the present study, to study the 'Trend' of voluntary employee's turnover mainly Gender and Age was considered, and to study 'Extent' experience was considered

Trend of Voluntary Employee's Turnover:

In the study it was found that male and female have same chances of turnover, and young age (26 to 35 years) employees are changing organisations frequently or have high turnover compared to other age group employees.

In the present study no statistical significant association was found ($P>0.295$) between gender and number of organisations changed, which means male and female have same chances of turnover, gender is not making any impact on employee turnover.

Compared to other age group 26 to 35-year age group respondents (40.3%) have changed more organizations. Statistically significant association was found ($p<0.000$) with respect to age and number of organisations changed. Out of 375 respondents

Majority (44.5%) of the respondents have worked in 3 to 4 organizations, among them 19.5% respondents belonged to the age group of 26 to 35 years and 15.5% belonged to 18 to 25 years of age group. 28.5% of the respondents have worked in 1-2 organizations among them majority 15.2% belonged to 18 to 25 years and 11.5% belonged to 26 to 35 years of age group. 13.6% of respondents have served 5 to 6 organizations which among them majority 5.9% belonged to 26 to 35 years and 4.3% belong to 36 to 45 years of age group.

Extent of Voluntary Employee's Turnover

In the present study it was found employees having experience 2.1 to 4 years are changing 3-4 organisations compared to new employees or employees having experience 4 to 6 or above 6 years' experience.

Statistically significant ($p < 0.000$) result was found with respect to Experience and Voluntary Turnover. 44.5 percent respondents changed 3-4 organisations, among them 30.9% of respondents belong to 2.1 to 4 years of experience followed by 8% of respondents belong to 4.1 to 6 years of experience group and 5.6% of respondents having more than 6 years of experience changed 3-4 organisations. Whereas 28.5% respondents changed 1-2 organisations, among them majority 22.1% respondents are having 2.1-4 years' experience and 3.7% respondents having 1-2-year experience and 2.7% respondents are having 4.1 to 6 years of experience.

Causes of Voluntary employee's turnover

In the present study to know the causes of voluntary employee's turnover ten variables were selected,

1. Low salary
2. Working environment was not pleasant
3. Approachability of the superior was not satisfactory
4. Low job security
5. No respect for human worth, values, and employee culture in the organisation policy

6. No recognition for hard work
7. No scope for new achievement
8. No greater responsibility in the organisation
9. No scope for career and personnel growth
10. No Technological advancement

Among the ten variables the main causes of employee turnover found in the present study are low salary, No scope for career and personnel growth, No greater responsibility in the organisations, and No recognition for hard work,

Retention strategies adopted by the organisations

To know the retention strategies adopted in the industrial organisations, data was collected through interview from HR Managers of the selected industries. The interviews were semi structured; leaving room for additional questions and topics depending upon availability of HR manager's time to interaction, each interview took approximately 20 to 25 minutes, because of busy schedule of HR Managers and their non-availability. Researcher was able to get appointment for interview only with 20 HR Managers. Because of less number of interviews, the results were presented in qualitative manner.

In most of the industrial organisations, there is no special retention practices as such, but HR departments practicing some strategies to prevent employees looking for another organisation, most common practices are Salary increment, promotions, Holiday packages, training programmes,

Findings related to Research Hypotheses

Hypothesis 1: Lack of Motivational factors (of Herzberg's theory) compared to Hygiene factors lead to Voluntary Employees Turnover

In the present study in order to know the influence of Motivational factors compared to Hygiene factors on employee's Voluntary turnover, five Motivational and five Hygiene factors was selected, the findings related to these factors shows that impact of Hygiene factors is high (Mean:2.664) compared to Motivational factors(Mean:2.3296), So that Hypothesis 1 was rejected

Hypotheses 2: Male compared to Female employees, young compared to old employees, less experienced compared to more experienced employees have more tendency to change the organisation frequently

Male or female have same chances of turnover, no significant statistical association found ($P > 0.295$) between gender and number of organisations changed, it was statistically proved that gender will not make an impact on employee turnover. In the Hypothesis-2 related to gender was rejected.

It is come to know that the age group of 26 to 35 years young age respondents (40.3%) changed more organizations previously. Statistically significant association was found ($p < 0.000$) with respect to age and number of organisations changed. Hypothesis 2 related to young and old employee's was accepted.

Statistically significant ($p < 0.000$) result was found. With respect to Experience and number of organisations changed, respondents having less experience (2.1 to 4) or less) changed more organisations compared to others. Hypothesis-2 related to Experience was accepted.

Hypothesis 3: High family income employees compared to low family income employees have more tendency to change the organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to family income and Employee Turnover. Low family income (3.1 to 6 lakhs and below) respondents compared to High family income (above 6.1 lakhs) changed more organisations. Hypothesis 3 Rejected.

Hypothesis 4: High educated employees compared to low educated employees have more tendency to change the Organisations frequently

High educated Graduated employees compared low educated employees are changing more organisations, statistically significant ($p < 0.000$) result was found with respect to Educational qualification and number of organisations changed by respondents. Hypothesis 4 accepted.

Hypothesis 5: High caste employees compared to low caste employees have more tendencies to change the organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to Caste and Employee Turnover. In the study it was found High Caste employees compared to low Caste employees changing more Organisations, Hypothesis 5 accepted.

Hypothesis 6: The employees having permanent stay of residence in Urban compared to having permanent stay of residence in rural area have more tendency to change the organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to employees having permanent stay in urban and rural and turnover. In the study it was found employees having permanent residence are changing more organisations compared to employees having permanent residence in rural areas.

Recommendations

For Organisations:

- A separate head or in charge person should be appointed for as Retention Manager, to look after turnover causes, intentions and retention measures.
- Organisation policy should be based on malty cultural aspects, because in modern days' different cultural background employees are working in one organisation so that the organisations should adopt policy respecting employees different culture, practices, values, etc.
- Attractive Pay and Compensation benefits- There has been a dramatic shift in the salary expectations of employees in the developing countries like India after globalisation, especially manufacturing sector like Engineering industries offering less salary compared to IT professional, this will demotivate employees. The young professional of India has become more conscious for their salary packages.

- Involving Employees in CSR activities will improve organisation Image among employees, and employees also feel contributed something back to society, this will give boot to their moral develops an attachment with the Organisation.

For Managers:

- Managers should give due publicity and compliments particularly by top management in meetings or during special occasions on achieving excellent target by employees. This would further encourage contributions from employees towards the company's performance.
- They should give due publicity and compliments particularly by top management in meetings or during special occasions on achieving the excellent target. This would further encourage contributions from employees towards the company's performance.
- Creative non-financial reward and recognition programs can be powerful tools. The organisations in India should implement more non-financial rewards for individuals such as career enhancement opportunities, international assignments, accelerated promotion, holidays with family. The most important part of non-financial reward system is that it is linked to organisational values.
- The employer has to make sure that the employees know their roles responsibilities and job specification by implementing effective communication system irrespective of hierarchy
- All employees should be treated equally and there should be no discrimination.
- Clear career path should be initiated as early as during immediately during recruitment process such that skills and competencies are matched with academic and professional qualifications. Job evaluations should be done and more trainings, mentorship given to employees.

Creative non financial reward and recognition programs can be powerful tools. The organisations in India should implement more non financial rewards for individuals such as career enhancement opportunities, international assignments, accelerated promotion, holidays with family. The most important part of non financial reward system is that it is linked to organisational values.

For Employees:

Employee should develop a long term interest and willing to work in a particular organization so that, they can move ahead with a high career opportunity within the organization which is also fulfilled organizations objectives toward successful business.

Employee has to be ready to undergone in every training programme and different events related to job or profession conducted in the organization, so that he/she can be upgraded in new skills and helps to build well coordination between the individuals and groups in the organization.

Employees must feel free to discuss with his superiors or management regarding his problems and challenges aroused at workplace so that, every critical points of the employee would be solved at earlier stage and employee become happier and involved in working process where absenteeism can be automatically reduced.

For Government:

Government should develop comprehensive strategies towards retaining employees in the organization, in the present study it was found that low job security is one of the major reason for voluntary employee's turnover, so that government can make some policy modifications related to private organisations like Hire and fire policy etc. where private organization can fulfill the basic requirements of the employees at workplace such as minimum wages, standard working hours, payment of wages, statutory and non-statutory benefits, career opportunities and development, incentives and compensation, workplace safety and adequate facilities of drinking water, restroom and crèches etc.

Government should keep on enforcing, watching, modifying, monitoring and evaluating the policies concerning towards CSR in every organization which helps indirectly to both the employees and organizations to involve in CSR activities. Through this method, mutual attachment will be enhanced towards societal benefit and automatically turnover rate will be decreased and retention rate shall also be raised.

Conclusion

In modern days the success of most organisations depends more on human assets than physical or financial assets, like building, equipment's, manufacturing facilities, and technologies. All these can be readily purchased, but all these resources managed by Human resource so that Human resource plays a vital role in any organisation. Employees are very valuable and they can really bring a lot of value and added benefit both tangible and intangible to the organisation. So that Organisations success can be mainly attributed to the people's factor.

Considering the turnover scenario, the employee turnover is increasing every year. In India the turnover rate crossed 20 percent in the manufacturing sector while the service sector is facing 40 percent turnover rate, according to ASSOCHAM study.

In the present study it was found that, the young aged employees are frequently changing organisations compared to old aged employees, this was statistically tested and significant association ($p < 0.000$) found between the employee age group and employee turnover. With regard to immediate reason to change the organisation, majority of employees were indicated salary as immediate reason whereas relationship with supervisors and lack of recognition was another main reasons. Other than these, few of other reasons also have indicated for changing the organization such as training programmes, career growth, and technical advancement. Hence, the employee turnover affects organisations day to day work and it has serious cost implications on organization.

Retention of key talent is critical to the long term health and success of any organisation. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain within the organisation by having policies and practices in place that address their diverse needs.

Due to global competitive business scenario, every firms always come forward and stand to attract people to offer work with tangible policies where rival organization may affect by this condition on their business and even loss of employees. Hence, it is concluded that, every organization or management required having an employee oriented organizations' practices, and holding the balances on key strategies in retaining talents at every moment in the organization which could save time, money and human resources to stay healthy business activities as well conducive relationship with the employees.

Implications of the Study

The outcome of this study is particularly focused on engineering industries in Bengaluru, specifically on the cases of sample organizations, so that generalizations cannot be made to all sectors, However this research study has substantial scope of extension. This study reflects that several information related to trend, extent, and causes of voluntary turnover. Based on these aspects, the present study suggested few points to improve the employee retention in the organization. There is a wider scope for the studying employee turnover and retention area because the employee turnover affecting different sectors like Textile industries, Automobile, Software, Retail industry, Hotel industry, and Service sectors. Hence, a similar study of voluntary employee's turnover and retention practices can be attempted in all the successful private industries, companies and MNCs in Karnataka and in India.

The second area that future research could examine is applying the social work methods for arresting ever increasing Voluntary employee's Turnover, further, this study's research proposition can be taken as case study designs. A small-scale study could present a comparison of HR performance of different organizations at different times, drawing conclusions about those aspects which most strongly influence employee contentment and thus reduction of employee turnover.

Chapter I

INTRODUCTION

- 1.1. Background of the study**
- 1.2. Statement of the problem**
- 1.3. Need of the study**
- 1.4. Brief Conceptual Framework**
- 1.5. Objectives**
- 1.6. Hypothesis**

CHAPTER-I

INTRODUCTION

This chapter begins with the background of the research study followed by Statement of the problem, Need of the study, and a brief conceptual framework, where some of the key concepts of the present study were discussed, including the meaning and definitions of Employee Turnover and Retention, Types of Turnover, Employee Turnover Scenario, Human Resource Management (HRM) and Turnover etc. and then it lays down the Objectives and Hypothesis of this study, in the end, this chapter explains the major limitations of the study.

1.1. Background of the Study

In modern days the success of most of the organisations depends more on human assets than physical or financial assets, like building, equipment, manufacturing facilities and technology- all of which are readily available, but these are managed by Human resource so that Human Resource (HR) plays a vital role in an organisation. (Luecke, 2002, p. 11) Andrew Carnegie, Scottish-American industrialist once opined that “Take away my people, but leave my factory and soon grass will grow on the factory floors... Take away my factories, but leave my people and soon we will have a new and better factory.”(Das & Debata, 2013, p. 76). This statement by Carnegie though very old but it is very true and well preserved today. Employees are very valuable and can really bring a lot of value and add benefit both tangible and intangible to the organisations. So that organisation's success can be mainly attributed to the people's factor. Since HR is central to an Organization's performance, the more committed and motivated a person is, the more likely he uses to stay in the organisation and do his best in order to improve its success in terms of productivity, profit, quality, and better customer orientation.

Coupled with the expansion of knowledge and rapid industrialization has resulted in a growing demand for skilled personnel. This has resulted in an increase in the mobility of skilled employees, which is a natural response to this increasing

inter-connection and inter-dependency between our societies and economies. Fundamentally, there is no problem with this phenomenon, but when skilled intellectuals and technical employees are lost and cannot be readily replaced, this can pose complex challenges and have adverse implications for the source organisation, especially if these are budding up organisations. Broadly, this unwanted loss of desirable employees is called Employee Turnover (Khicha & Sing, 2014, pp. 97-100). Employee turnover has been a never-ending problem for most of the organisations (Ramani & Nagesh, 2008, p. 223) especially in the developing countries like India.

According to Narayana Murthy, the Chief Mentor of Infosys “Our assets walk out of the door each evening. We have to make sure that they come back the next morning”. Employees who leave on their own initiative can cause disruption to the organisations. Organisations have to seriously consider employee’s voluntary turnover because of three main reasons: it has significant cost burden, it affects day-to-day and overall business performance, and it has potential to become difficult to control, resulting in talent deficiency where it is difficult to find required skilled candidates to fill the vacant positions. Loss of talented employees hinders the development of the organisation, disrupts client relationships and affects customer satisfaction, and production delays, along with replacement costs. Employee turnover negatively affects the overall performance and success of the organisation. Vacant positions also cause a decline in overall productivity and also employees who remain with the organization will have spillover effects of voluntary turnover, and these employees will become less-productive and less-efficient while they take the responsibilities of the vacant jobs in addition to their own job duties. Once a vacant position is filled with a new employee, those employees are still performing less to their primary job responsibilities and, subsequently, to the organization overall as a result of having to train the new employee.

1.2. Statement of the Problem

In the fast changing competitive business environment, sustainable growth and development is required, that is possible only through creating high performing organisations with high performing people. The talented human resource is central to

organisations performance, vibrant people can make a dynamic organisation, and skilled professionals form the crux of the successful organisation. It is the organisation's responsibility to retain its talented workforce within the organisation for a longer period of time for sustainable growth and development. In a globalised modern era, most of the organisations affected by Voluntary employee's turnover. Organisations are struggling to arrest the ever increasing Turnover rate which has proven to be one of the most complex and costly human resource challenges confronted by several organisations (Ahuja & Sharma, 2013, p. 71). The problem of voluntary turnover has spread from knowledge sectors to the traditional manufacturing sector and is becoming complex day by day. There are several reasons as to why employees decide to leave and join other organisations. It is often incorrect to believe that major recruitments are not happening, therefore, top talents are unlikely to leave or to believe that all employees change organizations only because of high salary packages. There are many factors which make employees look for another organisation.

Effective employee retention could be possible through a systematic effort by employers by creating and fostering an environment that encourages current employees to remain within the organisation by having policies and practices in place that address their diverse needs (Mandhanya, 2015). Retention of key talent is critical to the long-term health and success of any organisation. Employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period of time. Employee retention has never been as vital in the Indian scenario as it has become today due to the changes in the business in recent years, and entering of MNCs in to Indian market, and drive by the Indian government to foreign organisations to invest and manufacture in India (e.g. 'Make in India' drive), which attract world level organizations to Indian manufacturing sectors and creating competition for skilled, talented workforce among the organisations. So that organisations following traditional old methods to motivate employees will not work in present conditions, so that it is crucial for organisations to look inside, different needs of employees, motives of employees to change the organisation or to stay in the organisation, so that organisations can work on root causes of Voluntary turnover and

work on strategies to remove/minimize the factors due to which the employees leave their organisations.

The present study, therefore, aims to study the causes of voluntary employee's turnover and retention practices in the Engineering industries in Bengaluru. The study also aims to provide suggestions and recommendations based on the findings to the organization for retaining its employees in particular and other stakeholders in general.

1.3. Need of the Study

Rigorous study of related literature in the field of Employee's turnover and Retention reveals that most of the studies have been undertaken in the context of Information Technology (IT) sector or Business Process Outsourcing (BPO) sector. There is not much work carried out in the context of engineering organisations or manufacturing organisations. Therefore, it was thought that this study would be relevant as well as timely given the importance of Engineering sector and considering the growing problems related to Voluntary employee turnover in this sector too, moreover, most of the existing studies on voluntary employee turnover and Retention have been carried out in the western context. The researcher did not come across any Indian study which comprehensively investigates the Voluntary employee's turnover and retention in the context of engineering organisations.

1.4. Brief Conceptual Framework

Employee Turnover and Retention is a much-studied phenomenon in the academic literature. But still, there is no clear understanding of the concept. Some of the studies can be traced back in 1955; for example, authors like Brayfield and Crockett had discussed the impact of employee attitude on Turnover (Brayfield & Crockett, 1955, pp. 396-424). In 1958 March and Simon's study says that job commitment and job satisfaction are primary drivers of Turnover. This demonstrates that Employee turnover and Retention has attracted researchers as a field of inquiry since very long back.

Employee Turnover: Meaning & Definitions

According to Price (1977) employee turnover is the ratio of the number of employees of an organization who have left during a particular period of time divided by the average number of employees in that organization during that period. Singh *et al.* (1994) also defined employee turnover as the rate of change in the working staffs of an organisation during a definite period. Abassi & Hollman (2000) defined Employee turnover is the rotation of employees around the labour market, between firms, occupations and jobs, and between the states of employment and unemployment. The turnover is the process an individual terminates his relationship with the organization from which he obtains the material benefits. It can be either initiative or non-initiative. In recent days we come across the words “Attrition”, “Mobility”, and “migration”, these words are being used in place of “Employee Turnover” in a similar meaning.

Types of Turnover

Employee turnover can be classified as Voluntary turnover and involuntary turnover. Voluntary turnovers are those initiated by the employee’s out of his/ her own choice, (*e.g.* job dissatisfaction, to take a job in other organization for better salary), while involuntary turnovers are because of the decision of management. (*e.g.* dismissal for gross misconduct, layoff)

Voluntary turnover further distinguished between functional and dysfunctional turnover, Functional turnovers are the resignation of substandard Performers. The turnover that is problematic for the organisation is considered dysfunctional, for example: the loss of high performers, the loss of individuals with difficult to replace, the loss of employees who are hard to recruit. Further dysfunctional turnover could be classified as avoidable and unavoidable turnover, Avoidable turnover is driven by reasons that are somewhat under organizational control. Example: Turnover driven by job dissatisfaction, poor supervision, inadequate growth opportunities, or a negative organizational culture.

However, even if an organisation does everything right, some productive, valuable employees will still leave for reasons that the organisation has little or no control over them, e.g. turnover driven by relocating spouse, health problems, going abroad for higher studies. Therefore, organisations should focus with attention to avoidable turnover which it has control. However, the present study is only concerned with the avoidable voluntary form of turnover as this is an area that merits serious research attention

Figure-1.1

Classification of Employee Turnover



Source: Allen & Bryant, 2012, Managing Employee Turnover. pp. 55

Employee Retention: Meaning & Definitions

According to Get Les Mckeown’s employee retention is “a planned effort to develop and foster an environment by employers which motivates the present employees to remain employed in the organisation by having practices and policies in an organisation that caters their diver's needs. It is a planned action of employers or management to make employees stay longer in the organisation. One of the important purposes of employee retention is to avert the loss of competent employees from the

organization. In a general way, employee retention means keeping the employee in and with the organization for a longer period. It includes taking necessary actions that motivate and convince employees to stay with the organization for the maximum period of time. It is a planned and organized effort by an organisation, which should result in fulfilling the diverse needs of employees so that they remain employed in the organization. It may be defined retention as a continuous and planned effort of taking all actions by the organization to retain the knowledgeable, skilled and competent employees selected (Shakeel & Sahar, 2015)

The Harvard Business Essentials (2002) defined retention as the reverse of turnover, being voluntary and involuntary. It is a voluntary move by an organization to create an environment which engages employees for a long term. The Retention of good employees matters organisations for three important reasons: First the growing importance of intellectual capital, second, a cause of link between employee tenure and third, customer satisfaction and the high cost of employee turnover (Luecke, 2002, pp. 60-61).

Employee Turnover Scenario

In Asia, organisations faced an overall turnover rate of 16% in 2005, it was 14% in 2004 and it was 10% in 2003. According to the Hay group of study the turnover rate in 2012 it is 23.4%. Considering the turnover scenario, the employee turnover is increasing every year. In India, the turnover rate crossed 20 percent in the manufacturing sector while the service sector is facing 40 percent turnover rate, according to the Associated Chambers of Commerce & Industry of India (ASSOCHAM) study (Mustsuddi, 2010, p. 482)

Global management consultancy and Center of Economic and Business Research (CEBR) has conducted a research, which finds that globally, 49 million employees will leave their employers over the next five years compared to 2012 (23.4%). The study titled “Preparing for take-off” covers 700 million employees in 19 countries and is based on a unique Hay Group macroeconomic model that analyses the

main factors affecting employee turnover across the globe.(Hay Group, 2013) The study finds that global firms will be affected by high employee turnover rate as a result of expected improvement in the labour market and economic conditions in the next five years. India faces the storm of voluntary employee's turnover, with predicted employee turnover of 26.9 percent (in the organized sector) within 5 years-the highest turnover rate globally. In the next five years the average employees turnover rate is predicted to rise from 20.6% to 23.4% and in 2018 the number of global departures will stand at 192 million (HeyGroup, 2016)

Organisations would find it difficult to succeed without a talented workforce, many organisations recognized that lack of human talent is a serious constraint on future growth and pulled all their efforts to retain their most valuable employees, if talented workforce continues to leave, it will result in knowledge and skills deficiency this would affect the organisations ability to compete in the present globalized market, People leave organisations for many reasons, and they don't all have the same implications on the organisation, and the cost of losing these valuable employees is very high. In assessing the impact of turnover, it is also important to estimate the costs of voluntary turnover. An Estimate suggests that the total costs associated with the voluntary turnover can range from 90 to 200 percent of employee's annual salary (Allen & Bryant, 2012, pp. 7-9). The turnover costs can be classified as separation costs and replacement costs. When somebody leaves, there is usually direct separation costs associated with this managing process. An example may include HR staff time to process the exit and conduct an exit interview, manager time, and cost for overtime or temporary employees to cover the existing employee's duties in the short run, and accrued time off. There may be also myriad indirect or intangible costs associated with the voluntary turnover, such as loss of organizational memory, teamwork disruption, loss of productivity, or diminished diversity. There may also be separation costs associated with replacing the departing employee. This can include HR time, manager time, recruitment costs, selection costs, orientation costs, training costs, and even costs associated with lower quality, productivity, or customer service while replacements master the job.

Although presently there is no standard framework for understanding the employee's voluntary turnover reasons as a whole, a wide range of variables have been found useful when it comes to interpreting employee's turnover (Sachdeva, 2014, p. 238), these include: job satisfaction, labour market variables, Working environment, salary, organizational communication, culture, career advancement, challenge in the job etc.

Retaining talented workforce is especially challenging when the workforce is highly diverse (like in India). And this is the type of workforce that organisations in many parts of the world today face, from the age and gender to part-time versus full-time status, to ethnicity, race, sexual orientation, and physical ability. The traditional way of "One size fits all" strategies for keeping good people simply doesn't work any longer. Organisations can best improve their retention strategies by crafting creative, specialized strategies for each major segment of the workforce.

Human Resource Management and Employee Turnover

HRM is a part of the management process which is primarily concerned with human constituents of an organisation, so as to achieve the objectives of the organisation and potential of employees. The growth of the organisations can partly be stopped or hampered because they can't maintain an efficient and enthusiastic viz., planning, organizing, staffing, leading, and controlling HR functions. Like-wise the recruitment, development, compensation, integration, and maintenance of human factor in the organisation is highly important for an organisation's success.

The main objectives of HRM are:

- Contribute to strategic business goals
- Acquire right men at right jobs at right time in a right number
- Compensate and reward them appropriately.
- Motivate, satisfy and maintain high morale of employees

- Ensure respect to these employees and establish harmonious relations.
- Integrate them into the organisation by achieving the organisation goals
- Develop value-based organisation culture towards the organisation development and high performance

Human Resource Management has undergone radical change during the last two decades. It has acquired a central position in the overall management of organisations and is now increasingly becoming an integral part of the management strategy for developing and sustaining competitive advantage. The criticality of superior HRM policies and practices-specially in the emerging knowledge-driven economy can be hardly overemphasized. Knowledge resource has become a vital asset to most organizations, and therefore, attracting, retaining, developing and effectively utilizing human talent has a direct impact on profitability and growth. Human Resource Management is increasingly becoming Human Talent Management. (Bhatia, 2011, pp. 299-305)

HRM represents a broad-based understanding of the problems of people and their management in view of the development of behavioural science knowledge. A formal beginning of HRM functions in India was made in 1929 when the Royal Commission on Labour was set up by the Government of India. Two years later the Commission submitted its report recommending the appointment of labour officers to look after the employment and dismissal of workers as well as their working conditions. The; scope of the function of Labour Officer was widened during the Second World War when such facilities as housing, medical and recreational activities were added to their existing responsibilities. In the process, the labour officer got designated as Welfare Officer. The enactment of the Industrial Disputes Act, 1946 and Factories Act, 1947 further added the management of leave, wages, bonus and retirement in the scope of the function of the Welfare Officer. Growth in the business, competition and increasing size during the sixties and seventies led to the need for attracting and retaining talented people. Hence formulating policies on human resource planning, recruitment and selection, training and development, performance

and potential appraisal, internal mobility and compensation management etc also become a part of the functions of the Welfare Officer (WO) who now became the personnel manager. With the Increasing recognition of the importance of human resources and their contribution to the survival of the organisations, personnel function has now been called as human resource management function. Some of the reasons for this transition have been the increasing cost of labour, periodic stoppage of work, government legislation, changes in production and distribution methodologies, information technology and strategic use of employee's contribution. (Saiyadain, 2010) Today the HRM function can be seen as the combination of organizational behaviour, personnel management, industrial relations and labour legislation.

Emerging HRM Functions

HRM functions are changing with changes of organisational size and its complexity, transition from traditional to professional management, changing social and cultural norms, globalisation of industry and availability of information technology are constantly. Today HR manager cannot survive in the security of past. He has to play a more dynamic role in not only performing the maintenance function but should think of more creative ways to satisfy human aspirations to provide the competitive edge to organisations on a sustainable basis. Ulrich (1997) suggests three emerging roles of HR managers. These are,

- 1. Business and Strategic: Partner:** HR managers contribute to the development of the organisation, realisation of business plans and the achievement of objectives.
- 2. Employee Advocate:** They have to serve as advocates for the employees., it means that they have to create a work environment in which the employees would choose to be motivated, contributing and happy.
- 3. Change Champion:** HR managers have to be change agents, thus requiring them to acquire knowledge about and ability to execute successful change strategies in the organisation.

4. **Assessment Centre:** Employees are not contented by just having a job. They want growth and individual development in the organisation. ‘Assessment centre’ is a mechanism to identify the potential for growth. It is a procedure (not a location) that uses a variety of techniques to evaluate employees for manpower purpose and decisions. It was initiated by American Telephone and Telegraph Company in 1960 for line personnel being considered for promotion to supervisory positions. An essential feature of assessment centre is the use of the situational test to observe specific job behaviour. Since it is with reference to a job, elements related to the job are simulated through a variety of tests. The assessors observe the behaviour and make an independent evaluation of what they have observed, which results in identifying the strengths and weaknesses of the attributes being studied.
5. **Empowerment:** Empowerment is another emerging function of HR management. Its practice seems to have appeared in the USA around 1970. In an article in Harvard Business Review, Kanter (1979) cited an example of a large plant of a major electronic company which launched two programmes to increase the effectiveness of Supervisors. One programme dealt with traditional competency training. The other was designed to empower the supervisor by directly affecting their flexibility, access to resources, connection with higher level officials and control over working conditions. The results showed that changes in supervisory behaviour were much more rapid in structural change situation than conventional training situation. The concept of empowerment has been seen as the redistribution of power in work settings and has been described as the reorientation of all forces, values and beliefs, which determine human behaviour in organisations. These values and forces liberate rather than restrict the range of thought and action. Empowerment is seen to provide greater freedom and discretion to employees so that they develop mutual trust, liberal sharing of information, become team players and release their full potential to contribute to the organisation. To do this, they need training and must be rewarded for increased responsibility and accountability.

6. **Job Enrichment:** Work is often seen as a means to gratify the inner desires of actualisation and satisfaction. Job enrichment is an attempt in this direction. The concept of Job enrichment was proposed by Hackman and Oldham (1975). It concerns with providing discretion, flexibility and variety to the job to increase the employee's willingness to contribute. Seven job characteristics are identified as constituting Job enrichment. These are:

1. Skill variety: The degree to which a job involves a number of skills in carrying it out.
2. Task identity: The degree to which a job requires completion of a 'whole' and 'identifiable' piece of work
3. Task significance: The degree to which a job has an impact on the lives and work of other people.
4. Autonomy: The degree to which a job provides freedom, independence and discretion for the employees in scheduling and determining the procedure of work.
5. Feedback from the job: The degree to which the job itself provides direct information on how effective the performance is.
6. Feedback from others: The degree to which the employee receives clear feedback from supervisors and coworkers.
7. Dealing with others: The degree to which a work requires working closely with other people.

In a study of JE, Gandhi (1992) collected data from 71 Junior and middle-level personnel in textile mills at Ahmadabad who filled out questionnaires on job enrichment, work and organisational identification. His results showed that organisation identification is significantly determined by Job enrichment as a whole. However individual comparisons showed that out of seven job characteristics only autonomy and skill variety predicted organisational identification. None of the other characteristics correlated significantly with work identification.

7. **Parity and Justice:** In the recent times, employees are becoming greatly concerned with fairness in treatment on the job. The preamble of the constitution of India reads a “Sovereign, socialist, secular, democratic republic” which promises social, economic and political justice, liberty of thought, expression, worship, equality of status and opportunity and dignity of the individual. These promises are enshrined in Articles 14, 15, 16 (equal opportunity employment), Article 24 (prohibition of child labour) Article 39 (equal pay for equal work), Article 41 (right to work) and Article 43A (worker’s participation in management). These promises are further reinforced in several labour legislations. HR managers have to be extra sensitive to ensure that the constitutional and legislative guarantees are not ignored/ violated by individual managers and organisations. Safeguarding these guarantees and ensuring that the organisations comply with the laws of the land is the most important emerging function of HRM managers today. This is particularly true because of increased general awareness of the employees and the frequency with which public interest litigation cases are filed.
8. **Human Resource Information System:** One of the significant and emerging areas in HRM is the Human Resource Information System (HRIS). Today organisations need accurate and timely information to take human resource decisions. The speed with which information is retrieved, processed and analyzed for decision-making accounts for the efficiency of an organisation. HRIS is a systematic way of sorting data and information for each individual employee, to aid in planning. Decision-making and submitting reports to other departments, HRIS is defined as a composite of database, computer applications and hardware and software that is used to collect, record, manage store, deliver, and manipulate data for human resource management (Broderick and Boudreau, 1992).

Human resource departments require large amounts of detailed information, and much of the efforts of human resource professionals are devoted to obtaining this

information, these requirements generally fall in the following five broad categories.(Saiyadain, 2010, pp. 9-11)

- (a) Duties and responsibilities of every job in the organisation
- (b) Skills possessed by every employee
- (c) Future human resource needs of the organisation
- (d) Current productivity of human resources
- (e) Identification of training needs

HRM departments have historically been paper-driven operations. However, given the spread and depth of information required today, HRIS has been strongly influenced by the growth of computer technology.

In the contemporary and rapidly changing business environment, the firms are competing not only for a larger share of the market but also for high-quality human talent, that is evident from the sky-rocketing salary offers to bright young graduates of the leading business schools, In order to obtain high-quality talent, organizations have to evolve policies, practices and culture that would meet or exceed the needs and expectations of employees beyond compensation. Factors like career growth, learning and development, exciting and meaningful work, and making a difference through contribution foster employee commitment and retention. Besides, the issues of human dignity and personal respect at the workplace have assumed special significance in the new age. All these factors require a sound HR philosophy.

1.5. Objectives

The present study designed to analyze the factors influencing Voluntary employee's turnover and Retention practices among the Engineering industries in Bengaluru with the following objectives.

- Study the trend and extent of Voluntary employee's turnover
- Know the causes of Voluntary employee's turnover
- Know the Retention strategies adopted by the organisations
- Suggest measures to improve employees Retention based on the study

1.6. Hypothesis

- Lack of Motivational factors (of Herzberg's theory) compared to Hygiene factors lead to Voluntary Employees Turnover
- Male compared to Female employees, young compared to old employees, less experienced compared to more experienced employees have more tendency to change the organisations frequently
- High family income employees compared to low family income, employees have more tendency to change the organisations frequently
- High educated employees compared to low educated employees have more tendency to change the organisations frequently
- High caste employees compared to low caste employees have more tendency to change the organisations frequently
- The employees from permanent stay of residence in urban area compared to permanent stay of residence in rural area have more tendency to change the organisations frequently

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Chapter II

REVIEW OF LITERATURE

2.1. Employee Turnover

a). Calculation of Turnover Rate

b). Employee Turnover Models

c). Employee Turnover Costs

2.2. Voluntary employees Turnover

a). Factors influencing Voluntary Turnover

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CHAPTER - II

REVIEW OF LITERATURE

This chapter deals with the review of literature related to Employee Turnover and Retention, which has been carried out both at national and international level and these studies made significant contribution to the conceptual discussion of employee turnover and retention, the core concepts that constitute the framework of the review are Employee turnover-reasons, types of turnover, Models of turnover, impact of turnover, Voluntary Turnover, Motivation, employee retention. Job satisfaction, etc.

2.1. Employee Turnover

Research on employee turnover and retention dates back before the Second World War and has since grown astronomically. (Allen & Bryant, 2012) The concept of Employee turnover is widely researched but very little has been done to analyse the key factors influencing it and to determine the extent to which those factors affect the Turnover and there is no standard reason why people leave the organisation. One recent meta-analysis done by Hom and Griffeth in 1995 alone reviewed over 800 such studies, However, there is no universally accepted account for why people choose to leave organisations (Morrell, Clarke, & Wilkinson, 2004) Keeping employees who add value to the organisation is one of the big three tasks in HRM, the other two are getting the right people to join and motivating them to do a good job,

Employee turnover is a situation faced by an organization when employees leave the organization to join another organization in search of better opportunity. (Yelarpurkar, 2016, p. 15), American Management Association defined Employee Turnover as "the extent of shift and replacement of employee occurring in the maintenance of the working force." Employee turnover is the change of the organisations by the employee from one organisation to another organisation around the labour market, occupations and jobs and between the status of employment and unemployment (Ongori, 2007). The term "turnover" is defined by Price (1977) as the ratio of the number of employees who have left during the period divided by the average number of employees

in that organization during the period”. According to Riley, labour turnover refers to the movement of employees in and out of business (Mburu, 2017). Mulwa (2010) defines Turnover is, “The number of workers hired by an establishment to replace those who have left in a given period of time” (Mulwa, 2010). Frequently, organisations refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntary a new employee must be hired and trained. This replacement cycle is known as turnover.

Olalya A. Bryant (2018) in his study titled “Employee Turnover in the Long-Term Care Industry using Herzberg’s Motivation-Hygiene Theory” said Employees are one of the key assets of an organization and the main contributor to business success, providing sustainable competitiveness for business in long-term, but most of the companies are facing High turnover rate, Employee turnover is costly and companies cannot meet the expense and it is not affordable to lose skilled professionals with significant knowledge Therefore, long-term care businesses are in need of strategies to retain an effective workforce, which could depend on improving employee motivation, job satisfaction, and a healthy work environment for retaining employees, in this study the researcher tried to identify the relationship majorly five variable with Employee turnover, the five variable are employee engagement, employee compensation, job satisfaction, work environment, and motivation, these variables directly impact the employee Turnover Intention. (Bryant, 2018)

Anna Maija Lamsa and Raminta Pucetait (2017) conducted a study on “Effects of responsible HRM practices on female employee’s turnover intentions”, in this study they highlighted the gender effect in employee turnover, according to them Gender is also one of the important variables in Employee turnover, Female employee’s involvement in the workforce worldwide has increased many folds in recent decades, and also increasing the challenges women face in managing their responsibilities both at workplace and at home. Women may leave their jobs not only due to their responsibilities to provide domestic care for their family members but also because they Feel that their importance, values and preferences in the present work place are not taken care as

compared to male employees. the study suggest modifications in HRM practices while dealing with female employees, through paying attention to gender equality in their HRM practices can make women employees committed towards organisation, for example time flexibility in working hours and childcare arrangement practices provided by organisation might minimize female employees' stress and increase their perceptions of control over work time and thereby contribute to their retention in the employing organization(Lamsa & Pucetaite, 2017)

David G. Allen & Phil Bryant (2012) in “Managing Employee Turnover” has discussed different types of turnover and its consequences on the organisation, according to them, Employees leave organisations for many reasons, and they don't all have the same implications for managing turnover. An adequate performer who quits because their spouse took a job in another city/state which may have quite different implication than the loss of a star performer who quits to escape from an oppressive boss. And they classified Turnover into a Voluntary-Involuntary turnover, Functional-Dysfunctional turnover, and avoidable-unavoidable turnover, (Allen & Bryant, 2012)

The ASSOCHAM Business Barometer Survey on “Attrition problem in growing Economy” revealed that maximum attrition is taking place among the employees in the age group of 26-30 years, while those with an experience of 2-4 years were job hopping the most, the survey covering 160 HR heads noted. The survey found that women employees were less prone to job changing compared to men for every 10 men leaving jobs there were only two women crossing over (Mustsuddi, 2010, p. 483)

Dr Meena Sharma (2016) conducted a study called “A Study of Turnover Intention among Managers in Automobile Companies in Pune” and collected data from 55 middle-level managers regarding the factors that are influencing the intention of Turnover, and she finds that poor relationship with immediate superiors and high stress are the two most important factors for turnover intention among managers(Sharma D. M., 2016)

AMM (Resource Industry of Employers Group) conducted a Research on Labour Turnover (2013), as part of three AMMA Workplace Relations Research Project Surveys conducted in 2010, 2011 and 2012 it collected data on Labour turnover rates, and they found that Turnover rates have increased in all industry sub-sectors when comparing 2010 to 2012 levels. Often this high turnover is driven by employees seeking better opportunities elsewhere for more money, the competitive wages elsewhere in the sector because of a shortage of skilled labour. Another important reason cited as drivers of higher turnover rates was challenging difficult work conditions and frequent night shifts. And also they found that the occupations that were most difficult to fill or replace included Engineers and Professionals with technical roles (AMMA-Resource Industry Employer Group, 2013)

David G. Allen, Phillip C. Bryant, and James M. Vardaman (2010) in their study titled “Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies” says Despite extensive research on employee turnover, many managers hold important misconceptions about employee turnover. For example, many managers may believe that, that most employees quit their jobs because of salary, turnover is uniformly bad, job dissatisfaction is the primary reason people change or leave the organisation, there is little scope for managers to change individual employee turnover intention, This kind of misconceptions can be harmful to organizations and also to managers careers because they may lead managers to enact ineffective retention strategies that fail to control turnover, that is not cost-effective, or even that may retain the wrong employees while chasing away the most important ones. The main objective of their study was to replace these common misconceptions about the employee turnover with practical evidence-based retention practice. (David G, Phillip C, & James M, 2010) Table 1 summarizes the major five common misconceptions about turnover and practical evidence to prove those misconceptions was wrong.

Table 2.1**Five Common Misconceptions about Employee Turnover**

Turnover Misconceptions	Evidence-Based Perspective
Misconception #1 All turnover is the same, and it is all bad	<ul style="list-style-type: none"> • There are different types of turnover • Some turnover is functional • Turnover costs vary
Misconception #2 People quit because of pay	<ul style="list-style-type: none"> • Pay level and pay satisfaction are relatively weak predictors of individual turnover decisions • Turnover intentions and job search are among the strongest predictors of turnover decisions • Key attitudes such as job satisfaction and organizational commitment are relatively strong predictors • Management/supervision, work design, and relationships with others are also consistent predictors
Misconception #3 People quit because they are dissatisfied with their jobs	<ul style="list-style-type: none"> • Job dissatisfaction is the driving force in fewer than half of individual turnover decisions • There are multiple paths to turnover decisions • Different paths have different retention implications • It is also important to consider why people stay
Misconception #4 There is little managers can do to directly influence turnover decisions	<ul style="list-style-type: none"> • There are evidence-based human resource practices associated with turnover • Recruitment, selection, and socialization practices during organizational entry affect subsequent retention • Managers can influence the work environment and turnover decisions through training, rewards, and supervisory practices
Misconception #5 A simple one-size-fits-all retention strategy is most effective	<ul style="list-style-type: none"> • Context-specific evidence-based strategies are more effective • Turnover analysis helps diagnose the extent to which turnover is problematic • Organizational context matters for interpreting turnover data • Multiple data collection strategies enable more targeted and effective retention strategies

Source: David G, A., Phillip C, B., & James M, V. (2010, May). Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies.

a). Calculation of Turnover Rate

Michael Armstrong (2006) developed three calculation methods to know the employee turnover rate in the organisation, which are described as given below:

1. Calculating Turnover by Separation Method: in the separation method, the number of employees who left the organisation in a given period divided by the average number of employees in that period was used to know the rate of Turnover.

Employees may be left the organization due to many reasons, like poor working conditions and low salary, less chance for promotion and the like. Or it may be organisations decision to reduce the workforce or because of surplus employees

The following formula is used to measure the labour turnover by Separation method.

$$\text{Labour Turnover} = \frac{\text{No. of workers left or separated during a period}}{\text{Average number of workers on the role during that period}} \times 100$$

$$\text{Average No. of Workers} = \frac{\begin{array}{c} \text{No. of workers at the beginning of the period} \\ + \\ \text{No. of workers at the end of the period} \end{array}}{2}$$

2. Labor Stability Index: This is the second method of measuring employee attrition which focuses mainly on stability. Here, eliminate short-term employees from the analysis, thus obtaining a better picture of the significant movements in the workforce. The Labor Stability Index value is calculated using the following formula:

$$\text{Percentage of Stability} = \frac{\text{Number of Employees with one or more year's service}}{\text{Number of Employees employed at the beginning of the year}} \times 100$$

Particularly in times of rapid expansion, organizations should keep an eye on stability, as a meaningful measure. The purpose is similar to the survival index and it provides a simple if rather limited, basis for measurement.

3. **Replacement Method:** There is no need for replacement if the surplus employees left the organization. The employees whose services are required by the organization are to be replaced by new appointments if they leave. Hence, the relationship between the number of employees replaced an average number of employees of the organization in a period is expressed in terms of percentage under the replacement method.

Generally, the replacement of labour is followed by the organization if skilled employees are the organization. The following formula is used to measure the labour turnover rate by replacement method.

$$\text{Labour Turnover} = \frac{\text{No. of workers replaced during a period}}{\text{Average number of workers on the role during that period}} \times 100$$

Most commonly Organisations using the separation method to calculate the rate of employee turnover, it is a simple method and easy to understand, and it can be used readily for benchmarking decisions. The advantage of this method is that it can alert HR planners to the unusually high percentage of employee turnover compared with the HR plan, or with the organisations, average workforce, which would suggest that something is wrong, or the more effort is needed to retain employees. The disadvantage of this method is that it does not indicate who is leaving the organization, even a high turnover rate may not reflect any real instability if the core of experienced workforce consistently remains in the organisation. (Mahesh, 2017, p. 4)

b). Employee Turnover Models

March and Simon model (1958) and Price (1977) introduced the first influential employee turnover models, and then based on these research, many researchers put forward different models with different perspectives to analyse the process and intention

of voluntary turnover. There are three important turnover models in the history of turnover research (Yang, 2016), those are

- March and Simon model (1958)
- Price (1977) Model:
- Intermediary Chain Model (Mobley, 1979)
- Psychological Reason Model (Steers and Mowday, 1981)
- Model of Price-Mueller (1987)

March and Simon model (1958): One of the earliest models of turnover was developed by March and Simon in 1958. This model described individuals and organizations as being in a state of equilibrium, where the members contributed to the organization while the organization provided members with compensation in return. March and Simon posited that when the compensation provided by the organization is no longer balanced with the contribution of the organizational members, individuals quit the organization. This equilibrium between individual contribution and organizational compensation is a function of two motivational components – the perceived desirability of the job and perceived ease of movement. They argued that the perceived desirability of the job is influenced by job satisfaction and organizational size (because larger organizational size increases the chances of an intra-organizational transfer). They also argued that an individual's perceived ease of movement is influenced by the number of perceived opportunities outside of the organization, which is determined by the state of the economy, the individual's traits and characteristics, and the number of firms the individual can access (either through job advertisements or personal contacts).

Price Model (1977): In his model, Price identified five primary determinants of turnover

1. Pay levels
2. Integration (defined as the involvement one has in one's relationship with a supervisor or coworker)
3. Instrumental communication (defined as how clearly the work role is communicated to the employee)

4. Formal communication (defined as how well the organizational communication practices and policies)
5. Centralization (defined as the distribution of power in the organization).

He proposed that the first four determinants are positively related to turnover while centralization is negatively related to turnover. He suggested that these four determinants lead to satisfaction, and the relationship between satisfaction and turnover is mediated by the availability of other work opportunities.

Intermediary Chain Model (Mobley, 1979): this model concentrated on the employee turnover intention and introduced a model of the turnover process. Mobley emphasized that leaving an organisation is a process of choosing another one, that employee's intention to resign from the organization depend on four factors: expected return of the new job-expected return of original job, job satisfaction, non-work values and occasional factors. (Brooks C. Holtom, 2008)

Psychological Reason Model: Steers and Mowday (1981) introduced a turnover model based on the models of Price and Mobley, they seek to identify important variables that have an effect on employee's turnover and examine their relationship in the turnover process, and then put them into a conceptual model and block diagram. According to this model following variables determine the exit or stay of employees in the organization. First, job expectations and values shape the subjective attitude of employees to work. Second, these subjective attitudes influence the intention to leave or stay, and also need to concentrate on other non-working factors influence such as family time, children's education and spouse work. Moreover, the intention of leaving the organization leads to the actual separation behaviour. (Yang, 2016, p. 326)

The Price-Mueller (1987) model: this model is based on the previous price model of turnover (1958). The core of this theory includes several assumptions. As per this model the employee turnover is mainly influenced by four variables such as environment variables, structured variables, intermediate variables and individual

variables, In this model, the expected external environment condition of the employee is called “environment variables”, and the expected working conditions of the employee are referred to “structured variables” and intermediate variables (including job satisfaction, organizational and turnover intention) are the other two variables. Individual variables (including general training, participating in the decision-making process, positive or negative emotions).

The Job embeddedness Model (2001): Mitchell and Lee (2001) advanced a new approach to turnover that focused on the counter-intuitive notion that individuals might leave the organization for reasons other than job dissatisfaction. This approach to turnover focused on the factors that make an individual more likely to stay on the job, in addition to the factors likely to make an employee leave. This approach built on the earlier turnover models and added a new dimension to our understanding of turnover. when individuals have multiple attachments to the organization, these attachments are likely to hold them back from leaving even if they think about leaving due to particular circumstances (e.g., getting another offer, company relocation to a non-preferred location). Thus, individuals who are high on job embeddedness might choose to stay with the organization even if circumstances are less than ideal. Job embeddedness is a multidimensional construct that describes the various attachments that an individual has with the organization and community. Mitchell and Lee suggest that an individual’s decision to leave an organization is not made in isolation but is shaped by the environment (both work and non-work) in which the individual is embedded. □ Thus, an individual is embedded when he has multiple links to people in the organization and community, when the organization and the community are a good fit for the individual, and when the individual has to sacrifice a lot to leave the organization and community. (Mahesh, 2017)

c). Employee Turnover Costs

Replacing an employee is time-consuming and expensive, Patricia M Mulwa (2010) submitted that Employee Turnover costs can be broken down into three categories.

- Separation costs for the departing employee

- Replacement costs
- Training costs for the new employee

These costs are conservatively estimated at two to three times the monthly salary of the departing employee, and they do not include indirect costs such as low productivity prior to quitting and lower morale and overtime for other employees because of the vacated job. Consequently, reducing turnover could result in significant savings to an organization. The cost of labour turnover increases when employees are more specialized, more difficult to find and require more training. And other components include in employee turnover are lower production during the learning period, lost production while the employee is being replaced, Payment to other employees at overtime rates while waiting for a replacement, Possible diversions of efforts of more highly skilled employees while waiting for a replacement. Cost of scrap and spoiled work while the job is being learned. Cost of recruitment, selection and medical examination, training cost, the administrative cost of removing from and adding to the payroll. Therefore, when the separation rate is high the employer can incur considerable costs which are not always immediately obvious (Mulwa, 2010).

2.2. Voluntary employees Turnover

Employee turnover can be classified into two types i.e. voluntary and involuntary. When the employee leaves an organisation by his own choice it is called voluntary turnover; when an employee leaves an organisation due to other factors like retrenchment, discharge, dismissal etc. it is called involuntary turnover. In both the cases of employee turnover, the organisation has to face many problems. It is a matter of discussion because when a skilled and efficient employee leaves an organisation it is a loss of skill, talent, competitive strength and image of an organisation in the market (Sharma D. M., 2016).

Voluntary turnover is of interest and very important for organisations compared to involuntary turnover because in most cases, Voluntary turnover represents the bulk of turnover within an organisation. Such instances of turnover also represent a significant

cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time) and indirect costs and perhaps more significantly, in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital (Morrell, Clarke, & Wilkinson, 2004). According to Rubenstein et.al. Voluntary Turnover can be defined as “Voluntary cessation of membership in an organization, by an individual who receives monetary compensation for participation in that organization” (Rubenstein, Eberly, & Lee, 2015), Voluntary turnover, also referred to as when an employee decides to leave a workplace on their own accord. The decision to leave may have been influenced by a more appealing job offer, a change in career direction or changes in personal circumstances (Gialuisi, 2012, p. 4)

a). Factors influencing Voluntary Turnover

Yanjuan Zhang (2016) in his study “A Review of Employee Turnover Influence Factor and Countermeasure” argues that three types of factors that influence Employees Voluntary Turnover

- **Personal Factors-** Age, caste, marriage, education levels and experience in the organization are able to indirectly affect individual turn over intention. Employees with young age, inexperienced and having high education level tend to have a low level of satisfaction with jobs and careers, and have a lower commitment to the organization, these negative attitudes are associated with turnover intention, individuals having strong ability and does not have the opportunity to develop in the organisation, are likely to leave the organisation, For experienced employees responsibility is one of the important factors for them to leave, the more responsibility, and even family income or number persons working in the family is also important factor in Turnover, i.e. the employee having more responsibility (such as staff is the single father or mother, or their income is the main source, etc.) a person bears in the family, the smaller the possibility of his turnover. Like this, the individual factors directly affect the Voluntary turnover and

turnover intention or indirectly influence the turnover intention through regulating other variables.

- **Organization and Work Factors-** Organisation culture, values, payment and promotion system, working environment like a relationship with co-worker and superior, employee involvement in the organisation, welfare and reward system, grievance redressal mechanisms all these influence employee Turnover. Organisation culture will influence employee commitment towards the organisation when different cultural background employees enter the organisation, his individual value orientation and expectation needs time to adjust with new organisational culture and also organisation should assist him to adjust and organisation should respect his personal values and cultural background. When Employee personal goals and organizational goals fit each other, it will reduce the employee's intention to leave the organization. An effective employee welfare and reward policy is another important aspect of organisation commitment towards the well-being of employees as well as an effective method to reduce employee turnover. Personal development opportunities provided by the organisation inversely proportional to the employee turnover rate. The interpersonal relationship in the organisation, training and development, career opportunity, salary and increment, superior behaviour etc. All of these factors influence employee turnover intention.
- **Social and Economic Factors** – Economic development level of the society, employment system, labour market conditions, job opportunities, transportation facilities housing, health care and education facilities, the cost of living, quality of life and so on all have an impact on employee's turnover intention. (Zhang, 2016)

Dr Deepak Sharma (2011) gives five important reasons for Voluntary employee's turnover. According to him, these are root causes, which create an intention to change the organisation among employees.

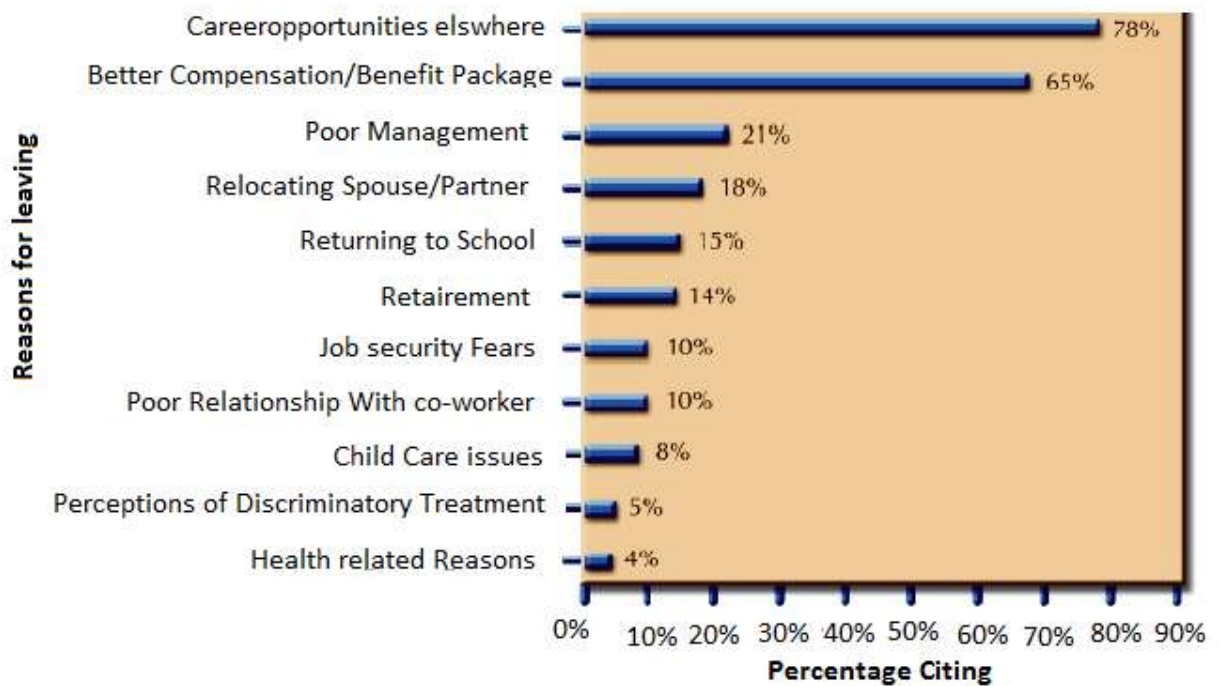
- 1) **Lack of safe and stimulating work environment:** Work environment is one of the important factors that play a key role in determining whether employees are going to serve for a long time or organisation is going to suffer from the problem of high turnover. Employees spend most of their working time in the organisation and if that does not provide a stimulating environment then that acts as a big demotivating force causing high turnover. Factors in a working environment that cause a high turnover or inadequate safety, health and welfare measures, hazardous manufacturing process, lack of trust in the working environment, overloaded with favouritism.
- 2) **Organisation-employee culture conflict:** Every organisation has its unique culture which sometimes comes into conflict with employee's own cultural background and social values, norms and beliefs due to which employees prefer to leave the organisation.
- 3) **Lack of recognition:** Lack of recognition for the good work of employees by their supervisors is yet another key reason due to which employees quit jobs. Recognition of hard work acts as a powerful motivator. Lack of appreciation makes employees feel emotionally disturbed and they start thinking that their contributions are either not worth appreciating or they could be replaced by any other employee at any time. This develops a sense of unhappiness and insecurity amongst employees and results in a high voluntary turnover
- 4) **Lack of support from superiors/supervisors:** Superiors need to act as mentors. Every employee needs support and guidance from their superiors. The superiors are required to act as mentors to help employees in case of problems related to work and coach them for their competency development. In organisations where superiors fail to act as mentors and there is the presence of non-supportive work environment, employees get frustrated because they do not get the managerial or team support which is necessary for accomplishing tasks/targets successfully.
- 5) **Lack of career planning in organisations:** Career planning and career development opportunities for the employees act as a very powerful motivator for retaining the

employees for a long time. Lack of clear career path may force employees to look for an organisation which provides a clear career ladder which employees may climb from time to time. Sometimes even if career paths exist, employees are not promoted based on their formal assessment of performance using a credible appraisal instrument resulting in an employee's voluntary turnover.

Therefore, it is crucial for organisations and especially HR departments to look inside their organisations to identify and work root causes of voluntary turnover and work on strategies to remove/minimize the factors due to which the employees leave their organizations (Sharma D. D., 2011, pp. 2-10).

According to Hewitt's Attrition and retention study Asia Pacific 2006, the no.1 reason for the growing attrition rate is compensation unfairness. 21% of the organisations who took part in the survey said that their employee left the organisation because they got the offers from other organisations offering better pay packages. The no.2 reason was fewer growth opportunities and the no.3 reason was role stagnation. The study also revealed that the top retention strategy being used by the organisation in Asia was to pay above the industry standards, providing opportunities to employees to learn new skills and provide work-life balance.(Mustsuddi, 2010, p. 482)

Figure 2.1
Most Common Reasons for Voluntary Employees Turnover



Source: 2000 SHRM Retention Practice Survey ((Mthis & Jackson, 2004, p. 81)

b). Impact of Voluntary Turnover

Reddy & Dasgaonker, (2008) says that organisations have to realise that losing good talent is like slowly bleeding to death. When a performing employee walks out, all the organisation's learnings go out. further, when a good employee leaves it affects the morale of the other remaining employees who are contemplating their worth in the organisation(Reddy & Dasgaonker, 2008, p. 248)

David G. Allen and Phil Bryant (2012) in “Managing Employee Turnover” has discussed different types of turnover and its consequences on the organisation, according to them, Employees leave organisations for many reasons, and they don’t all have the same implications for managing turnover. An adequate performer who quits because their spouse took a job in another city/state, which may have quite different implication than the loss of a star performer who quits escaping from an oppressive boss. And they

classified Turnover into a Voluntary-Involuntary turnover, Functional-Dysfunctional turnover, and avoidable-unavoidable turnover (Allen & Bryant, 2012),

Martin and Bartol (2011) have classified turnover as being functional (beneficial) or dysfunctional (problematic) for an organisation. Whether turnover is functional or dysfunctional depends on two factors: the individual employee's performance level and the difficulty the organisation would have replacing the individual. Figure 2.2 replaceability is depicted on the X-axis and the performance level on the Y-axis. Each of the six cells is then classified as resulting in a functional or dysfunctional turnover. Clearly, the more dysfunctional turnover means the greater attention required by management to retain the employee. Retention strategies for such employees might involve additional career development opportunities, incentive compensation that rewards high performance, or innovative benefits that are tailored to the needs of the employee. Regardless of the performance level, backups should be developed by the organisations for any employees who would be difficult to replace. (Mello, 2011, pp. 559-561)

Figure 2.2
The performance-replicability strategy Matrix

		Difficult	Easy
Performance	High	High performers-difficult to replace High Dysfunction Turnover	High performer-easy to replace Dysfunctional Turnover
	Average	Average performer-difficult to replace Dysfunctional Turnover	Average Performers-easy to replace Dysfunctional Turnover if replacement costs are high
	Low	Poor performers-difficult to replace Short term Dysfunctional/Long term Functional Turnover	Poor performers-easy to replace Functional Turnover

Source: Mello, J. A. (2011). *Strategic Human Resource Management*. Delhi: engage Learning.

Alan price (2011): From an organisations perspective HR encompass the people in an organisation – its employees- and the human potential available to a business. The people in an organisation offer different skills, abilities, and knowledge that may or may not be appropriate (but have the potential to be appropriate) to the needs of the business. Additionally, their commitment and motivation vary. Some people identify with an organisation and are motivated to help achieve its objectives. Others regard their employing firm as a vehicle for their personal goals. Some may be overworked while others are under-utilized. Invariable, there is a gap or mismatch between the actual performances of employees and the ideal expected performance by organisations. The organisations should focus on the closing the gap to achieve greater organizational effectiveness. (price, 2011)

Lichia Yiu¹ and Raymond Saner (2014) in “Talent Attrition and Retention: Strategic Challenges for Indian Industries in the Next Decade”, question the causal link assumed by a large number of Indian organisations that high attrition can be prevented through the payment of high compensation packages. Paying higher salaries to retain staff increases operational costs without that this measure can guarantee lower attrition or ensure positive performance levels. Compensating high turnover through mostly higher salaries could eventually erode India’s comparative advantage in the global market, and could also erode Indian companies’ abilities in capturing new markets be that domestically or in foreign markets. The authors instead suggest that Indian companies should do more to strengthen the bonding of internal social networks and deepen individual job satisfaction and organizational commitments to ensure talent retention through competence development and career planning. Both remedies can be concurrently implemented through an effective and robust learning and development infrastructure which addresses both the individual development needs and the company’s strategic choices. (Yiu & Saner, 2014, pp. 1-9)

Henry Ongori (2007) in his study on “A review of the literature on employee turnover” suggests that organisations should concentrate on sources of employee turnover rather than causes on voluntary employee turnover, and recommend the best approach to

fill the gap of the source, so that they can be in a position to retain employees in their organisation to enhance their competitiveness in this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organisation which would make the organisation withstand the waves of globalization. This asset needs to be monitored with due care, otherwise, their organizations would cease to exist. (Ongori, 2007)

S. Batty DoranceJeen (2014) in his study Attrition-Turnover intention, he has found that salary and working condition are the most contributing factors towards the turnover intentions. The interesting factor noticed in this study is that the majority of employees are youth who look for career growth and thus attrition seems to be high in this category. This study also found that working condition, salary, welfare, relationship with co-workers, career growth, are major factors for the intention of turnover. (Jeen, 2014, pp. 55-61)

2.3. Motivation

One of the greatest challenges for today's manager's lies in building a workplace where employees want to remain with the organisation and outsiders want to be hired into the organisation. Therefore, an employer's foremost responsibility is the retention of its best employees and this can be achieved only by keeping the employees satisfied and motivated (Behera, Sahoo, & Sundaray, 2015). Motivation is the main tool to eliminate the negative employee turnover rate inside organisations; this is the backbone of human resource management. The lack of adequate human behaviour motivation will lead to a lack of clear goals and problems with fulfillment as well as a lack of organisational efficiency further, it is not possible to expect employees to stay in the organisation. The ability of managers to motivate their subordinates comprises the soft skills of human resource management, which is now a dominant trend in global management. In the past few years, the tasks and functions of the human resource department have moved to line managers and supervisors. Nowadays, the manager is supposed to lead, manage, guide, support and develop his/her subordinates and colleagues. Because the importance of

positive work motivation is on the rise, human resource management is focused on the definition of the motivation role and its significance.(Vnouckova & Klupakovab, 2013, p. 80)

One of the most valuable resources in an organization is its motivated workers. Motivation is about giving the employees the right combination of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that organisation want them to (Mburu, 2017). Motivated employees are more likely to stay longer and help to build an organisation. Appointing high qualified workers leads to better results, including higher productivity and customer service satisfaction. This can increase the organisation's revenue and help your business establish its identity with consumers (Mburu, 2017).

Sandhya & Kumar, (2011) conducted a study on “Employee retention by motivation” and they say that Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. ER involves various steps taken to retain an employee who wishes to move on. Incentives, perks, cash prizes are good motivators to motivate the employees. Performance appraisals are also important motivators to motivate the employees. Increase in employee performance helps the organization achieve higher productivity. Many psychologists have studied the concept of motivation and gave birth to many theories. These theories of motivation help the employers to motivate the employees from the employee’s day to day grievances (Sandhya & Kumar, 2011)

Robert L. Mathis and John H. Jackson (2004) discussed Equity as Motivator among employees. People want to be treated fairly at work, which is referred to as equity in Management literature. Equity is defined as the perceived fairness of what the person does compare with what the person receives. Inputs are what a person brings to the organisation, including education level, age, experience, productivity, and other skills or efforts. The items received by a person or the outcomes are the rewards obtained in

exchange for inputs. Outcomes include pay, benefits, recognition achievement, prestige, and any other rewards received. An outcome can be tangible (such as economic benefits) or intangible (such as recognition or achievement). The individual's view of fair value is critical to the relationship between performance and job satisfaction because one's sense of equity is an exchange and comparison process. Assume an employee in an IT specialist who exchanges talent and efforts (inputs) for tangible and intangible rewards (outputs) the employer provides. To determine perceived equity the individual subconsciously compares talent, skills and efforts to those of other IT specialists both internally and at other firms. That perception correct or incorrect significantly affects that person's valuation of inputs and outcomes. A sense of inequity occurs when the comparison process results in an imbalance between inputs and outcomes, this inequity makes an employee think about changing the organisation. (Mthis & Jackson, 2004, p. 70)

2.4. Employee Retention

Retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others

Retention of employees has become a primary concern in many organisations because of several reasons. As a practical matter, with lower turnover, every individual who has retained means one less person to have to recruit, select, and train. Also the continuity of employment by the employee who knows their job, co-worker, and organizational services, productivity, and firms customers' needs will enhance organizationally as well as individual performance; in the case of a newly hired employee it cost a lot of money and time to organisation, losing a high performer makes more difficult for organisations to achieve their business goals. Additionally, continuity of employees provides better "employee image" for attracting and retaining other individuals. (Mthis & Jackson, 2004)

Why Retention matters

Retention is the converse of the turnover; retention is not simply a ‘feel good’ issue, the Retention of good employee’s matters for three important reasons (Luecke, 2002).

- **The importance of intellectual capital:** During the Industrial Age, a firm’s Physical assets- such as machinery, plants, and even land determines how strongly it could compete. In the present “Knowledge Era” intellectual capital is what defines a company’s competitive edge. Intellectual capital is a unique Knowledge and skills that an organization’s workforce possesses. Today’s successful businesses win with innovative new ideas and top products and quality services – all of which originate in the knowledge and skill of Employees.

According to Harvard Business Essential (2002), whenever employees leave, the organisation loses their hard-won knowledge and (often expensively) acquired skills. When those employees go to a competitor, the loss is compounded. Not only the organisation deprived of an important part of its knowledge base, the competitors gain it- without having to invest the time and money in training that earlier organisation that may have invested.(Luecke, 2002)

- **Retention and customer satisfaction:** Everyone understands that customer satisfaction is one of the most important in business survival and growth. This is another reason that retention is so critical. Simply stated

As reported in the landmark Harvard Business Review article, a study that involved eight hundred company stores found that “Employees who are satisfied with their work and their company are more likely to create satisfied customers.”

- Negative employees attitude and behaviour adversely affect the satisfaction of customers,
- High employee turnover reduces customer satisfaction and organisation profit

- The extent to which organisation employees understood their jobs and organisations strategic objectives had a direct bearing on their attitudes and behaviours.

The cost of Turnover: The high price of turnover is the third major reason that Retention matters. Employee turnover involves three types of costs

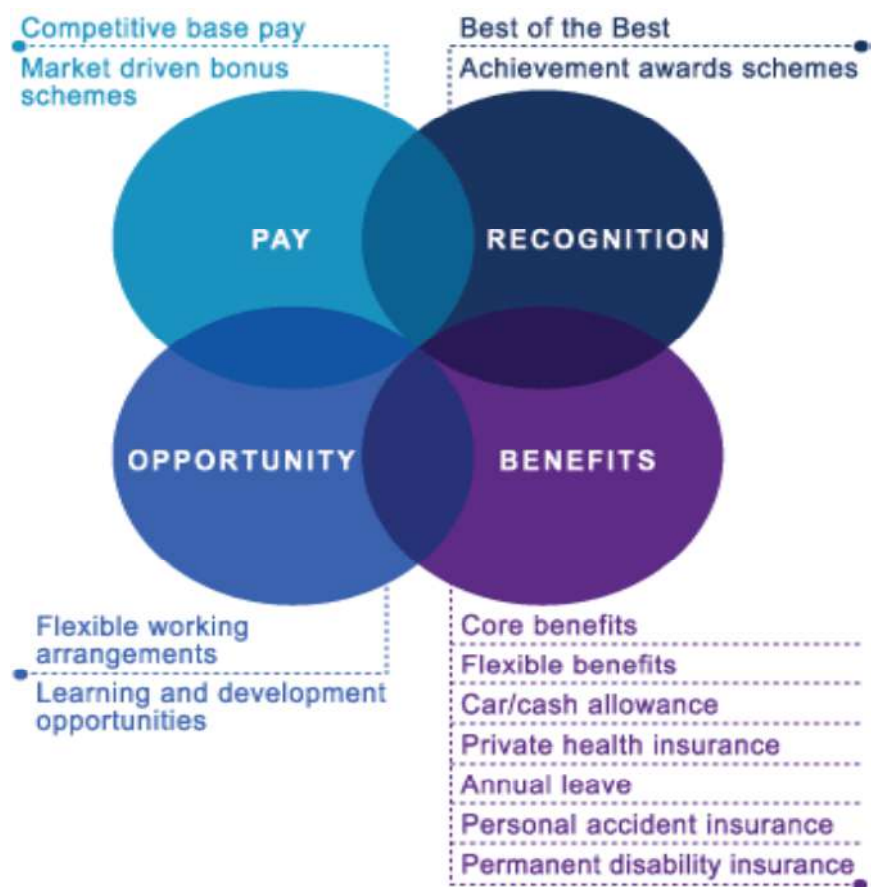
- Direct expenses, including the cost of recruiting, interviewing, and training replacements
- Indirect costs, such as the effect on workload, morale, and customer satisfaction,
- Opportunity costs, including lost knowledge and work that does not get done while managers and other employees focus on filling the vacant position and bringing the replacement up to speed.

According to Anil Joseph, Head of HR, Sutherland Attracting and retaining good talented employees will continue to be a challenge for organisations unless they actively identify high performing people and recognise them. In an industry which mostly attracts GenY (were born between 1982 and 2000) professionals, it is important to emphasize that learning is more important than what one earns in the initial phase of their career so that personal knowledge development of the employees is very important especially for young age employees. Companies should have defined career paths offering exposure to multiple domain opportunities and should constantly develop potential with training and coaching interventions,(Joseph, 2016) and in the same article Mr Robert Inniah Vice President – HR, Episource India discussed important factor contributing for employee retention, he opened that A flexible working hours, women-friendly policies, friendly workplace, these are a few factors that make an organisation attractive to its employees. In addition to these rewards and recognition are also very important factors for Employee retention.

According to Indranil Mutsuddi (2010), the success of the organisation depends on how it attracts recruits, motivates, and retains its workforce. Organisations need to be more flexible so that they develop their talented workforce and gain their

commitment. Thus, organisations are required to retain employees by addressing their work-life issues. The elements that are relevant to an individuals quality of work life include the salary, task, the physical work environment, social environment within the organisation, administrative system, recognition and relationship between life on and off the job. His model of employee retention depicted in figure 2.3

Figure 2.3
Approach towards Employees Retention



Source: Mustsuddi, I. (2010). Essentials of Human Resource Management. New Delhi: New Age International Publishers.p.487.

According to him, Retention starts with recruitment. Early departures arise from bad recruitment process, he discusses how to hire the right talent for a particular job. Good recruitment and selection process will lead to

- **Hiring appropriate candidates:** Should hire candidates who are actually suitable for the job. For this, the employer should understand the job requirements clearly. Should not hire underqualified or clearly overqualified candidates.
- **Providing realistic job preview at the time of hiring:** Most of the employees leave an organisation because they are not given a real picture of their job at the time of joining. Turnover rate can be reduced if a right person is hired for a right job. Realistic preview of the job responsibilities can be given to the employment seekers by various methods like discussion, trial periods, internship etc.
- **Clearly discussing what is expected from the employee:** Before joining the organisation, informed the candidates of what is expected of him. Setting wrong expectations or hiding expectations will result in early leaving of the employee.
- **Discussing the what the expectations of employees are:** Ask employees what they expect from the organisation. Be realistic. If their requirements can be fulfilled only then promise them. Or tell them beforehand that their requirements cannot be fulfilled. Don't show them an unrealistic picture, after knowing this by an employee they will the organisation.
- **Ensuring culture fit:** Try to judge individuals capability to adapt to the organisation's culture. A drastic change in the culture may give a culture shock to the candidate.
- **Referral:** According to the research, referred candidates stay longer with the organisation. There is a fear of hampering the image and reputation of the person who referred the candidates.
- **Compensation:** Compensation constitutes the largest part of the retention process. The employees always have high expectations regarding their compensation packages. Compensation packages vary from industry to industry. So an attractive compensation package plays a critical role in retaining the

employees. Compensation includes salary and wages, bonuses, benefits, prerequisites, stock options, vacation trips, etc.

Career growth and development: Growth and development are an integral part of every individual's career. If an employee cannot foresee his path of career development in his current organisation, there are chances that he will leave the organisation as soon as he gets an opportunity.

If organisations taken care of the above said things while recruiting new employee they can prevent early leaving of employees. (Mustsuddi, 2010, pp. 487-488).

Das, S. S., & Debata, B. (2013) in the Study titled "6 Ps of Talent Retention" has proposed the 6 ps Model of Talent retention. According to them any organisation which wants to retain its best talent employees must go for each of the 6 Ps: Plan, Promise, Pay, Prepare, Promote, and Protect.

- **Plan:** refers to the long-term strategy to locate and retain the best and bright performers inside the organisation.
- **Promise:** not only refers to the assurance made by the organisation but do every possible thing for enhancing satisfaction level and commitment towards organisation.
- **Pay:** attractive salary and extra monetary benefits based on performance.
- **Prepare:** refers to the continual efforts of the organisation to train and develop the talent of employees to meet the new organisational challenge.
- **Promote:** refers to activities undertaken by the organisation to protect the employees against physical and psychological threats, harassment and discrimination. (Das & Debata, 2013, pp. 74-86).

Robert I. Mathis and John H Jackson (2004) says that career opportunities and rewards are the two most important determinants of retention. Finally, job design /work factors and fair and supportive employee relationships with others in the organisation contribute to retention. (Mthis & Jackson, 2004)

Reddy & Dasgaonker, (2008) says that organisations have to realise that losing good talent is like slowly bleeding to death. When a performing employee walks out, all the organisation's learnings go out. further, when a good employee leaves it affects the morale of the other remaining employees who are contemplating their worth in the organisation(Reddy & Dasgaonker, 2008, p. 248)

Ranani and Rajani Nagesh (2008), in “Talent Management in India” has given five most valued retention interventions, To know why employees leave/stay, improve selection practices they follow, conducting exit interviews, to improve communication across the organisation, open door policy and expanding or improving training and development opportunities, and also organisations should concentrate on employees compensation, better communication, personal growth opportunities, and expectations of the employee(Ramani & Nagesh, 2008, p. 235).

Hausknecht (2008) in his study “Targeted Employee Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying” identified major retention practices following the Indian industries to prevent the Turnover rate, they have listed 12 major retention practices mentioned in the literature over the past 60 years. The 12 most common retention practices are

1. Job satisfaction
2. Extrinsic rewards
3. Constituent attachment
4. Organizational commitment
5. Organizational prestige
6. Lack of alternatives
7. Investments
8. Advancement opportunities
9. Location
10. Organizational justice
11. Flexible work arrangements
12. Non-work influences

This study revealed that job satisfaction, extrinsic rewards, constituent attachments, organizational commitment, and organizational prestige are the most influential and often mentioned practices adopted for retaining employees. Advancement opportunities and organizational prestige were more common reasons for staying among high performers and extrinsic rewards were more common among those with low performers. (Hausknecht, Rodda, & Howard, 2008, p. 20)

Elton Mayo of the Western Electric Company's Hawthorne plant in Chicago developed the concept of job satisfaction through the Hawthorne study in the late 1920s and early 1930s. The results showed that emotions of employees can influence their working behaviours. The main causes of job satisfaction and productivity of employees are social relations and psychological factors, job satisfaction is a strong medium of overall personal well-being and a good predictor of intentions or decisions of employees to quit the job (Nee, Chee Jing, et al, 2013, p. 173).

According to Gibson et al. (2000), job satisfaction is known as an individual expression of personal well-being associated with doing the job required. Besides, Robbins (2003) defined job satisfaction as a general attitude towards the job, in which it is based on the difference between the rewards received and what they actually expect to be received. Another study by Baron and Greenberg (2003) defined job satisfaction as a behaviour towards the job and the affective, cognitive and evaluative reactions towards their job.

According to Rose (2001), job satisfaction has two dimensions which are an intrinsic and extrinsic dimension. Intrinsic job satisfaction is defined as how one feels about their job while extrinsic job satisfaction is defined as how one feels about the work situations that are external to the job tasks (Hirschfield, 2000). In terms of intrinsic job satisfaction, it is a person's value concerning his or her inventiveness, job enrichment and involvement. Extrinsic job satisfaction refers to the promotion and salaries. When an employee faces inequality in terms of lack of recognition and poor pay, it often leads to employee retention (Boggie, 2005). Besides, turnover will occur when staff members

compare their salary with other employees and dissatisfied with what they have contributed to their job (Nel et al., 2004). Extrinsic and intrinsic job satisfaction has a significant relationship with turnover intention. When employees have low extrinsic and intrinsic job satisfaction, it would lead to turnover intention.

Job satisfaction has been found to be the most important tool for employee retention. Job satisfaction refers to how employees perceive their jobs, 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 and a positive reaction with the organization, both job content and job security are found to affect the overall job satisfaction of employees.

2.5. Job Satisfaction and Employee Retention

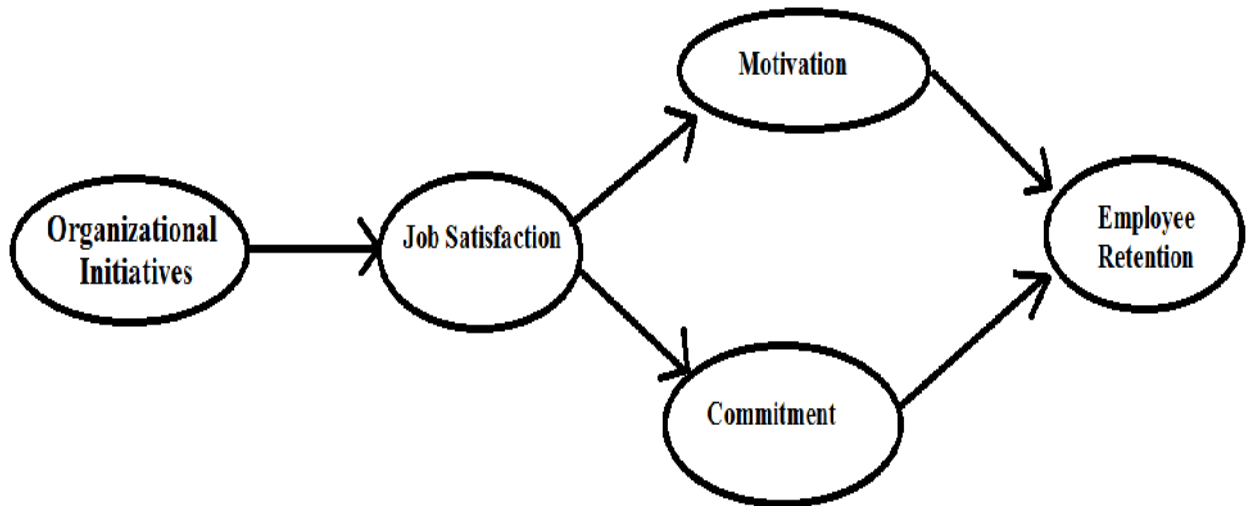
It has been observed that the high performing employees can easily find good alternatives and are the first to leave the organisation. Hence, organizations should devise a strategy for keeping their valuable assets (employees) satisfied. Behera, N., Sahoo, C. K., & Sundaray, B. K. (2015) proposed Strategic initiatives for enhancing job satisfaction and employee retention in the organisation.

- **Career Development Plans:** In recent days employees demand and expectations have undergone a drastic change. Money no more seems to be the prime motivator. Rather, Employees ask about career development opportunities in the organization before applying for a job. To enhance retention, companies should adopt career development policies in association with the needs of the employees.
- **Promotion and Training opportunities:** Redundancy of skills has been cited as one of the reasons for employee turnover, thereby indicating the necessity for training, re-training and multi-skill training. Much value is attached by employees to the availability of training opportunities which would prepare them for future roles.

- **Mentoring:** Providing individual attention to employees' personal and work-related problems by supervisors (mentors) improves the level of satisfaction. One-to-one sessions between employees and line managers allow greater scope for discussion about roles and objectives. Mentors should be committed to providing upward mobility and support to a protege's professional career at one end and personal development on the other (Matelic, 2001).
- **Positive work experiences:** This refers to a healthy work environment characterized by team, trust and participation. An organization should foster a culture where people grow and learn and discover the joy of working together. Employee's satisfaction with his organization, his supervisor and work environment has been found to contribute to the employee's appraisal of his work experiences and work-related behaviour.
- **Perceived supervisor support:** It is often said: "people leave managers and not companies". Cordial supervisor-subordinate relationships contribute to job satisfaction and employee retention. Participative and consultative leadership styles have been found to be positively and significantly correlated to job satisfaction and indirectly related to organizational commitment (Ismail et al., 2010). Also, employees often look up to their supervisors for sympathetic help with personal problems.
- **Reward and Recognition:** Rewards, as a process of employee involvement correlate to higher recognition of achievement, thereby increasing employee satisfaction (Mohrman et al., 1996; Cunningham et al., 1996; Bushe et al., 1996). Recognition and appreciation by the supervisor and peer group count a lot.
- **Fair Performance Appraisal with Feedback:** Employees need to be communicated about the performance evaluation criteria and adequate feedback along with suggestions to improve performance should be tactfully delivered.

- **Pay for performance:** Performance-based pay systems are increasingly becoming more popular among employees. When high performers receive inadequate remuneration/rewards, they look out for alternative employment.
- **Employee Empowerment and Involvement:** Employee empowerment practices positively affect employee satisfaction. 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.
- **Work-Life Balance:** Organizations also need to respect employee's desires to have more time off to pursue their own interests. Implementing work-family policies helps to ease family demands, and by doing so, reduces employee absenteeism and turnover (Landauer, 1997). Initiatives may include telecommuting, flexi-time (Baltes, 1999), job-sharing, shorter work weeks and on-site child care centres.
- **Job Restructuring:** Enrichment of jobs in such a way as to make them challenging and interesting is another intervention towards achieving job satisfaction. Job variety and autonomy as contributors to job redesign. Empowerment and job redesign have proved to be effective organizational interventions for employee retention (Ugboro, 2006). Griffin (1991) has found a positive association between job redesign and employee attitudes (job satisfaction and commitment).
- **Stress Management:** Many research studies indicate work overload as a major factor responsible for job dissatisfaction and intent to quit. A supervisor should, therefore, understand the profile of each individual worker before allocating responsibilities.

Figure 2.4
Satisfaction – Retention Model



Source: Behera, N., Sahoo, C. K., &Sundaray, B. K. (2015, June 16). Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct.pp. 08

Summary:

Major findings of the above studies in different sections have been presented in this chapter. The key areas of most of these studies include employee turnover and retention; the core concepts that constitute the framework of the review are Employee turnover-reasons, types of turnover, models of employee turnover, impact of turnover, Voluntary Turnover, Factors influencing on Voluntary Turnover, Impact of Voluntary Turnover, Motivation, Employee Retention and Job satisfaction.

All of the studies in this section commonly depicts that the Employee Turnover is the change of the organisations by the employee from one organisation to another organisation around the labour market, occupations and jobs and between the status of employment and unemployment. A study by Yelarpurkar, 2016, reveals that the employee turnover is a situation faced by an organization when employees leave the organization to join another organization in search of better opportunity. During hardly reviewing all the literature available in this section frequently, organisations refer to turnover as the entire process associated with filling a vacancy: each time a position is

vacated, either voluntarily or involuntarily a new employee must be hired and trained. This replacement cycle is known as turnover.

The ASSOCHAM Business Barometer Survey revealed that maximum attrition is taking place among the employees in the age group of 26-30 years, while those with an experience of 2-4 years were job hopping the most, the survey covering 160 HR heads noted and also this survey found that women employees were less prone to job changing compared to men for every 10 men leaving jobs there were only two women crossing over. Yanjuan Zhang (2016) in his study “A Review of Employee Turnover Influence Factor and Countermeasure” argues that three types of factors that influence Employees Voluntary Turnover. Personal Factors such as Age, caste, marriage, education levels and number of years, Organization and Work Factors such as organisation culture, values, payment and promotion system, working environment, relationship with co-worker and superior, employee involvement, welfare and reward system, grievance redressal mechanisms, Social and Economic Factors such as Economic development level of the society, employment system, labor market conditions, job opportunities, transportation facilities housing, health care and education facilities, the cost of living, quality of life these all have an direct and indirect impact on employee’s turnover intention.

Olaya A. Bryant (2018) in his study, tried to identify the relationship variables (majorly five) with employee turnover where a long-term care businesses are in need of strategies to retain an effective workforce in any organization. The five variables are employee engagement, employee compensation, job satisfaction, work environment, and motivation; these variables directly impact the employee Turnover Intention.

A study by David G. Allen *et al.*, (2010) on “Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies” says despite extensive research on employee turnover, many managers hold important misconceptions about employee turnover. This kind of misconceptions can be harmful to organizations and also to manager’s careers. They suggest with suitable practical evidence-based retention practice to replace these common misconceptions about the employee turnover. It was observed that according to Dr Deepak Sharma (2011), Lack of safe and stimulating work

environment, Organisation-employee culture conflict, Lack of recognition, lack of support from superiors/supervisors and Lack of career planning in organisations these reasons are the major root causes which create an intention to change the organisation among employees.

While elucidating in the literature on the impact of voluntary turnover, it was found valuable findings by a study of Reddy & Dasgaonker, (2008), organisations have to realise that losing good talent is like slowly bleeding to death. [When an employee leaves the organization, the learning content of all organizations disappears. Furthermore, when a good employee leaves, it affects the morale of the rest of the organization who have their values in mind.] When a performing employee walks out, all the organisation's learnings go out. further, when a good employee leaves it affects the morale of the other remaining employees who are contemplating their worth in the organisation.

A study related to job satisfaction revealed that extrinsic rewards, constituent attachments, organizational commitment, and organizational prestige were the most influential and most frequently mentioned practices adopted for retaining employees. (Hausknecht, Rodda, & Howard, 2008, p. 20). One of the most valuable resources in an organization is its motivated workers. Motivation is the main tool to eliminate the negative employee turnover rate inside organisations; this is the backbone of human resource management. Retention strategies for such employees might involve additional career development opportunities, incentive compensation that rewards high performance, or innovative benefits that are tailored to the needs of the employee.

The trial of all the studies drawn in this chapter ranges from a minimum of 200 to a maximum of 500 respondents. The method of sampling in all studies is also not uniform. However, these studies have been conducted on different components of employee turnover and turnover retention strategies and not in compressive nature.

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Chapter III

Section-A: Theoretical Framework

3.1. Concept of Employee Turnover

3.1.1. Concept of Employee Retention

3.1.2. Concept of Motivation

3.1.3. General Theoretical Framework

3.1.4. Theoretical Framework of the Present Study

Section-B: Regulatory Framework

3.2. REGULATORY FRAMEWORK

3.2.1. Significance of Labour Welfare

3.2.2. Constitutional Provisions

3.2.3. Factories Act- 1948

3.2.4. Employees State insurance Act-1948

3.2.5. Maternity Benefit Act-1961

3.2.6. Payment of Wages Act- 1936

3.2.7. The Minimum Wages Act, 1948

3.2.8. Employees' Provident Funds & Misc. Provisions Act, 1952

CHAPTER - III

THEORETICAL FRAMEWORK

This chapter presents two sections, Section-A deals with Theoretical Framework and Section-B deals with Regulatory Framework of the present Study. The Herzberg's Two-Factor Theory (1959) provides a theoretical background for this study. Frederick Herzberg propounded this theory to better understand Employees attitude and motivation, he argues that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He develops Motivation-Hygiene theory to explain what satisfies or dissatisfies employees hence, serves as an important framework for employee Turnover and Retention. Along with this some other theories related to employee's motivation and also important concepts of the study were discussed, Section-B presents Indian Regulatory System related to employee's security, welfare, wage-payment, compensation, Bonus-Gratuity.

Section-A

3.1. Concept of Employee Turnover

Employee turnover which occurs in any organization, this might be either voluntary or involuntary, Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice but it was organisation decision (Armstrong, 2006). Voluntary Employees Turnover which is initiated by Employees, it is employee's decision to leave the organisation against the will of the organisation. In general, all resignations not formally initiated by employers are voluntary turnover (Mehta & Kurbetti, 2014). Involuntary Employees turnovers are because of the decision of management, involuntary turnover will not negatively affect the organisation because it is a management's planned decision, for example, cost-cutting, dismissal, termination for gross miss conduct, but organisations are worried about the Voluntary Turnover, which affect negatively the development of the organisation. The present study mainly concentrating on Voluntary turnover, here an attempt has been made to understand the major factors influencing on Voluntary turnover and how best can improve Retention of employees.

The Factors influencing on Voluntary Employee Turnover

The factors causing employee turnover have been studied by different researchers from time to time and have been classified into different groups, thus for instance, Susan E. Jackson and Randall S.Schuler have classified the factors leading to employee turnover into

- | | |
|--|---|
| I. Low Job Satisfaction | Dislike the job itself,
Work overload,
Difficulties with supervisor or peers,
Unfair HR practices, and |
| II. Insufficient incentives –
and Rewards | Low compensation, little recognition.
Lack of career development opportunities.
Slow advancements.
Low Job security. |
| III. Poor Job Performance - | Lack of skills and competencies,
Low motivation,
Inappropriate performance, and
Lack of resources. |
| IV. Labor Market Conditions - | Low unemployment rates,
Better opportunities available elsewhere, and
Aggressive Recruitment by competitors. |
| V. Other Role Commitments - | Family and Time Conflicts
Leisure and Community. |

All these factors sometime jointly and sometimes separately cause low commitment in the employee leading to his withdrawal. He goes in search of new or alternate jobs, weighing the alternate job opportunities, Another list of reasons as to why

employees leave their jobs is produced by Martyn Carruthers: absence of internal networking, absence of performance goals leading to the absence of an atmosphere of collaboration and cooperation, lack of encouragement to self-learning and development, absence of transparent reward policy, absence of pay equality or parity among colleagues, unrealistic goals to explore the latent talent of the individuals and to leverage their competencies for the benefit of the organization, absence of a succession plan, absence of regular communication of employee benefits, and absence of career paths to the employees. He, however, summarizes all these reasons into two factors:

- **Compensation:** If the compensation is not maintained and managed in relation to the employees KSAs (Knowledge, Skills and Attitude), people may leave without giving any notice.
- **Employee Relations Management:** Employee relations management is most important function, which has to help the people to concentrate more on their task on hand and to become result oriented.

It may be noted that many factors are under the control of the employers. For instance, unfair HR or labor practices. Employers can often offer better pay and benefits. They can create opportunities for employee advancement and promotions. If the employers want can take measures to arrest the factors that are often employee oriented and reduce employee turnover (Kumar & Gadkar, Voluntary Employees Turnover: A Critical analysis, 2015).

3.1.1. Concept of Employee Retention

The concept of Employee Retention emerged in response to arrest the ever increasing the number of employees Turnover due to various reasons. It is viewed that Employee Turnover is “controllable element” by the organisations, as a phenomenon, there is no complete module to Employee retention which applies every organisation, to quote again J.Leslie Mekeown that there is “No single plan that fits every situation”. (Kumar & Gadkar, A study on Employee Retention Strategies in, 2016)

Employee Retention stands for many things to many people in each organisation. There is no single definition of Employee Retention (Bhatia, 2011, p. 299). Some views mentioned by J. Leslie Mekeown are

- Employee Retention means stopping people from leaving the Organization
- Employee Retention means keeping good people
- Getting compensation and benefits into line with the marketplace
- A stock option, crèche facilities, and other perks

a). Growth of Employee Retention strategies in different periods:

The approach of organisations towards Employee Retention has developed gradually and initiatives of Employee retention have undergone various changes over a period of time. (Bhatia, 2011, pp. 300-351).

- i. Up to 1980s Paternalistic:** - ‘Status quo’ in Employer-employee relationship was dominant to reduce employee turnover rate.
- ii. Focus on providing Hygiene factors** (of Herzberg Two factor theory): Job mobility and turnover of employee increased due to changes in job market and opportunities outside the organisation. People did not remain with one employer for long or for career growth in working life, so employees started voluntarily leaving the organisations. Thus to retain employees, organisation laid emphasis on providing Hygiene factors. i.e. safety- physical aspects of the working environment at the workplace (safety at workplace, comfort and Health), social security, compensation benefits. The focus was to reduce dissatisfaction among employees and also started workout employee turnover data, i.e. Maintaining turnover rates on regular basis in the organisation.
- iii. Importance of Motivating factors:** Employers started emphasizing more on Motivating factors (of Herzberg two factor theory) such as:
 - Recognition,
 - Achievement,
 - Career development,

- Challenging work itself,
- Personal growth,
- Increased responsibility,

The emphasis was equally on growth or higher order needs of Maslow's Social needs (affection, friendship, acceptance, and belongingness in a workgroup), Esteem or ego needs (recognition, self-respect, status, etc.) and self actualization needs (achieving one's potential, career and personal growth, self-fulfillment, etc.).

- iv. **Improvement in quality of work life:** Later organisations started providing various job-redesigns and improvement in the quality of work life measures to enable the individual to satisfy a variety of needs. These measures are i.e. conducive relationship with colleagues, meaningful and interesting work, the challenge in learning and problem solving, freedom over one's job, Nature of work one is involved has a profound impact on shaping individuals personality, determining performance, commitment and job satisfaction.
- v. **Focus on Benefits and multicultural Organizations:** Organisations started focusing on compensation rewards and benefits with more competitive so that to have a difference with other organisations and also started building an organizational culture which suits for diversified cultural background employees. During 1990's it came to be realized that malty corporate culture is important for corporate sustainable growth, it has a motivating effect on employees as it influences trust, initiative, innovation, and support. The multicultural organisation is usually created by openness in communication, quality of excellence, high standard of safety, and participation in decision making. This is sustained employee retention called as "Holistic approach" that dealt with employees "Higher needs" such as acceptance, esteem, self-fulfilment.
- vi. **Retention factors for knowledge workforce:** According to J. leslieMekeown, the current approach to employee retention is to lay emphasis on following factors in the knowledge era
 - Concentrating on performance-related rewards,

- Core competencies and outsourcing strategies,
- Freedom in work and challenge in the work.

b). Major Retention practices in India

Kumar & Gadkar,(2016) in the study“Employee Retention Strategies in Indian Manufacturing Industries” analysed major retention practices adopted by Indian manufacturing industries and found 43 different variables (practices) practiced by different Indian manufacturing organizations to Retain employees in the organization, these 43 different practices divided in to broadly four categories on the basis of the Maslow’s Need Hierarchy theory such as: Physiological practices, safety practices, Love/belonging practices, Esteem practices and Self-actualization practices.

Table 3.1

Employee Retention practices in Indian manufacturing industries

Physiological practices	safety practices	Love/belonging practices	Esteem practices	Self-actualization practices
Job security	Medical benefits	Communication at workplace	Respect from organization	Recognition
Good salary	Crèche’s facility	Communication with superior	Treating all employees equally	Challengingness in the job
Timely payment of salary	Health insurance	Recreation arrangements	Individual dignity	Freedom in work
Drinking water facility	Training opportunities	Opportunity for career development	Reward system for best employees	Continuous learning
Proper sitting arrangements at workplace	Insurance facilities	Supportive supervision	Cultural cohesiveness	Responsibility
Subsidized food	Compensation in case of accidents at workplace	Incentives	Loan facility	Building reputation of the organisation

Well defined policy	Housing arrangements	Festival advances	Bonus facility	Opportunity for creativity
Proper ventilation facility	Transportation facility	Systematic appraisal	Rewards for best ideas	Technological advancement at work
Involvement in decision making	Separate restrooms for men and women			
Cleanliness at workplace				

Source: (Kumar & Gadkar, A study on Employee Retention Strategies in, 2016)

Most of the research on Voluntary employee turnover and Retention focuses on why employees leave. Focusing only on leavers and reasons for leaving ignores something very powerful-why people stay. The job-embedded theory focuses on the multiple ways in which employees become embedded in their jobs and communities over time. This perspective brings two key new ideas to the understanding of turnover. One is that the reasons employees stay may be just as informative as the reasons employees leave. This is a powerful insight that provides a new perspective for thinking about voluntary turnover and retention. The other is that sometimes factors that have nothing to do with the workplace influence stay or leave decisions. These ideas may found obvious, but they are rarely systematically considered in models of turnover or by organisations. The primary premise of job embeddedness theory is that, over time, employees develop connections and relationships both on and off the job that form a network. To the extent leaving a job would require severing or rearranging these connections, employees who have many connections are more embedded in the organisations.

There are three types of connections: links fit and sacrifice. Each of these connections may be focused on the surrounding community. Employees who have more links, a stronger sense of fit and greater sacrifices associated with leaving the community, they would also be less likely to quit when quitting would involve relocating out of the community.

More specifically, links are connections with other people, groups, or organisations such as co-workers, work groups, mentors, and friends. Employees with numerous links to others in their organisation and community are more embedded and would find it more difficult to leave. Fit represents the extent to which an employee sees himself as compatible with their job, and organisation. For example, an employee who values community services would be more embedded in an organisation and organisation that provides extensive opportunities to get involved in community service. Sacrifice represents what would be given up by leaving a job, and could include financial rewards based tenure, attractive work environment, promotional opportunities, community status, or even home ownership in a tough market to sell. Employees who would have to sacrifice more by leaving are more embedded and more likely stay in the organisation. Job embeddedness is related to job performance and organizational citizenship behaviour as well as turnover.

A third new perspective on turnover suggests that the new motives that drive an individual to quit may be different than the reasons they provide after the decision has been made. The Forces model identifies eight distinct motivational forces that act as the direct motivators driving quit decisions. Those are

- Affective forces: i.e., lack of positive emotional attachment to the organisation
- Alternative forces: e.g., receiving an attractive job offer or believing in such possibilities in the future
- Behavioural forces: e.g., low costs of leaving the organization
- Calculative forces: the low possibility of attaining important values and goals such as career development and promotion in the future when remaining in the organisation
- Normative forces: e.g., wanting to be closer to family
- Contractual forces: e.g., breach of the implied contract by the side of the organisation
- Constituent forces: e.g., lack of attachment to co-workers and workgroup

- Moral/Ethical forces: e.g., believing that switching jobs regularly is good and that staying long means stagnation. This taxonomy of motivational forces provides a summary of the numerous predictors of voluntary turnover and retention.

3.1.2. Concept of Motivation

One of the most important questions in human relations today is: How to get work done by people?. The answer rests on an understanding of what motivation is all about, because it is motivated workers who ultimately get things done and without such people, no organisation can hope to be effective. A motivated employee is likely to stay longer in the organisation and do his best for the development of the organisation.

a). What is Motivation?

The psychological drive that directs a person toward an objective is Motivation. The word comes from the Latin word “movere” -“to move.” When we see people working hard, we say they are motivated, because we can see them moving. Motivation involves both physical and mental movement. “Motivation is a set of process that moves a person toward a goal.” (Hodgetts & Hegar, 2009, p. 51)

“Motivation refers to the degree of readiness of an organism to pursue some designate goal and implies the determination of the nature and locus of the forces including the degree of readiness”

- Encyclopedia of Management

Psychologists agree that all behaviour is motivated. All human behaviour revolves around a desire for satisfying certain needs. Motivation, therefore, consists of the three elements, viz. needs, drives, and goals.

In addition, any systematic analysis of motivation must be concerned with both how and why people act as they do. The former may be easy to pinpoint, but the latter often is not easy to identify. For example, to an Employee offered time and a half pay to work on Sundays, and he has agreed to do so. Therefore, we can respond to the question

“How do you get an Employee to work on Sunday?” by answering “Money”. However, it is not possible to say certainly why he is willing to work on Sunday. It may be because he wants to buy a Car, go on a vacation, put aside some money for old age days or help to pay some hospital bills for an elderly father. The “why” is currently unclear and if we want to know the reason, we must investigate his Motives. Motivation therefore has two sides Movement and Motive. The former can be seen but latter can only be inferred.

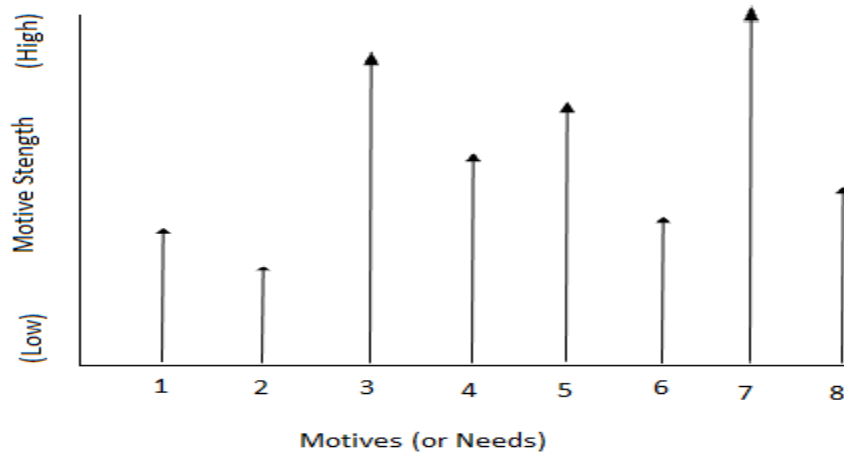
The “whys” of behaviour are the motives, often, they are defining as needs, drives, wants or impulses within the individual. Regardless of how they are defined, however motives arouse and maintain activity as well as determine the general direction of an individual’s behaviour. Many psychologists believe that there are two types of motives. Primary motives are unlearned. The needs for food and shelter are examples. In contrast, secondary needs are learned. The needs for power, achievement, and affiliation are examples.

To study how motives prompt people to action, first need to examine two related topics – motives strength and goals. Motives are directed toward a goal. For example, a person who needs money (motive) will opt for overtime (goal). An individual who desires recognition (motive) will strive for promotion to the top ranks of the organisation (goal)

Of course, an individual often has many motives or needs and cannot actively pursue all of them simultaneously. To determine which motives a person will attempt to satisfy through activity, it is necessary to examine motive strength. In figure 1.1, a diagram of relative motive strengths, motive 7 has the greatest strength and will receive the most activity. An individual will work hardest to satisfy this motive. On the other hand, motive 2 has low strength and will be given lowest priority. Finally, once a motive or need is satisfied, it will no longer motivate an individual to seek goal-directed behaviour. Therefore, after motive 7 is satisfied, an individual will direct behaviour toward activities to fulfil motive 3. Once that motive is satisfied, an individual will proceed to seek satisfaction for Motives 5, 4,8,6,1 and 2, in that order.

Figure 3.1

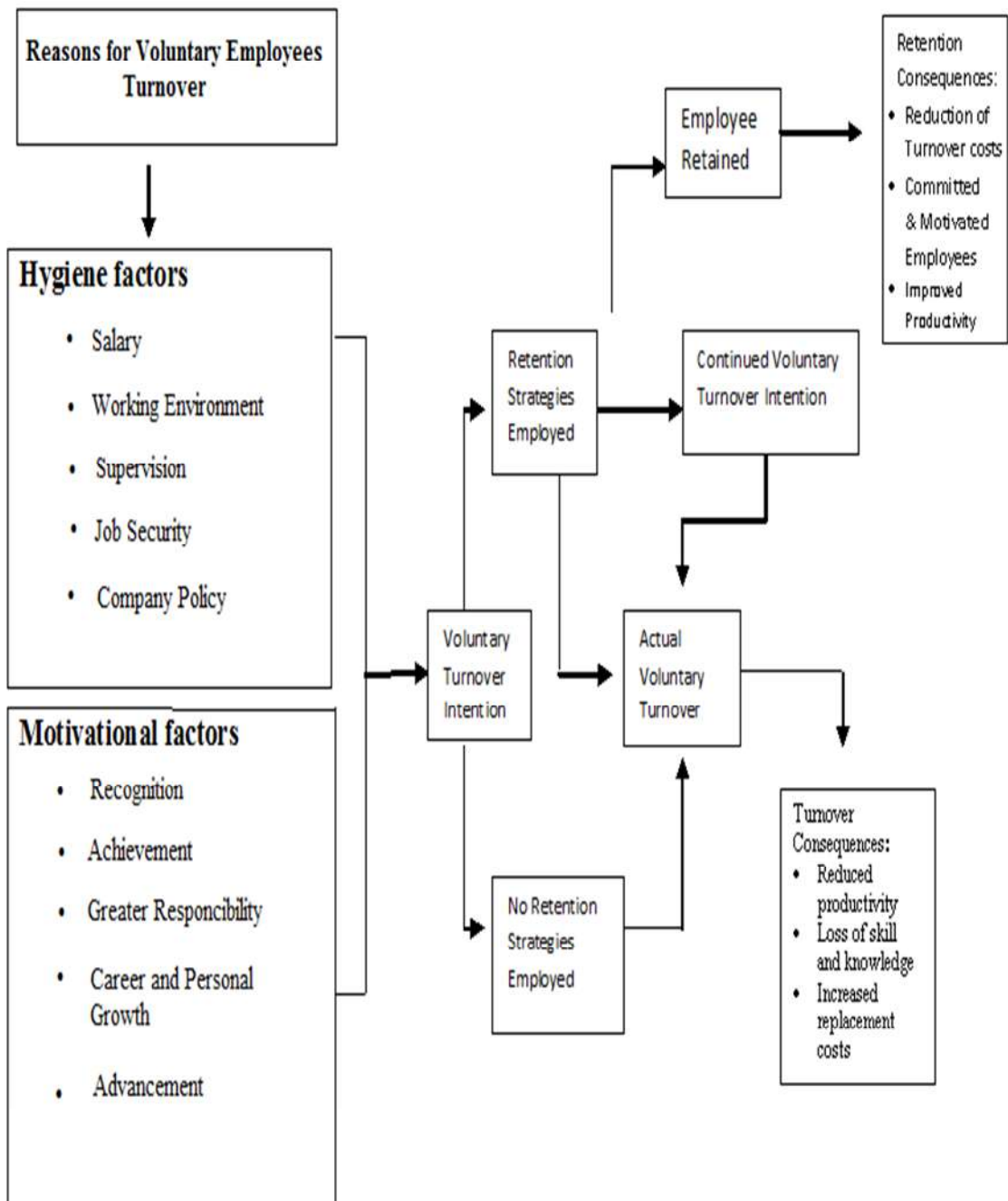
Motives and Motives Strength



Source: Hodgetts, R. M., & Hegar, K. W. (2009). Effective Human Relations at Work. New Delhi: Cengage Learning India Private Limited. p.51

When an individual is given the opportunity to attain a desired goal, he or she is positively motivated and will pursue that objective. Sometimes, however, an organisation will use negative motivation because an individual has done something wrong, such as committing a major violation of company policy. In this case, the person may be turned down for promotion or be suspended from work without pay for a predetermined period. Negative motivation is used to enforce rules and to shape employee behaviour. If used incorrectly negative motivation can result in low morale. Morale impacts motivation, which in turn affects production and how things get done. To build a motivated workforce, research suggests that management pay more attention to creating and fostering an environment that promotes good morale.

Figure 3.2
Conceptual Framework for Employees Turnover and Retention



Source: Synthesized from Review of Literature and Theoretical framework

3.1.3. General Theoretical Framework

The success of any organisation depends on its employees. No job, regardless of its design, can overcome an employee's lack of interest or willingness. The fundamental question of how employees make the decision to leave or change a job focuses on employee's level of satisfaction/dissatisfaction with their present employment and professed effortlessness in finding new employment. If the employee doesn't care about the job, then no effort will be exerted, and nothing else matters. So that to make him committed towards organisation and increase job satisfaction, motivation is necessary. Motivation is the engine for the driving the human resource. Many Organisations and HR departments have theories regarding the motivation of employee's performance. Motivation is the desire within a person causing that person to act. People usually act for one reason: to reach a goal. Thus, motivation is a goal-directed drive, and it seldom occurs in a void. The words, need, want, desire, and drive are all similar to motive, from which the word 'Motivation' is derived (Mthis & Jackson, 2004, p. 69). Understanding motivation is important because performance, reaction to compensation, and other HR concerns are affected by and influence of motivation, a well-motivated person is more committed to the organisation and a more committed person uses to stay longer in the organisation and contributes his best.

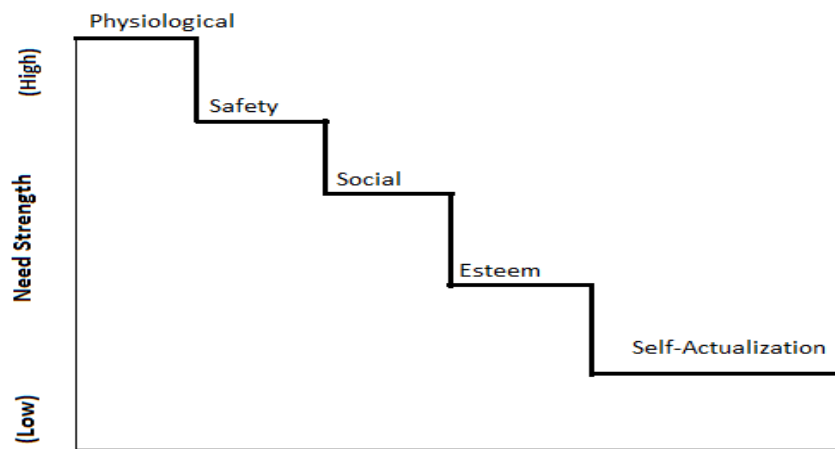
There are different approaches to understand motivation because many theorists have developed their own views and models of motivation, but each approach has contributed to the understanding the concept of human motivation. Among some important theories are briefly highlighted here.

a). The Need Hierarchy Theory

One of the important theories of human motivation is Need Hierarchy theory, developed by Abraham Maslow has received a great deal of exposure. In this theory, Maslow classified human needs into five categories that ascend in a definite order. Until the more basic needs are adequately fulfilled, a person will not strive to meet higher needs. Maslow's well-known hierarchy is composed of

- Physiological
- Safety
- Social
- Esteem
- Self-actualization

Figure 3.3
Maslow's Need Hierarchy



Source: Hodgetts, R. M., & Hegar, K. W. (2009). Effective Human Relations at Work. New Delhi: Cengage Learning India Private Limited.p.54

i). Physiological Needs

The most fundamental of all needs, according to Maslow, is Physiological needs. Some common examples are food, clothing and shelter. A person deprived of everything would want to satisfy these basic needs first. Safety, Social, esteem, and self – actualization needs would be secondary importance.

In the workplace, many organisations try to satisfy physiological needs by providing cafeterias, vending machines, adequate ventilation, lighting, heating, and other physical facilities. In addition, the firms pay workers a salary with which they can meet these needs by purchasing food and clothing for themselves and their families. Although

many physiological needs exist, the most basic would get prime attention until satisfied and then would be replaced by other physiological demands with greater need strength.

ii). Safety Needs

Once physiological needs are basically satisfied, Safety needs replace them. These are two types. First, there is a need for survival; this need is so great that many of the laws in our society are designed to protect lives. Second, there is a need for Security, this need has physical and psychological dimensions. On the physical side, businesses often provide safety equipment and safety rules for protecting workers on the job. They also provide accident, health, and life insurance to help meet employee's safety needs. The psychological aspect of safety is evident in workers desire for a secure job in a predictable environment.

iii). Social needs

When physical and safety needs are basically satisfied, social needs become important motivators. These needs involve interaction with others for the purpose of meaningful relationships. On the job, interaction often occurs among people who work near one another and come into frequent daily contact. Over time, they build up friendships and look forward to the interaction. In their personal lives, people fulfil social needs when they meet their friends and neighbours and socialize with them.

Business firms try to meet this need by allowing workers to interact and talk with one another. On assembly lines, workers know they can do their routine jobs and interact at the same time. It is important to note that social affiliation helps to make boring, routine work more bearable. When such interaction occurs, morale is high and productivity tends to fight the system by restricting work output or by doing no more than is required by their job description. By allowing employees to fulfil social needs on the job, negative behaviours are often prevented.

iv). Esteem needs

When social needs are basically satisfied, esteem needs come in to play. People need to feel important, and self-esteem and self-respect are vital in this process. Esteem is

much more psychological in nature than the other three needs discussed above. Food, shelter, clothing, protection, and social interaction can be given, however, the esteem with which individual regard themselves is mostly a function of what they allow themselves to believe. For example, a person who is told by his boss that he does an excellent job will be motivated by this praise only if he accepts the laudatory comments. If the individual believes that the manager is complementing his work only as a matter of course and is artificial, the praise has no motivational effect. Research reveals that two motives closely related to esteem are prestige and power.

Prestige: For many people, prestige means “keeping up with joneses,” or perhaps getting ahead of them. In any event, prestige carries with it respect and status and influence the way people talk and act around an individual. A company president has considerable prestige and is treated with great respect by organizational members. Out on the golf course, however, the company president may have limited prestige among the players, and the country clubs golf pro is given the greatest amount of respect. Thus ones prestige depends on the situation.

Power: The ability to influence or induce behaviour in others is power. Power can be of two kinds: positional and personal. Positional power is derived from an individual’s position in the company. The president has a great deal more positional power than does a middle manager in the same organisation, for instance, personal power derives from an individual’s personality and behaviour. A person may have a pleasing personality and an easygoing manner, which results in his being able to cut across departmental lines and gain support for his proposal. Another person, however, is considered hard-nosed and bossy and is unable to secure such cooperation. Within bounds, people like power because it provides them with feelings of self-esteem.

v). Self-actualization needs

When all the needs are basically satisfied, self-actualization needs manifest themselves. Because people satisfy these needs in so many different ways, behavioural scientists know less about them than about others. However, research reveals that two motives are related to self-actualization- competency and achievement.

Competency: competency is similar to power in that it implies control over environmental factors. At a very early age, children begin illustrating their needs for competence by touching and handling objects to become familiar with them. Later on, they begin trying to take things apart and put them back together again. As a result, children learn task at which they are competent.

On the job, the competence motive reveals itself in form of a desire for job mastery and professional growth. An individual begins matching his or her abilities and skills against the environment in a contest that is challenging but that can be won. Organisations that provide meaningful challenging work help their people meet the need for competence. In some companies, such as those using assembly lines, such jobs are not in abundance, and the competence motive often goes unsatisfied.

Achievement: Over the last fifty years, a great deal of research has been conducted on people's desire for achievement. One of the leading researchers, David C. McClelland of Harvard University, has been particularly interested in this urge. On the basis of his research, he has set forth following characteristics of high achievers-they: (Hodgetts & Hegar, 2009, pp. 55-57)

- Like situations in which they can take personal responsibility for finding solutions to problems.
- Tend to be moderate risk takers.
- Like concrete feedback on their performance so that they know how well they are doing.
- Strive to obtain feedback so your success can be noted, and you can make them serve as reinforcement for strengthening your desire to achieve even more.
- Pick out people who have performed well and use them as models to emulate.
- Modify self-image by imaging as someone who needs to succeed and to be challenged.

- Control your day dreaming by thinking and talking to yourself in positive terms.

On the job organisations help create the proper climate for developing high achievement by giving people jobs that provide feedback, increase personal initiative, and allow individuals to take moderate risks. However, although the enterprise can encourage its personal toward high achievement, to a large degree this drive is something that develops in early childhood. Also, high achievers get things done themselves but often are ineffective in managing others, so organisations do not want all their employees to possess a high achievement drive.

An important premise of need hierarchy is that as one need is basically fulfilled, the next most important need becomes dominant and dictates individual's behaviour. Note that we say "basically fulfilled". This is because most people in our society are partially satisfied and partially dissatisfied at each level. Greatest satisfaction tends to occur at the physiological level and least satisfaction at the self-actualization level. Maslow put it this way:

"In actual fact, most members of our society who are normal are partially satisfied in all their basic needs and partially unsatisfied in all their basic needs at the same time. A more realistic description of the hierarchy would be in terms of decreasing percentage of satisfaction as we go up the hierarchy of prepotency. For instance, if I may assign arbitrary figures, .. it is as if the average citizen is satisfied perhaps 85 percent in his physiological needs, 70 percent in his safety needs, 50 percent in his Social needs, 40 percent in his Self-esteem needs, and 10 percent in his self-actualization needs."

As a result, the Maslow needs hierarchy cannot be viewed as an all-or-nothing framework. Rather, to understand the fundamentals of human behaviour, and should regard hierarchy as useful in predicting behaviour on a high- or low-probability basis.

b). ERG (Existence, Relatedness, Growth) Theory

This is developed by Clayton Alderfer as a modification of Maslow's theory. This is also based on human needs. However, Alderfer classified all human needs into three

groups –Existence needs, Related needs, and Growth needs. Hence the name “ERG”, Existence needs consists of the first two level needs identified by Maslow viz. physiological and safety. Related needs consist of listed by Maslow under Social needs and part of Esteem needs which relate to external factors. Alderfer isolated internal factors of Maslow’s Esteem needs as “growth needs” along with self-actualization needs. ERG theory differs from Maslow on following counts: (sing, 2005, pp. 41-50)

- ERG theory identifies 3 levels instead of 5 levels by Maslow.
- ERG theory does not believe in the rigid hierarchical order of needs. Unlike Maslow’s. ERG theory realizes that more than one level of needs can exist simultaneously
- Like Maslow ERG also consider the satisfaction of lower level needs leads to a higher level. But unlike Maslow, ERG argues that frustration of achieving higher level needs increases his desire for lower level needs viz. regression to lower level needs).

c). Expectancy Theory

Although a study of the needs hierarchy and blocked need satisfaction is one way of examining motivation, there is now a great deal of interest in Expectancy theory. Developed by Victor Vroom, and based on earlier work by others, expectancy theory has been expanded and refined by powerful one that can be express as follows:

$$\text{Motivation} = \text{Valence} \times \text{Expectancy}$$

To understand the theory, must examine the concept of valence and expectancy.

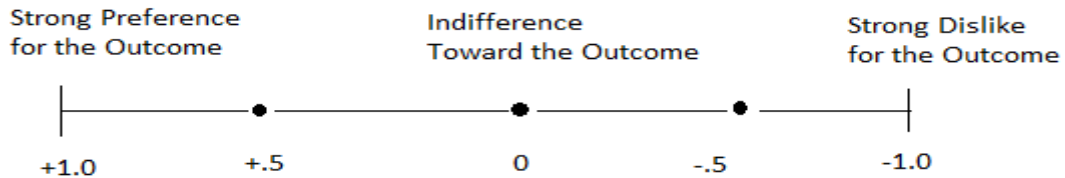
i). Valence

A person’s preference for a particular outcome or objective can be expressed as a valence. A valence describes how much someone likes or dislikes something. The difference can be range from +1 (highest preference) to -1 (lowest preference). For example, Employee X wants promotion to the New York office. On a scale from -1 to +1, his valance is +1. Employee Y meanwhile is different to the idea of promotion to the

New York office. His valence is 0, Employee Z, however, will not take a promotion to the New York office under any conditions. His valence is -1.

Figure 3.4

Range of an Individuals Valance



Source: Sing, N. (2005). Motivation Theories and practical applications. New Delhi: Deep & Deep publications Pvt Ltd.

Note that expectancy theory forces the manager to answer the question, what motivates the individual? By examining the preference of workers for various outcomes, ranging from increased salary to feeling of accomplishment, the manager is in a good position to offer workers what they want. However, it is important to realize that most managers do not know what motivates their workers.

ii). Expectancy

The probability that a specific outcome will follow from a specific act is termed Expectancy. People at work are motivated to perform because of expectations. Their perception of value and probability of an outcome will affect the degree of motivation. For example, what is the likelihood that Employee X will get a promotion to the New York office if he receives the highest efficiency rating in his department? If employee X thinks that chances are very good, he will assign to this very high probability, such as .99. If employee X believes the likelihood of promotion is fair he may assign it a probability of .50. Finally, if he believes the high-efficiency rating will knock him out of consideration for the New York position (that if he is a good worker, the firm will keep him here rather than let him go away to New York), he will assign it a very low rating, such as .01.

Here most of the people confuse between valance and expectancy. Although employee X may have the highest valence (+1) for a promotion to the New York office, he also may believe that the manager does not like him. So, no matter how high his sales, he assigns the probability of his being promoted to the New York office (expectancy) as very low,(.10)

No manager is going to spend time trying to determine the motivational force of each worker for each objective. However, for many reasons, expectancy theory is helpful in understanding motivation.

First expectancy model urges to look at motivation as a force or strength of drive directed toward some objective. As a result, no longer consider whether a person is motivated toward doing something but how great the motivation may be. Just about every worker is motivated by money, but some workers are more highly motivated by it than are others.

Second, although Maslow's need hierarchy can be applied to everyone in general; it does not address individual motivation and its specific aspects. Expectancy theory does.

Third, the model suggests that people learn what kinds of reward they like and dislike through experience. They also learn to determine the probability of their attaining these rewards. Thus, both valance and expectancy are a result of individual experiences, and what highly motivates one may create no motivational force in another.

Forth, to a large extent, motivation is determined not only by rewards available but by their degree of equity or fairness. Equity theory holds that workers compare their work-reward ratio to that of others in determining how fairly they are being treated. If employee X and Y are both receiving the same salary, X employee feels he works harder than Y, employee X will also feel that he is being treated inequitably. If the organisation does not raise his salary above employee Y 's, employee X is likely to be dissatisfied and may start doing less work or look for a job elsewhere. This dissatisfaction is a result of perceived inequity. As long as X believes that lack of equity exists, his dissatisfaction will remain.

Fifth if we accept the expectancy Model, it follows that to motivate an individual to work we can do only two things:

- Increase the positive value of outcomes by increasing rewards,
- Strengthen the connection between the work and outcomes.

One way to achieving these steps is through effective goal setting, which involves both setting goals and establishing objectives. Goals provide general directions, whereas objectives provide specific direction for achieving the goals, without goals, there is no reason for existence. For example, a goal of a successful business is to provide quality products; another goal is to make a profit. Until clear, specific, attainable objectives are established for each goal, nothing will happen. A goal is a vague statement that fails to provide specific guidance for accomplishing results, whereas an objective identifies the strategy, the process, the timetable, and a means of measuring the results of the goal. Though objectives, goalbeing accomplished. It is also important to provide people with frequent feedback so they know how well they are doing and can make any necessary change.

3.1.4. Theoretical Framework of the Present Study

Herzberg's Two-Factor Theory (1959) provides a theoretical background for this study. Two-factor theory also known as Motivation-Hygiene theory is an important theory that explains what satisfies or dissatisfies employees hence, serves as an important framework for employee Turnover and retention. According to this theory, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction.

Two factor Theory or Hygiene and Motivational Theory

The two-factor theory of motivation is a direct result of research conducted by Frederick Herzberg, and his associates on job satisfaction and productivity among two hundred accountants and engineers. Each subject was asked to think of a time when he or she felt especially good about his or her job and a time when he or she felt particularly bad about the job and to describe the conditions that led to these feelings. The researchers

found that employees named different types of conditions for good and bad feelings. This led Herzberg to conclude that motivation consists of two factors Hygiene and Motivators.

Hygiene factors

- Salary
- Supervision
- Working condition
- Company policies and administration
- Interpersonal Relations

Motivational factors

- Recognition
- Advancement
- Possibility of Growth
- Achievement
- Work itself

Hygiene Factors

Herzberg called the factors associated with negative feelings Hygiene factors. These included salary, supervision, working conditions, company policies and administration, and interpersonal relations. When the subjects of Herzberg's study were asked what made them feel exceptionally bad about their jobs, typical answers included: "I am really not satisfied with the salary I am being paid, it's too much low." "My boss is always too busy to offer me any technical supervision" "The working conditions around here are really too poor." All these responses have one thing in common. They relate to the environment in which the work is performed

Herzberg called these environments related factors Hygiene factors because like physical hygiene, they prevent deterioration but do not lead to growth. For example, if we brush teeth (a hygiene step) it can prevent cavities, but teeth will not become stronger nor will a chipped tooth grow back to its original size. Thus, you have two alternatives, brush

your teeth and prevent further damage, or do not brush your teeth and end up losing them. Analogously, Herzberg felt that if you provide factors, you will not give individuals motivation but you will prevent dissatisfaction. (Hodgetts & Hegar, 2009, pp. 58-63) .When Hygiene factors are satisfied, performance does not increase. When Hygiene factors are not satisfied, performance drops. Thus, Hygiene factors will not bring about an increase in productivity, but it will prevent a decline.

Motivational factors

Herzberg called the factors associated with positive feelings motivators. Example, recognition, advancement, growth, achievement and work itself. When subjects were asked what made them feel exceptionally good about their jobs, typical answers included: “my job gives me a feeling of achievement.” “I like the recognition I get for doing my job well.” “The work is just interesting.” All these responses have one thing in common. They related to work it. Additionally, they are psychological in nature and relate to upper-level need satisfaction. Herzberg termed these factors Motivators because he believed that they caused increases in performance. When motivators such as recognition. Advancement, and possibility of growth are used, the employee’s performance increases, measuring closer to their potential. The increase in performance is determined in part by the type of motivators used. In short, as performance potential increases, output goes up.

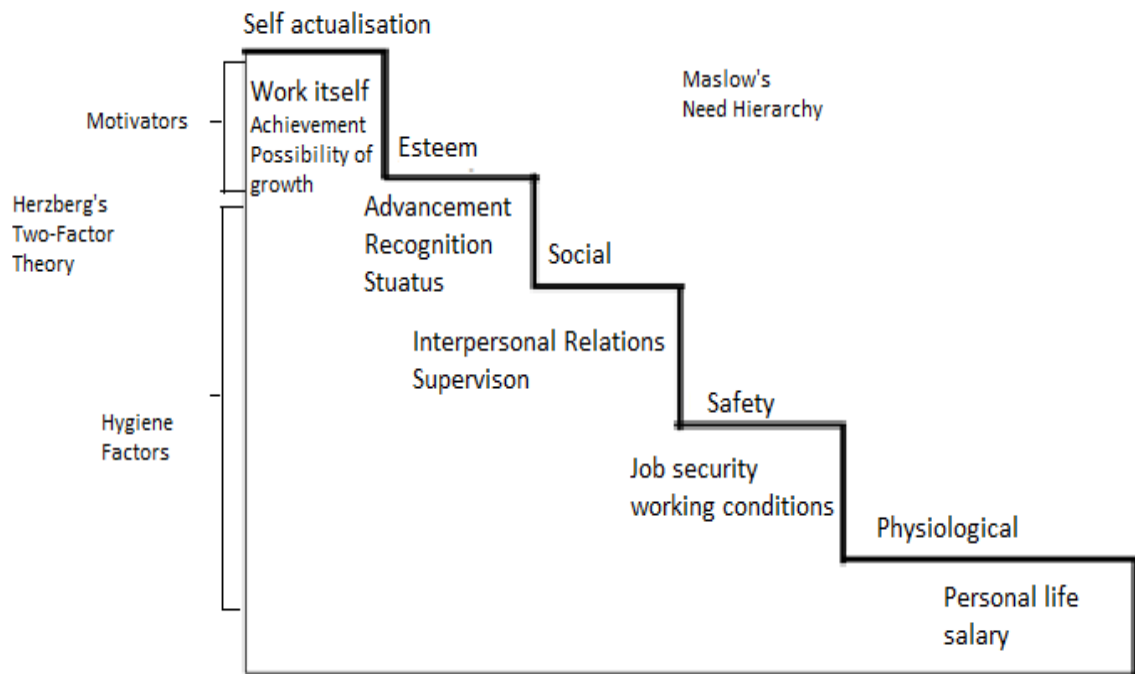
Applying the Motivation-Two factor theory

One major reason that Herzberg’s two-factor theory has been so well accepted by managers is that it applies Maslow’s need concept to the job, for example, Herzberg suggested using Hygiene factors to help people attain their lower-level needs. Conversely, he recommends motivators to meet upper-level needs. Figure 3.5 integrates these two concepts. Herzberg suggests that physiological, safety, social, and to some degree esteem needs can be satisfied with Hygiene factors. The remainder of the esteem needs and all the self-actualization needs can be satisfied with motivators.

Herzberg’s theory means that if employees are given more pay or a new title (hygiene factor) without extra responsibilities, it will stop him complaining about the job

but it will not motivate him to do more work. Employees should be motivated by the job. This theory also contributed to the policy of job enrichment. Job enrichment introduces a workers responsibility for the job he is doing, thus promoting his interest in the job. (Kermally, 2006)

Figure 3.5
Motivation: - Herzberg and Maslow theory



Source: Sing, N. (2005). *Motivation Theories and practical applications*. New Delhi: Deep & Deep publications Pvt Ltd.

The second reason for the popularity of Herzberg's theory is that practicing managers agree with it. In a study designed to learn more about work motivations of men and women, 128 managers were asked to rank eight motives for pursuing a managerial career. The results showed the two top choices – a sense of achievement and challenge– correspond to Herzberg's motivators, illustrating the value of his theory. (Hodgetts & Hegar, 2009, p. 61)

The third reason for popularity of the theory has been revealed by recent research. The most powerful rewards are psychological in nature, a finding that corresponds with

Herzberg's research, hence, organisations are now using approaches such as recognition in a variety of ways to build and sustain motivation.

When employees in a small manufacturing company attained a major safety milestone-one hundred days without a single accident, they felt like heroes. On the morning of the day of one hundred, it was announced that a catered lunch would be served the next day if they made it to the 5:30 shift without an accident. At 5:30, anticipation was building. When the 5:30 whistle blew, there were congratulations all around, confetti flew through the air, and banners were unfurled. It was a great moment for everyone and one that was not soon forgotten. The recognition value of this celebration was extremely high, although the money was relatively low.

Highly motivating organisations even celebrate small successes. A health-conscious company distributes fruit bowls to employees work areas when key personal milestone are attained. Another company uses a more fattening approach: fresh baked chocolate-chip cookies to say "thank you."

The Motivation-Two factor theory in Perspective

Many business people who read about the Motivation-Two factor theory are likely to accept it as totally accurate. Certainly, to the extent that it encourages the managers to provide upper-level need satisfaction, the theory is relevant to our study of motives of employees for voluntary turnover and to adopt Retention practices. However, the theory has several serious shortcomings that merit attention.

First Herzberg contends that something is either Hygiene factor or Motivator-the two are independent of each other. Additionally, lack of Hygiene will lead to dissatisfaction, but its presence will not lead to satisfaction. Satisfaction results only from the presence of motivation. If provided hygiene factors to people, it will not motivate them, but it will prevent dissatisfaction. Thus, Hygiene, according to Herzberg, creates a zero level of motivation. Research however, reveals that some people indeed motivated by Hygiene factors in developing countries like India, for examples many individuals say that money is a motivator for them, some people report that recognition and the chance for advancement lead to dissatisfaction, for them these are not motivators. Researchers

have found that some factors are satisfiers some of them are dissatisfies the rest of the time. For example, many people want a chance to achieve but not every minute of every workday. If achievement opportunities are offered too often, workers will be unhappy, believing that too much is expected of them.

Despite such problems, however, Herzberg's theory sheds some important light on the subject of motivation. In particular, it stresses the importance of helping people fulfil all their needs, not just basic needs. The theory also helps to explain what motivates people in the international culture.

Section-B

3.2. REGULATORY FRAMEWORK

This section focuses on Indian Regulatory System related to employee's security, welfare, wage-payment, compensation, Bonus-Gratuity. Among the various Acts namely Workmen's Compensations Act,1923, Employees State Insurance Act,1948, Factories Act, 1948, Maternity benefit Act, 1961, Payment of Gratuity Act, 1972 have direct impact on taking care of employees various needs, All these Acts are important guiding principles for the both employees as well as employers to work within a frame for mutual benefit. As such in this section an attempt has been made to analyze Constitutional, legal and policy provisions related to Employees Social security and Social welfare.

India has the world's third largest pool of highly skilled, trained and productive workforce, which includes a pool of three million scientists and engineers (Raj, 2003, p. 259) . It is therefore understandable that India has a comprehensive set of regulations relating to labour to enhance their social security and social welfare. These are structure to protect workers interests to ensure a good working environment. Social security laws consist of some such regulations and legislations, which are essential in looking after the well being of the employees, especially in times of emergency.

The Indian Constitution lays down that, "The state shall within the limits of its economic capacity and development, make effective provision for securing public assistance in case of unemployment, old age, sickness, disablement, and other case of undeserved want". This by itself makes the concept of social security of importance to the country. Social security measures are also important to a country, which has embarked upon a large scale programme of rapid industrialization. In the interest of national economy as they improve employees morale by providing sense of security to them against various industrial hazards including unjustified dismissals. According to V.V. Giri, "Social security is a wise investment which yields good dividends in the long run". (Raj, 2003, p. 262) .

Another important concept in Indian employee's legal system is Labour welfare. The importance of labour welfare was accepted as early as 1931, when the Royal Commission on labour stated, "the benefits, which go under this nomenclature are of great importance to the workers and which he is unable to secure by himself".

The encyclopedia of Social Sciences defines labour Welfare as, "Voluntary efforts of an employer to establish within the existing industrial system, working and sometimes living and cultural conditions of his employees beyond what is required by law, the customs of industry and condition of the market. In its resolution of 1947, International Labour Organisation (ILO) defines labour welfare as, "Such services, facilities and amenities as adequate canteens, rest and recreation facilities, arrangements for travel to and from work and for accommodation of workers employed at a distance from their houses, and such other services, amenities and facilities as contributed to improve the conditions under which workers are employed.

In the Indian context, and in accordance with the definition accepted by the labour investigation committee welfare activities include anything done for the intellectual, physical, moral and economic betterment of the workers, whether by the employers, by the Government, or by other agencies over and above what is laid down by law or what is normally expected as part of contractual benefits for which the workers may have bargained.

3.2.1. Significance of Labour Welfare

Labour welfare contributes towards the maintenance of employee morale. It is one of the major determinants of industrial relations. Welfare measures also play a significant role in reducing absenteeism and reducing Employee Turnover in industries, they help employees to adjust themselves to the industrial environment.

Labour welfare schemes also help in improving worker's health, they help in bringing down the maternal and infant mortality rate. They help to improve educational facilities broaden their outlook and improve their mental health. The need for labour welfare in India which has embarked upon a vast programme of industrialization is all the more important since it creates a healthy atmosphere in the work place, keeps the labour

force stable and contended, helps in maintaining industrial peace. There by improving productivity, efficiency of the workers, this will create more committed productive pool of employees for the organizational benefit. (Kaur, 2017)

3.2.2. Constitutional Provisions

The need for labour welfare was strongly felt by the Royal Commission on Labour, as far back as 1932. The need was emphasised in the free India by the Constitution which laid down the following Provisions in this regard:

Article 41: States that the State shall within the limits of its economic capacity and development make effective provision for securing the right to work, to education, old age sickness and disablement”

Article 42: States that “State shall make provision for securing just and human conditions for work and for maternity relief”

Article 43: States that, “The state shall endeavor to secure by suitable legislative to all workers, agriculture, industrial or otherwise, the living wage and conditions of work to ensure the decent standard of life, leisure, social and cultural opportunities.” (Ministry of Labour Welfare & Employment, 2016)

These provisions give a broad framework for the organisations to create enabling environment for the well being of the industrial employees, intern which will enhance the productivity, commitment and motivation of employees. Progressive employers have come to understand that human relations are an important part of industrial relations. Higher productivity requires more than modern machinery and hard work. It requires co-operative endeavor by workers and employers. This is possible only in a democratic society where human elements is taken into account at every stage of industrial enterprise (Pylee & George, 2007, p. 6), in this context these labour legislations prescribes minimum requirements/ arrangements in the organisation to ensure benefits of both.

3.2.3. Factories Act- 1948

Objective of the Act:

The objective of the Act is to protect employees from being subject to unhealthy working conditions or manual labour. It also seeks to provide that employees should work in healthy and safer environment conditions, and also this Act discusses about working hours, leave provisions, etc. (Joshi & Kadu, 2013, pp. 14-24)

Health related provisions:

The factories act, 1948, Section 11 to 20 discusses about the cleanliness of work place and Health of the workers.

Section 11, provides for general cleanliness of the factory. It lays down that dust, fumes and refuse should be removed daily, washing of interior walls and roofs should at least once in 14 months,

Section 12, discusses about effective arrangements for the treatment and disposal of wastes and effluents emerged because of manufacturing process carried on therein.

Section 13, provides for adequate ventilation for the circulation of fresh air and to maintain cordial temperature to prevent injury workers to health.

Section 14 (1) deals with the measures, which should be adopted to keep the workrooms free from dust and fume.

Section 15 (1) lays down provisions for Artificial Humidification,

Section 16, prescribes that no room of any factory shall be overcrowded to the extent it is injurious to the health of the workers.

Section 17 (1) provides that in every part of the factory, where workers are working or passing, there shall be provided and maintained sufficient and suitable lighting, natural, artificial or both.

Section 18 deals with the provisions relating to arrangements for drinking water in factories.

Section 19 provides that in every factory there shall be provided and maintained, separate arrangement for toilets for male and female workers at convenient places.

Section 20 provides provisions for sufficient number of spittoons in convenient places. They shall be maintained in a clean and hygienic condition.

Safety provisions:

Factories Act-1948 provides precautions for the safety of the workers while they working on machines. These are preventive measures as well as interpreted as duties of the owner of the factory, some of the important provisions are:

Section 21, discusses about fencing of machines.

Section 23 prohibits the employment of a young person on dangerous machine unless he has been fully instructed and trained, and he must be under supervision by a person who has a thorough know ledge and experience of the machine.

Section 27, prohibits Employment of Women and Children near Cotton Openers

Section 40-B, prescribes there should be Safety Officers in factories employing 1,000 or more workers in order to prevent accidents.

Welfare of workers:

Section 42, prescribes adequate and suitable separate facilities for washing conveniently situated should be provided and maintained for the use of male and female.

Section 45, discusses about First aid appliances- at least one first aid box with prescribed contents for every 150 workers, and Ambulance room in a factory employing more than 500 workers.

Section 46 prescribes that there should be canteen in every factory employing more than 250 workers.

Section 47 prescribes Shelter, Restrooms, and lunch rooms employing more than 150 workers.

Section 48 prescribes that there should be Crèches – employing more than 30 women workers for use of children below the age of six years.

Section 49 –there should be Welfare officer in every factory employing 500 or more workers to look after the welfare of the workers.

3.2.4. Employees State insurance Act-1948

Objective of the Act:

The Employee's State Insurance Act-1948, is a pioneering measure in the field of Social insurance in the country. The Act Enacted primarily with the object of providing certain benefits to employees in case of sickness, maternity, and employment injury and also to make provisions for certain other incidental matters. The Act in fact tries to attain the goal of socio-economic justice enshrined in the Directive Principles of State policy under part IV of the Constitution.

Coverage of employees:

Employees, who are drawing gross wages up to Rs.15000 /-per month, employed either directly or through contractor.

Rate of Contribution of the wages

- Employer's contribution 4.75%
- Employee's contribution 1.75%

Benefits to the employees under the Act

- (i) Periodical payment in case of sickness of insured person, (sickness benefit)

- (ii) Periodical payment to an insured woman in case of confinement to miscarriage or sickness arising out of pregnancy, confinement, premature birth of child or miscarriage (maternity benefit).
- (iii) Periodical payment to an insured person suffering from disablement as a result of an employment injury (disablement benefit).
- (iv) Periodical payment to dependent of an insured person who dies as a result of an employment injury (dependent's benefit).
- (v) Medical treatment for and attendance on insured person (medical benefit). Free medical attendance and treatment of insured person and their family.
- (vi) Payment for expenditure on the funeral of insured person (funeral expenses).

This Act covers wider spectrum than the Factories Act, in the sense that while the Factories Act concerns with the health, safety, welfare, leave, etc, of the workers employed in the factory premises only, the benefits of this Act extends to employees whether working inside the factory or establishment or elsewhere or they are directly employed or employed by principle employer or through an intermediate agency, under the Act, it is not the place of work but nexus between the work and factory or establishment to which the Act is extended that is material. (Cite HR, 2015)

3.2.5. Maternity Benefit Act-1961

Objective of the Act:

The Act was passed to regulate the employment of women in certain establishments for certain periods before and after childbirth and to provide for maternity and certain other benefits

Applicability of the Act:

Any women employee, weather employed directly or through any agency, who has actually worked in the establishment for a period of at least 80 days in the 12 months immediately preceding the date of her expected delivery, is entitled to receive maternity benefit.

Benefits:

Section-4: Entitles leave with average pay for six weeks before the expected delivery and leave with average pay for six weeks after the delivery.

Section-8: Payment of medical bonus of Rs 3500/- if employer does not provide free medical to the women.

Section-9: Leave for miscarriage of six weeks immediately following the day of her miscarriage.

Section-9 (A): Leave with wages for tubectomy operation shall be granted for two weeks immediately after the operation.

Section-10: Leave with wages for illness arising out of pregnancy, delivery, premature birth of child or miscarriage for a maximum period of one month.

Section-11: provides that every woman delivered of a child who return to duty after such delivery shall, in addition to the intervals for rest allowed to her, be allowed in the course of her daily work two breaks of the prescribed nature for nursing the child until the child attains the age of fifteen months.

Section-12: It will be unlawful for employer to discharge a woman while she is on maternity leave.

3.2.6. Payment of Wages Act- 1936

The Payment of Wages Act-1936 has been passed to regulate the payment of wages to certain classes of employed persons in the industry. Prior to enactment of this Act there were many malpractices such as withholding of wages, delay in payment of wages, and unreasonable deductions from wages. The payment of Wages Act,1936 has helped to regulate the payment of wages.

Objectives of the Act

Payment of Wages Act-1936 seeks to regulate the payment of wages of certain class of workers employed in the industry. The main objective of the Act is to ensure to workers, payment of their earned wages on due date without unauthorized deductions. In order to ensure timely payment of wages, the Act regulates the manner of payment of wages at regular intervals. It lays down permissible deductions to protect the employed persons against arbitrary or unauthorized deductions being made from their wages.

Important provisions in the Act:

Section 3, says that employer is liable for the payment of wages to the persons employed by him.

Section 4- Fixation of wage period: every employer shall fix wage period. A wage period shall not exceed one month.

Section 5-Time of payment of Wages: if the number of persons employed in the factory is less than 1000, wages must be paid before the expiry of the seventh day after the last day of the wage period. If employed persons are more than 1000, wages must be paid before the expiry of tenth day of wage period.

Section 6- Medium of payment of wages: all the wages shall be paid in the current coin or currency notes or both. The employer may, after obtaining written permission of the employed person, pay him wages either by cheque or by crediting the wages in the bank account.

Section 7 –Deduction of payment of Wages: The wages of an employed person shall be paid to him without deductions of any kind except those Deductions such as, fine, deduction for amenities and services supplied by the employer, advances paid, over payment of wages, loan granted for house building or other purposes, income tax payable, in pursuance of the order of the Court, Provident Fund (PF) contributions, cooperative societies, premium for Life Insurance, contribution to any fund constituted by employer or a trade union, recovery of losses, Employee’s State Insurance(ESI) contributions etc. can be made from the wages.

Section 7 (3)-Limit on the amount of Deduction, the maximum permissible deductions is 50% of the wages, In the event of deduction include payment to co-operative societies, the maximum permissible deduction is 75% of the wages.

3.2.7. The Minimum Wages Act, 1948

The objective of minimum wage legislation is to ensure that a minimum rate of wage is paid to all those who are engaged in wage employment. The Act set up the official machinery for revising and declaring minimum wages in listed industries. Both state and union government are empowered to declare minimum wages for employment categories given in schedule I and II of the Act. The Act also specifies the stretcher of minimum wage (section 4) and the procedure for fixing and revising minimum wages at regular intervals (section5).

3.2.8. Employees' Provident Funds & Misc. Provisions Act, 1952

Objective of the Act:

The object of the Act is to provide substantial security and timely monetary assistance to industrial employees and their families when they are in distress or unable to meet family and social obligations and to protect them in old age, disablement, early death of the bread-winner and in some other contingencies.

Employee's attitude is the controlling factor in employee Retention and higher productivity, this is possible only if foster the correct attitude in the workers. Workers must feel that they are an integral part of the industrial operations that their welfare is important to the management and that their contribution to the productivity process is appreciated. This is essential in promoting the correct attitude in the workers.

The Acts such as Workmen's Compensations Act, Employees State Insurance Act, Factories Act, Maternity benefit Act, and Payment of Gratuity Act etc., have greater impact on welfare of the labour in every organization. Keeping in view of practices of these acts, every management or organization shall ensure effective provision for

securing employees' welfare and their employment security. All the legal provisions under various labour legislations, protects workers interest to ensure good working environment and wellbeing of the employees. Labour welfare measures stimulate employees to stay comfortable. It enhances the productivity, stronger commitment and motivates the employees and help themselves to adjust to the organizational environment. The labour legislations lay down to employee and employer towards progressive manner and keep the employee to retain themselves for longer period in the organization which directly impact on labour turnover. In this purview, welfare measures play a significant role in reducing absenteeism and employee turnover which will be benefitted to both organization and laborers with industrial peace.

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Chapter IV

Methodology

4.1. Research Design

4.2. Unit of Analysis

4.3. Universe of the study

4.4. Sampling Design

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CHAPTER-IV

METHODOLOGY

This Chapter presents the Research Design adopted for the study. It gives a specific and explicit view of the research methodology adopted for the study. This chapter explains Research design, sampling design, tools used for data collection, statistical methods used for analysis and limitations of the study.

4.1. Research Design

The present study is both explanatory and descriptive in character. It uses the technique of explanatory research design to understand the causes and effects of employee turnover and retention with the background of sound theoretical framework, objectives and hypothesis. Descriptive analysis is used to describe the characteristics of employees and industry related to the research variables.

4.2. Unit of Analysis

Unit of analysis for the present study is individual employees who were working in engineering industries in Bengaluru.

4.3. The universe of the study

Since this study involved employee turnover and retention strategies in engineering industries in Bengaluru, the target population for the study were the employees of these organizations, that is 14500 employees of 37 industries.

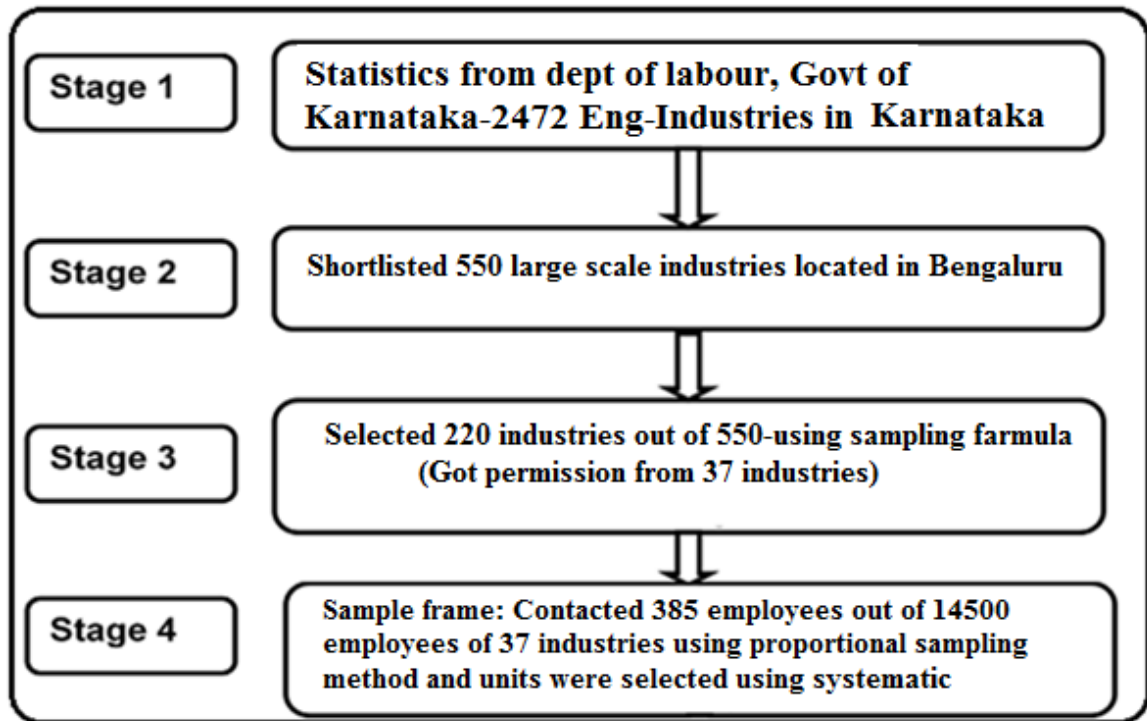
4.4. Sampling Design

In order to get a feasible number of responses, a carefully thought-out sampling plan and design was followed. As per the available statistics of the Department of Factories, Boilers and industries government of Karnataka, at the time of execution of this study, there were 2472 Engineering industries in Karnataka, out of which 1777 were located in Bengaluru. Among the 1777 industries, large-scale Engineering industries are

550, and remaining were small and medium scale industries. Thus, list of the Department of Factories, Boilers and industries of Karnataka, served as the sample frame of the study, as it was believed to be the most authentic database.

Figure 4.1

Flow Chart of Sampling Process followed



The rationale of the whole process is described in the following steps

Step-1: Selection of Geographical location: Considering the large number of organizations in the sample frame, it was practically not feasible or logical for the researcher to cover all the Engineering industries (2472) in Karnataka. And more than 90% of the Engineering industries situated in Bengaluru itself, so it was decided that only the large scale industries which were situated in Bengaluru (550) were targeted for the study.

Step-2: Selection of Target Organizations: As discussed in the previous step, total no of organizations in the final shortlisted sample frame was 550, *i.e.* Large-scale engineering industries located in the city of Bengaluru. The next stage involved selecting

the number of organizations to be contacted out of this 550 list. Using an online sample size calculator, the researcher got 220 sample size out of 550 total industries in the sample frame. The list of industries was randomly sorted and every 10th entity was picked up to attain a total of 220 industries. Thus, systematic random sampling approach was adopted to select the organizations from the sample frame. When the researcher contacted the 220 industries through e-mail, 37 industries agreed to give permission to conduct the study.

Step-3: Selection of Target Respondents: Total number of employees working in 37 industries is 14550, using an online sample size calculator, researcher got the sample size of 385. Using proportional sampling method researcher contacted 375 employees of the 37 industries, the individual units were selected using systematic random sampling method in each industry.

4.5. Sampling frame

The 37 industries list, from which researcher got permission for data collection serves as a sampling frame, a list of selected companies and the number of employees was given below.

Table 4.1

List of selected companies and respondents of the study

Sl.No	Name of the Company	Sample Respondents(N=385)		
		Male	Female	Total
1	Guhring India Pvt. Ltd	8	2	9
2	Abb	7	2	9
3	Bosch	10	4	13
4	Mico-Bosch	7	2	9
5	Impact Engineering Solutions Pvt. Ltd.	7	2	9
6	Tesscom Technologies Private Limited	8	2	10
7	Unicorn Power	7	2	9
8	Reva (Mahindra Reva Electric Vehicles)	7	2	9
9	Tyco Electronics	8	2	10
10	Hindustan Turbo Machinery Ltd.	7	2	9
11	Mahindra	8	2	10
12	Ashoka Leyland	10	4	14
13	Indus Aviation	7	2	9
14	Rotork	8	2	9
15	Essar	7	2	9

16	Toyota Kirloskar Motor Pvt Ltd.	15	5	20
17	Infotech Enterprise	7	2	9
18	Turbotech	7	2	9
19	Sfo Technologies	8	2	10
20	Bfw	7	2	9
21	Quest Global	7	2	9
22	Volvo	15	5	19
23	Motherson & Sumi	7	2	9
24	Schinder Electric	8	2	9
25	Kinetix Engg	7	2	9
26	Sidin Core-Tech Pvt Ltd	8	2	9
27	Ada	7	2	9
28	Federal Moghal	7	2	9
29	John Crane India	8	2	10
30	Grindwel Norton	8	2	9
31	L&T Hydraulics	7	2	9
32	Amco	7	2	9
33	Sansera Engineering	12	5	16
34	Ranka Steels	7	2	9
35	Konar Engineering Service Pvt Ltd	8	2	9
36	Nauvata Engineering Pvt Ltd	7	2	9
37	San Engineering & Locomotive Pvt Ltd	8	2	9
Total =		298	87	385

4.6. Sources of data

The research study has employed both primary and secondary data for the study.

Primary data: The primary data required for this study was collected with the help of a structured questionnaire and semi-structured interview guide from employees working in Engineering industries located at Bangaluru.

Secondary data: The Secondary data were collected from various books, journals, newspapers, magazines, periodicals, internet, unpublished documents from different Government departments and industrial associations. The primary source for review of the literature was libraries of Kuvempu University, Bangalore University, TISS (Tata Institute of Social Science, and Bombay University. Data pertaining to industrial organisations and respondents were collected from Department of Labour, Department of Factories, Government of Karnataka, Bangalore Chambers of Industries and Commerce (BCIC) Bangalore, and Peenya Industrial Association, Bangalore etc.

4.7. Tools and Techniques

A structured questionnaire and a semi-structured interview guide were used to collect the required data for the study. From the literature review, the relevant concepts and objectives were identified and based on this the questionnaire was designed.

The questionnaire was intricately designed to tap the factors responsible for Employee turnover, the factors that are expected to be present in a specific job for retention. The instrument was divided into 6 parts. The first part gathered information about the personal profile of the respondents which included their age, gender, education, marital status, family details, and work experience. Part II consisted of questions about the reasons for changing previous organisations. Part III aimed at knowing what factors influence them to remain longer in the organisation. Part IV was about to know what factors attract them towards the organisation. Part V prepared to know the dominant motivational factor and immediate reasons to change the organisation.

To know the retention strategies adopted in the industrial organisations, data was collected through the interview with HR Managers of the selected industries. The interviews were semi-structured; leaving room for additional questions and topics depending upon availability of HR manager's time to interaction, each interview took approximately 20 to 25 minutes, because of a busy schedule of HR Managers and their non-availability. The researcher was able to get an appointment for interview only with 20 HR Managers. Because of less number of interviews, the results were presented in a qualitative manner.

4.8. Pilot study

For collecting primary data, the researcher constructed a structured questionnaire. The draft questionnaire was finalized after getting the feedback from two subject experts, then modifying and incorporating the suggestions made by the subject experts the draft questionnaire was prepared for the pilot study. The pilot study was conducted by getting data from 50 employees working in different engineering industries in Bengaluru. To check the internal consistency of the questionnaire researcher has applied Cronbach's Alpha reliability test. It is observed that Cronbach's Alpha is 0.818, thus the researcher

can conclude that the items of the Variable Show Internal Consistency administered are consistent and can be administered for the further studies.

This helped the researcher to identify the omissions/additions in the variables to be included in the questionnaire, accordingly, the questionnaire was modified.

The draft questionnaire was redrafted according to the suggestions and criticisms made by the research supervisor and the fellow researchers. The suggestions and comments of subject experts, employees and research supervisor and fellow researchers, were incorporated in the draft questionnaire and the final questionnaire was prepared. For all the items, except demographic and immediate reason to change the organisation, the instrument utilized a 5-point Likert scale anchored with endpoints labelled as strongly agree to strongly disagree.

4.9. Data Processing and Analysis

To arrive certain conclusion regarding the objectives and hypothesis framed in the present study, the various statistical tools were employed with the help of SPSS (Statistical Package for Social Science) version 21. Measures of such as percentages, arithmetic mean were worked out to study the frequency and distribution of scores on various variables. Cross-tabulations are used to analyse how one variable relates to another variable using the Chi-square test.

4.10. Response Rate

Researcher initially contacted 385 employees, finally, the researcher received 379 filled questionnaires, among the 379 questionnaires 4 questionnaires were incomplete, so that Researcher eliminated 4 uncompleted questionnaires, and finally 375 questionnaires were considered for analysis.

4.11. Operational Definitions

Employee Turnover: Employee turnover refers, the number of employees who leave an organisation and are replaced by new employees in a given period of time. Some organisations refer, Turnover means a number of employees who left in a particular year,

in the present study employee turnover mean the number of employees who left the organisation. in a given period, in other words, the number of organisations changed by the employees.

Voluntary Employee Turnover: Voluntary turnover is when an employee chooses to leave organisation by his/her own choice.

Employee Retention: Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time.

Hygiene factors: Hygiene factors mean those job factors which are essential for the existence of motivation at the workplace, in this study researcher considers 5 Hygiene factors which are explained by Herzberg in his theory, in the present study five Hygiene factors were considered

1. Salary
2. Working environment
3. Supervision
4. Job security,
5. Company policies.

Motivational Factors: These factors also called satisfiers, the job factors which yield positive satisfaction considered as motivators, these factors motivate the employees for a superior performance, according to Herzberg the hygiene factors cannot be considered as motivators, Researcher in this study considers Five motivational factors which explained by Herzberg in his theory, in the present study five Motivational factors were considered

1. Recognition
2. Achievement
3. Greater responsibility
4. Career and personal growth
5. Advancement

Trend and extent of Voluntary employee's turnover: Trend means which type of employees frequently changing industries. To assess the employee turnover trend in this

study researcher mainly considers Gender and Age. To assess extent Experience was considered.

High Caste: Caste is an important consideration in Indian social life, but there is no legally demarcating bindings or laws defining High caste or low caste, the concept of upper caste and lower caste defined based on the traditional positions, and in society people define some caste are high and some caste are low in their social practice, but in the present study to assess different dimensions of employees classified caste in to two categories High caste means, General Merit (GM), and Other category (Category 1,2A, 3B, etc)

Low Caste: In the present study Scheduled caste (SC) and Scheduled Tribes (ST), Other Backward Caste (OBC) considered as Low caste.

High family Income: in the present study High income means, family income having 8.1 to 10 lakhs or above.

Low family Income: Family income 8 lakhs and below 8 lakhs considered as low family income.

High Educated: In the present study Graduates and Postgraduates are considered as High Educated, Diploma and Other qualification such as ITI, JOC are considered as low educated

4.12. Limitations of the Study

The study is confined to only one city of Karnataka that is Bengaluru, generalizations cannot be made, however, it can set the trend for generalizations if reflected similar studies by researchers in future. Another important limitation of the study is data collection; it was difficult to get the permission from the industries for data collection by the employees even though the researcher tried two to three times most of the industries denied the permission, out off 220 industries approached, researcher got permission only from 49 industries, another hurdle was collecting back the filled questionnaires from the employees, as the employees were busy with their work they

forget to fill, hence researcher had to remind them again and had to visit industry again and again, this process consumed lot of time.

4.13. Inclusion Criteria and Exclusion Criteria

a). Inclusion Criteria

- Industries located in Bengaluru city only
- Large-scale Private Engineering industries
- Experienced employees- employees who changed at least minimum one industry
- Who is willing to give information (Through questionnaire)

b). Exclusion Criteria

- Industries located out of Bengaluru
- Small and Medium industries
- Fresher/ newly appointed employees
- Public Undertaking Industry.

A well-designed Methodology was worked out in the present study to elicit required results related to employee turnover and retention, However, there are some limitations like non-availability or delayed permission from industries and management so that it limits the generalizations.

Chapter V

Profile of the Study Area and Respondents

5.1. Profile of Karnataka State

5.2. Profile of Bengaluru

5.3. Profile of the Organisations

5.4. Profile of the Respondents

CHAPTER-V

PROFILE OF THE STUDY AREA AND RESPONDENTS

This chapter presents profile of the Study area, selected organisations and respondents of the study, first part covers Profile of the Karnataka state followed by profile of Bengaluru where the research was carried out, and then profile of the selected industrial organisation, in the end, the demographic profile of the respondents was discussed.

5.1. Profile of Karnataka State

Karnataka is one of the most progressive and industrialized states in the country and is leading States in driving India's economic growth. Economic growth and fast development of any state depend on Industrial relations.

Karnataka as a knowledge hub and a rapidly growing economy is credited to its peaceful industrial relations. With just 5% of the country's population, the State contributes to 6% of GDP, 7% of Fixed Capital and 13 % of India's exports. The State Gross Domestic Product (GDP) of ` 2970 billion (United States Dollar-US\$ 49 billion) in 2012-13 (at constant prices) grew at 5.3%, higher than the national GDP of 5% when compared to Financial Year (FY) 2011-12.

The state has an illustrious history of successfully introducing several industrial and technological initiatives. State's pre-eminent position on the industrial and business map of India is based on several factors.

Karnataka is rich in natural resources and known for its salubrious climate. It has a strong resource base of highly educated people, backed by an extensive educational infrastructure comprising world-renowned schools, colleges, institutes of higher learning, research and development centres and highly skilled labour force, disciplined and hardworking. And, above all, it has a far-sighted, development-oriented, investor-friendly government that firmly believes in, and actively encourages, public-private partnerships.

Today, Karnataka is driving domestic growth and creating wealth through a potent mix of resource-based, skill-based, technology-based and knowledge-based products and services.

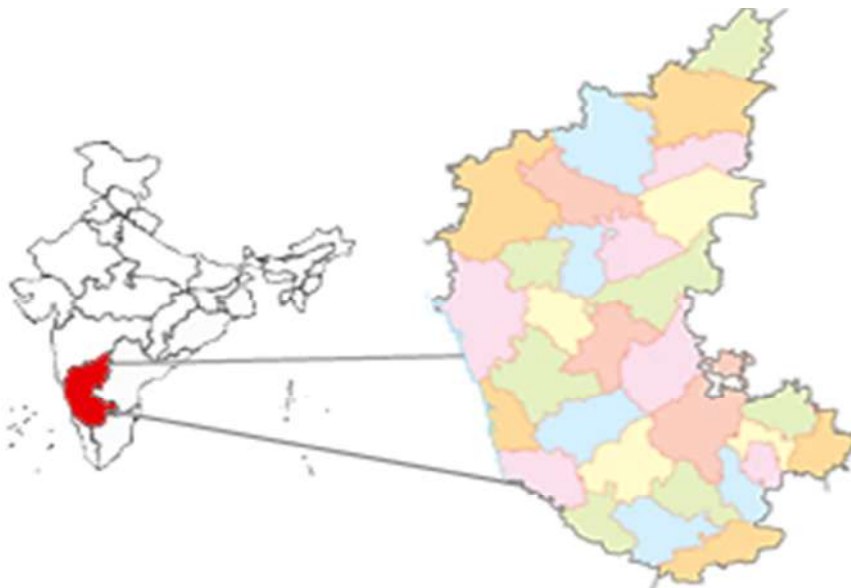
GENERAL CHARACTERISTICS OF THE KARNATAKA

Location: Karnataka is a state in Southern India bordered by the Arabian Sea to the west, Goa to the northwest, Maharashtra to the north, Andhra Pradesh to the east, Tamil Nadu to the southeast, and Kerala to the southwest.

It is situated between 11 degree 31' and 18 degree 45' North latitude and 74 degree 12' and 78 degree 40' East longitude and lies in the West Central part of peninsular India. Its maximum length from north to south is about 760 km and from east to west is 420kms.

Fig. 5.1

Location of Karnataka in India Map



Physical Features: The State is broadly classified into the coastal region and Karnataka plateau. The coastal region is further sub-divided into coastal plains and western ghats. Similarly, Karnataka plateau is further sub-divided into Malnad and Maidan. The greater part of Karnataka lies between 450 and 900 metres above sea level. In some places, however, the height reaches 1800 metres, the highest peak being Mullaiyyanagiri at 1913 metres in Bababudan ranges followed by Kudremukh at 1892 metres.

Area: The state covers an area of 1, 91,791 square kilometres or 5.83% of the total geographical area of India. It is the eighth largest state in Indian by area. With over 61 million inhabitants (2011), Karnataka is the Ninth largest state by population, comprising 30 districts. Kannada is the most widely spoken and official language of the state.

Climate & Rainfall: Karnataka has a tropical climate with three major seasons warm and dry from February to May, Monsoon from June to October and winter from November to January. The state has a salubrious climate, cosmopolitan culture and a global image, which makes the state an ideal destination to live and work.

Different parts of the State have different types of climate. Coastal areas, Western Ghats and malnad areas have moist rainy monsoon climate. Interior central and northern districts have semi-arid climate. Bellary, Bijapur region has an arid and very warm climate.

The year is divided into four seasons

- Winter or cold weather season (January - February)
- Summer or hot weather (March-May)
- South West Monsoon Season (June-September)
- North East Monsoon Season (October - December)

Demographics: According to the 2011 census of India, the total population of Karnataka was 61,095,297 of which 30,966,657 (50.7%) was male and 30,128,640 (49.3%) were female or 1000 males for every 973 females. This represents a 15.60% increase over the population in 2001.

The population density was 319 per km² and 38.67% of the people lived in urban areas. The literacy rate was 75.36% with 82.47% of males and 68.08% of females being literate. 84.00% of the population was Hindu, 12.92% were Muslim, 1.87% were Christian, 0.72% were Jains, 0.16% were Buddhist, 0.05% were Sikh and 0.02% were belonging to other religions. 0.27 % of the population did not state their religion.

Kannada is the official language of Karnataka and spoken as a native language by about 66.26% of the people as of 2001. Other linguistic minorities in the state were Urdu (10.54%), Telugu (7.03%), Tamil (3.57%), Marathi (3.6%), Tulu (3.0%), Hindi (2.56%), Konkani (1.46%), Malayalam (1.33%) and Kodava Takk (0.3%).

Potential Areas of Karnataka

Information Technology: Karnataka is leading IT hub of the country. Bengaluru is the 2nd largest technology cluster in the world after Silicon Valley.

- 3500 IT companies contribute over 38% of the IT exports in the country with Karnataka being the largest software exporter.
- More than 400 out of Global Fortune 500 companies outsource their IT services from Bengaluru.
- Presence of almost all leading IT companies of the world, including Infosys, Wipro, Tata Consultancy Services, Oracle, Dell, International Business Machines Corporation (IBM), Microsoft, Accenture, Cognizant, etc.

Manpower and Talent availability: There are about 22 Universities, 200 Engineering Colleges, 200 Polytechnics and 300 Industrial Training Centres in Karnataka. Bengaluru has the highest number of R&D centres in India.

Over 80,000 Engineers, 201 registered IT/Information Technology Enabled Services (ITeS) Special Economic Zones (SEZs), 3 Software Technology Parks with 3,500 software companies and 50,000 PhD's annually added to the talent pool. Soon to set up Information and Communication Technologies (ICT) Academy of Karnataka in

association with Govt. of India & National Association of Software and Services Companies (NASSCOM) for industry oriented ICT Skill Development Programs.

Biotechnology Karnataka placed at the forefront of Biotechnology in the country, is rightly known as the Biotech Capital of India. Karnataka is home to a large array of biotechnology educational, R&D institutions and enterprises: large companies, medium-sized ones, and many promising biotech start-ups.

Manufacturing Hub: Karnataka is the preferred choice for global players in Aerospace research and development. Extensive experience and inherent competencies in aerospace make Karnataka the producer of more than a quarter of India's aircraft and spacecraft.

Global giants such as Boeing Research & Technology Center and Airbus Engineering Centre have made Karnataka their base. Karnataka has India's first and top Research and Design (R&D) Centers in Aerospace & Defence such as Indian Space Research Organization (ISRO) and the Defense Research and Development Organization (DRDO). The Government of Karnataka has earmarked 984 acres of exclusive industrial area and sector specific SEZ for Aerospace industries near Bangalore International Airport. India's first Aerospace SEZ is operational in Belgaum. Dedicated Aerospace policy (first in India) was drafted by the Government of Karnataka

Automotive Manufacturing: With major international OEMs having manufacturing facilities in Karnataka, supply to them from within the country and this region, in particular, has given the sector a huge impetus. Components are also being supplied across India to other Original Equipment Manufacturers (OEMs) from Karnataka. There is a potential to get into the global supply chain of international OEMs and a subsequent direct export to the after market and other OEMs globally.

Machine Tools Manufacturing: Huge potential is estimated in machine tools manufacturing in Karnataka. Total industry size in India in terms of production is India Rupee (INR) 3,600 crore. Bangalore alone produces 60% of the machine tools of India in terms of value, which is estimated at INR 2,160 crore. India's first Integrated Machine

Tool industry Park (IMTIP) is set to come up in Karnataka near Bangalore. 100% FDI is allowed in the Machine Tools industry by the Indian Government.

Electronics & Semiconductor Manufacturing: In 2014-15, the domestic production of electronic hardware in the Karnataka stood at US\$ 42.40 whereas the export was US\$ 32.18 bn.80 of the 120 companies engaged in chip designing are located in Karnataka. Bengaluru is a global hub for R&D activity in the software industry, which will greatly aid the electronic hardware industry. Karnataka also has the advantage of having maximum skilled/technical manpower. Karnataka is setting up the first Electronics Systems Design and Manufacturing (ESDM) cluster development in Electronics City.

Drugs & Pharmaceuticals Manufacturing: Karnataka is home to 221 formulation units and 74 bulk drug units. State's Pharmaceutical industry generated Rs 8k crore in revenue contributing 8% of the country's total revenues, ranking 10th in the number of Pharmaceutical manufacturing. Karnataka exports 40% of its pharmacy produce. GlaxoSmithKline (GSK) Pharmaceuticals is establishing one of the world's largest drug formulation units in Vemgal, Kolar. Besides, there is a huge presence of exclusive Pharma SEZ, Pharma industrial areas and R&D Centres in Karnataka.

Agro & Food Processing: Karnataka leads in the exports of silk in India accounting for approximately 25% of the total Indian export market.

Karnataka is the leader in horticultural products and spices, aromatic and medicinal crops, and tropical fruits, only Indian State to have all varieties of fruits. It is the largest producer of coffee and cocoa in the country. It is also the second-largest milk-producing state, and third and fourth largest producer of sugar and sugarcane respectively. Karnataka has 5 dedicated Food Parks and one Food Processing

Chemicals and Petrochemicals: Karnataka is positioning as major growth centre for chemical industry with presence of 500 companies with leading players like Mangalore Refinery and Petrochemicals Limited(MRPL), Baden Aniline and Soda Factory(BASF), Mangalore chemicals and fertilizers, United Phosphorus, attracting large R&D Centers

for Chemicals/Petrochemicals including planned centre of Saudi Arabia Basic Industries Corporation (SABIC). Mangalore in Karnataka is evolving as the epicentre of chemical and petrochemical industries in the state.

Textiles: Karnataka produces over 20% of the national garment production and 45% of the national raw silk production. Its silk exports constitute 24% of the total value of silk goods exported from India. Approximately 386,000 manufacturing units are engaged at the organized and unorganized level.

Smart Townships: 7 Cities in Karnataka selected for Smart City Challenge with the project of the Indian government to develop 100 smart cities across India.

The proposed cities include

1. Tumakuru,
2. Hubli,
3. Dharwad,
4. Mangalore,
5. Davangere,
6. Shivamogga
7. Belagavi

Smart Cities initiative will enhance economic vibrancy, inclusiveness, sustainability of major urban centres through maximizing resource utilization by investing in technology, urban infrastructure and local governance. Karnataka has developed a customized approach for the development of Smart Cities focused on wider coverage

5.2. Profile of Bengaluru

Bangalore or Bengaluru as it is called today is located in the geographical centre of the Southern Peninsula, equidistant from the eastern and western coasts. The settlement has developed on a ridge top, traversing the Mysore plateau from east to west, which serves as the main water-parting, at an average elevation of 3000ft. (900m).

Bengaluru's strategic geographical location has played a vital role in moulding the history of South India. Bangalore was founded by Kempe Gowda-I after clearing a jungle. Thick jungle with a mass of wild weeds once grew luxuriantly at the place where now Bangalore stands. Kempe Gowda had the jungle cut down, for, he had conceived an idea to build his dream town there with a strong fortress and well-laid streets studded with shops, temples, etc.

Geography: Bangalore is located at 12590 north latitude and 77570 east longitude, almost equidistant from both eastern and western coast of the South Indian peninsula, and is situated at an altitude of 920 m above mean sea level. The mean annual total rainfall is about 880 mm with about 60 rainy days a year over the last 10 years. The summer temperature ranges from 18 C to 38 C, while the winter temperature ranges from 12 C to 25 C. Thus, Bangalore enjoys a salubrious climate all-round the year.

Bangalore had remained as a single district for a long time and later it was bifurcated into Bangalore (rural) and Bangalore (urban). For the present study, both Bangalore urban and rural was considered because most of the selected industrial organisations scattered between these two districts. Bangalore Urban comprised of five taluks, are Anekal, Bangalore North, Bangalore South, Bangalore East and Bangalore City, Bangalore rural district comprises of four taluks, Doddballapura, nelamagala, Devanahalli, Hosakote.

Fig 5.2

Location of Bangalore Rural and Urban district in Karnataka map



Climate: Bangalore has a tropical savannah climate. Bangalore enjoys a milder climate all year round, although high altitudes can sometimes make summer a bit uncomfortable due to heat waves. The coolest month is January with an average low temperature of 15.1 ° C (59.2 ° F) and the warmest month is April with an average high temperature of 35 ° C (95 ° F). The highest temperatures recorded in Bangalore were 39.2 ° C (103 ° F) (April 24, 2016) because of the strong El Nino in 2016. (THE Hindu, 2017) There was also an unofficial record of 41 ° C (106 ° F) that day. The lowest recorded to date is 7.8 ° C (46 ° F) in January 1884. Bangalore receives precipitation in the northeast and southwest monsoons, with the wettest months in September, October and August. Summer heat is relieved by fairly frequent thunderstorms, and power outages and local floods can occasionally occur. Most rainfall occurs in the late afternoon/evening or night and rarely rains until noon arrives.

Start-up Hub: The foundation laid for the origin of Bangalore as a hub of start-ups in the country can be traced back to the decades immediately after India's Independence in 1947. In fact, the late 1940s, 1950s and early 1960s laid the foundation for the growth of Bangalore as a modern city, with the establishment of key PSUs such as Hindustan Aeronautics Limited, Hindustan Machine Tools, Bharat Electronics Limited, Bharat Heavy Electricals Limited, Indian Telephone Industries and Bharat Earth Movers Limited. Department of Gazetteer, 1996). Even prior to India's independence, Bangalore saw the emergence of two important institutions: Indian Institute of Science, which had come up in 1909 because of the long-term vision of J N Tata and University Visvesvaraya College of Engineering (UVCE) (set up as Government Engineering College by the legendary M Visvesvaraya in 1917, the fifth engineering institution in the country and the first in the erstwhile Mysore State), both of which would have played a pivotal role in the emergence of Bangalore as a start-up hub, as the sources of entrepreneurship as well as the much needed talented technical workforce eventually (Subrahmanya, 2017)

Manufacturing Hub: Bengaluru is a manufacturing hub for automotive majors such as Toyota Kirloskar, Volvo, Thirukkurugudi Vengaram Sundram (TVS) Motors, Tata Marcopolo, Larsen & Toubro Limited (L&T) Komatsu, Mahindra Reva, BOSCH, Siemens, and JK Tyres. Bosch India, the world's largest automotive supplier, has been headquartered in Bangalore since 1953

5.3. Profile of the Organisations

This section gives brief details of the industries where researcher gathered information for the study, total 37 industries considered for the study which were situated in and around the Bengaluru. (Bangalore Chamber of Industry and Commerce, 2014)

1. Guhring India Pvt. Ltd.

Guhring India is a 100% owned subsidiary of Guhring KG. It is a leading manufacturer of high quality, rotary precision cutting tools. Main business activities are trading of standard tools, manufacture of custom-made tools and related services. Head quartered at Albstadt, Germany. Guhring is renowned worldwide for its quality precision manufacturing and outstanding tool performance. Guhring worldwide operates 70 manufacturing plants and service centres around the Globe. It is the second largest manufacturer of carbide in Europe.

Guhring India has three Zonal office & Service centres in North, West and South India i.e. Haryana, Pune, and Tamil Nadu. Head office and production location situated at Bommasandra Industrial Area, in Bengaluru, Karnataka. The company's core strength lies in its own carbide, own grinding machines, and own coatings as well as its own tool geometries developed out of its rich experience of more than 119 years. Guhring India, since its inception in 1997 has always been the trusted business partner of its customers for delivering quality solutions and services and enabling them to achieve higher productivity.

Guhring India offers:

- Tools for drilling, thread cutting, milling, reaming and countersinking.
- Tooling systems for the complete machining of complex components.
- Tool materials for a vast range of applications.
- Coating for the machining of special materials.
- Regrinding and recoating with original geometries and coatings.

- Tool management as an intelligent concept for administering, managing and optimizing tool consumption and performance.

2. ABB- ASEA Brown Boveri

ABB India Limited is an India-based company, which is engaged in the power and automation business. The Company's segments include Power Systems, which offers turnkey systems and services for transmission and distributions for power grid and power plants; Power Products, which manufactures, engineers, supplies key components to transmit and distribute electricity; Process Automation, which provides customers with integrated solutions for control, plant optimization and industry-specific application knowledge; Discrete Automation and Motion, which provides products, with related services, that are used as components in machinery and automation systems, and Low Voltage Products, which manufactures products and systems that provide protection, control and measurement for electrical installations, enclosures, switchboards, electronics and electromechanical devices for industrial machines, plants and related service. Its products include Flame proof motors and Frequency controlled motors.

3. BOSCH

In India, Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. Additionally, Bosch has in India the largest development centre outside Germany, for an end to end engineering and technology solutions.

The Bosch Group operates in India through twelve companies, viz, Bosch Limited, Bosch Chassis Systems India Private Limited, Bosch Rexroth India Private Limited, Robert Bosch Engineering and Business Solutions Private Limited, Bosch Automotive Electronics India Private Limited, Bosch Electrical Drives India Private Limited, BSH Home Appliances Private Limited, ETAS Automotive India Private Limited, Robert Bosch Automotive Steering India Private Limited, Automotive Services and Solutions Private Limited, New Tech Filters India Private Limited and Marvin Engineering Technologies Private Limited. In India, Bosch set-up its manufacturing

operation in 1951, which has grown over the years to include 18 manufacturing sites, and seven development and application centres.

4. MICO-BOSCH

MICO (Motor Industries Co. Ltd) Founded in 1951, a member of the Bosch Group, is a pioneer and acknowledged leader in Fuel Injection Equipment and Spark Plugs. It is the country's largest manufacturer of Diesel Fuel Injection Equipment and among the largest in the world. MICO had a turnover of US\$ 440 million in 2002-03 and employed around 10,000 associates across all its plants. MICO has its head office in Bangalore and manufacturing facilities in Bangalore, Naganathapura (near Bengaluru), Nashik and Jaipur, apart from a nationwide network of dedicated sales and service outlets. MICO has been renamed Bosch Ltd since March 2008. The entire brand folio of Bosch Ltd. now changes to Bosch except in the automotive aftermarket where the brand name MICO will continue to be used.

MICO was incorporated on November 12, 1951, with its head office then located in Chennai, Initially, the company was engaged in trading activities only. At that time fuel injection equipment made by Bosch was being imported from Germany by many traders. The business was gradually taken over by MICO. With the construction of the first factory building in Bangalore in 1953, the company undertook manufacture of spark plugs. In the following years, the manufacture of spark plugs, filters, single-cylinder fuel injection pumps, nozzle-holders, and elements & delivery valves was gradually undertaken in technical collaboration with Robert Bosch GmbH. The head office of the company was shifted to Bangalore in July 1954, and Robert Bosch GmbH began to participate financially in the company activities.

Over the years, MICO has acquired the expertise to design and develop fuel injection equipment and spark plugs to suit the specific requirements of manufacturers. The modern development department functions in close collaboration with Robert Bosch GmbH. MICO is a very strong brand name in the Indian industry, more particularly in the aftermarket. This is probably the reason why Bosch has decided to retain the MICO brand name for the aftermarket business. The company sells a range of products under

the MICO brand, including spark plugs, filters, lubricants, batteries, wipers, automotive bulbs, horns and many more products.

5. Impact Engineering Solutions Pvt. Ltd

Impact Engineering Solutions Pvt. Ltd. Is a Product engineering company, with the intention of providing cost optimized value-added engineering solutions to all type of industries. The company is established in 2001 by providing substantial services in Medical, Aerospace, Automobile, and General Engineering sectors.

Impact Engineering Solutions Pvt. Ltd. Is entrusted with an industrial design, mechanical design, electronics design and software interface for product development with the world-class technology leadership in manufacturing process knowledge support, satisfies customers product development functions or operational programs. IMPACT specializes in a selection of suitable rapid prototyping process and the production of premium quality rapid prototypes in more competitive cost. Impact engineering solutions is a single window for complete product solution including product research activities, industrial design, engineering detailing and high-quality prototypes, tooling and manufacturing support. Its vision is High-tech solutions for Multidisciplinary product development, more than just delivering the highest quality of product and services getting recognition by our customers and users as such. The mission is Profitable growth through esteem customer service, design, innovation, quality and commitment. To create an excellent solution for our customers by carefully listening to their needs and exceeding their expectations. Its services are Medical Products Automobile Engineering Aerospace Engineering Process Plant Design and Implementation Special Purpose Machine design and development Industrial Design Prototype Building Meshing and Engineering analysis Tools, Jigs and Fixture Design Manufacturing.

6. TESSCOM Technologies Private Limited

Tesscorn Technologies Private Limited is a Private incorporated on 27 December 2011. It is classified as Non-govt Company and is registered at Registrar of Companies, Bangalore. Its authorized share capital is Rs. 100,000 and its paid up capital is Rs.

100,000. It is involved in Business activities. The company markets instruments that are used in a wide variety of R & D applications for concept development, product design, engineering development, production process design and final product QA.

Many of our particle technology and fluid mechanics instruments are used for advanced research studies in a variety of disciplines including aerospace, chemical, mechanical and civil engineering. The company's sales and applications engineers are respected for their insight into the measurement needs of research scientists and industrial engineers. Tesscorn's support program includes system installation, training, maintenance and technical seminars.

7. Unicorn Power

Unicorn Power Solutions Private Ltd is one of the widely recognized facility power solutions and services providers with presence across India and in the Middle East. Founded in 1996 by a team of technocrats, Unicorn Industrial Consultants & Engineers was working across diverse domains of industrial and domestic power products. Later in 1998 it was incorporated as Unicorn Power Solutions Pvt Ltd. Then Unicorn expanded its operations to the domain of Power Generation, Distribution and Power Back Up business in association with global giants like FG Wilson Engineering, Emerson Network Power and ABB. More than Two decades of strong customer-focused approach with business growth philosophy of 'remain-customer-oriented' has been paying Unicorn rich dividends by way of trust and confidence of quite a large number of corporate clientele. Unicorn's tailor-made facility services and comprehensive power solutions keep Unicorn Customers in good command of their business. Facility Services comprises Diesel Generators, UPS Systems, Specialized Batteries, DC Power Systems, Facility Management and Power Quality & Energy Management Solutions. Being a group with domain expertise in Power Generation, Power Conditioning & Backup, Design Consultancy and Build of Data Centers, Green Energy etc.', Unicorn Group's alliance with global majors in their respective fields enable it to provide the ultimate synergy of cutting-edge technology, and cost-effective solutions consistent with the goals of the customers. High Index of Knowledge and Expertise in the served areas of business set Unicorn apart from the rest in the industry.

8. REVA (Mahindra Reva Electric Vehicles)

To promote the growth of Electric Vehicles (EV) in the country, Mahindra & Mahindra (a part of the \$19 billion Mahindra Group) sought the opportunity to combine their years of car manufacturing expertise with the country's leading EV manufacturer- Reva Electric Car Company (founded in 1994) and renamed it to Mahindra Reva Electric Vehicles. As the portfolio grew, so did the mission. The company branched out to produce a wide variety of EVs, fuel the expansion of power and drive train technology and provide mobility solutions to enable connected shared electric mobility. Rebranded Mahindra Electric Mobility, the company exemplifies the Mahindra Group's vision of the Future of Mobility – a sustainable automotive ecosystem that brings mobility solutions to customers across the world.

Mahindra Electric Mobility is the pioneer of electric vehicle technology in the country. Its mission is to bring tomorrow's movement, today. It has a wide variety of electric vehicles and will be increasing this range even further, under the brand - Mahindra Electric (+ME). Its products span personal and commercial segments and are designed to support the new paradigm of shared, electric and connected mobility. Reva Company founded in 1994 in the USA. Its corporate office located in Bommanahalli, Bengaluru as in the name of Mahindra Electric Mobility Limited.

9. TYCO Electronics

Tyco Electronics Corporation India Private Limited manufactures, supplies, and markets electrical and electronic connectors, wire harness, cable assemblies, and other electromechanical/electronic components from its facilities in Bangalore, Pune, and Kochi. The company was incorporated in 1993 and is based in Pune, India. Tyco Electronics Corporation India Private Limited operates as a subsidiary of TE Connectivity Ltd.

Tyco India, for the last two decades, is dedicated to advancing safety and security by finding innovative ways to save lives, improve businesses and protect people where they live and work. Market leader globally in fire protection and security solutions

industries, It has a comprehensive range of advanced solutions to suit customer requirements. With its diverse and innovative product line, understanding of the local markets and a strong dedicated team of experts, it delivers end-to-end customized solutions across sectors, be it Banking & Finance, Healthcare, IT & ITeS, Pharmaceuticals, Industrial & Manufacturing, Retail, Warehousing & Logistics, Power, Oil & Gas, Energy, etc. With 10 offices in India and 350+ town presence, it is closer to their customers to serve their varied needs. It also serves neighbouring countries Srilanka, Bangladesh, Nepal, Bhutan, Myanmar and Maldives.

10. Hindustan Turbo Machinery Ltd.

Hindustan Turbo Machinery Limited is a Public incorporated on 18 June 2008. It is classified as Non-Govt Company and is registered at Registrar of Companies, Bangalore. Its authorized share capital is Rs. 10,000,000 and its paid up capital is Rs. 2,498,000. It is involved in the Manufacture of general purpose machinery. Turbo Machinery is in the qualitative and economical alternative to different OEM's in the above areas. It has dedicated and independent Divisions spread all over the country for Project Engineering, Refurbishment, Manufacturing and Field Services for Steam Turbines, Gas Turbines, Compressors, Pumps and Generators and thus providing 100% import substitution for its valued customers based on the latest state - of - the - art technology.

11. Mahindra

It is the world's largest Tractor brand by volume, India's largest utility vehicle manufacturer, and several of our businesses enjoy leadership positions in the industries in which they operate. It remains committed to investing in technology, growing our global presence and maintaining our leadership position.

Its story was cast and hewn in India's steel industry in 1945, and today, we're a US \$20.7 billion global federation of companies. Famous for our rugged and reliable automobiles, some also know it for their innovative IT solutions and others for our commitment to rural prosperity.

Befitting its size, it operates in 20 key industries, providing insightful and ingenious solutions that are global in their ramifications. Its companies act as a federation, with an optimum balance of entrepreneurial independence and synergy. From Mobility to Rural Prosperity and IT, from Financial Services to Clean Energy and Business Productivity, It was empowering enterprise everywhere. Headquartered in Mumbai, India, It has an operational presence in over 100 countries and employs more than 200,000 people. And though it operates across vast geographies, its governing spirit of "Rise" binds it as one Mahindra, dictating that it empower people everywhere to not only chart new frontiers but to conquer them too. Seven decades in the making, its history is definitive of the growth of modern India. It is a story with an upward curve, of how an Indian company and all the associations that arise with that phrase rose to become a global powerhouse. It has come a long way since the Willys, and as it accelerate into the 21st century, its journey as a global brand is well underway. When Ghulam Mohammed, one of the founders of the company emigrated to Pakistan in 1947, Mahindra & Mohammed became Mahindra & Mahindra.

12. Ashoka Leyland

It is the 2nd largest manufacturer of commercial vehicles in India, the 4th largest manufacturer of buses in the world and the 12th largest manufacturer of trucks globally.

Founded by Raghunandan Saran, Ashok Motors was set up in collaboration with Austin Motor Company, England and incorporated on September 7th for the assembly of Austin cars.

With a turnover in excess of US \$ 3.3 billion (2016-17) and a footprint that extends across 50 countries, we are one of the most fully-integrated manufacturing companies this side of the globe. Millions of passengers use our buses to get to their destinations every day while over 700,000 trucks keep the wheels of economies moving. With the largest fleet of logistics vehicles deployed in the Indian Army and significant partnerships with armed forces across the globe, it help keep borders secure.

Headquartered in Chennai, India, our manufacturing footprint spreads across the globe with 9 plants; including one each at Great Britain and Ras Al Khaimah (UAE). Our Joint Venture partners include John Deere (USA) for Construction Equipment, Continental AG (Germany) for Automotive Infotronics and the Alteams Group for the manufacture of high-pressure die-casting extruded aluminium components for the automotive and telecommunications sectors.

Its growing international footprint is thanks to its success in producing vehicles ideally suited for varying foreign conditions and terrains. Exporting to over 30 countries worldwide, It is a leader in the bus markets of Sri Lanka, Bangladesh and Mauritius and has a significant presence in the Middle East and Africa too. It is a proud participant in the Bus Rapid Transport (BRT) system in Lagos, Nigeria, that is going a long way in providing better and comfortable city travel. It is now seeking to make inroads into CIS and Latin America. To offer people world-class technology that is relevant, appropriate and affordable has been the moving force behind its R&D, that has always been an area of prime focus for it. In an atmosphere that nurtures creativity and innovation, the 1000+ Product Development team seeks to harness and adopt technologies that provide value to you as well as address safety and environmental issues.

If its vehicles have become synonymous with the qualities of reliability and ruggedness, it is thanks largely to the globally benchmarked testing facilities that it has set up. Apart from a modern Computer aided design (CAD) set-up and a Computer Testing Laboratory, is a comprehensive array of test tracks for vigorous testing of prototypes in the most demanding of conditions. The 6-poster, one of its kind in the country, is a torture track simulator for multi-axle vehicles that significantly reduces testing time

13. Indus Aviation

Indus Aviation is an American light aircraft manufacturer founded in 1994 and is headquartered in Dallas, Texas at the Dallas Executive Airport. The company manufactures variants of the Thorp T-211 and the T-111, originally designed by John

Thorp. Sub-assembly and component manufacturing is contracted out to the Indian company Taneja Aerospace & Aviation with final assembly in the company's Dallas factory. Indus Aviation is currently developing an improved version of the Thorp T-211 which they call the Thorpedo LP. By February 2010 the company had 28 aircraft in customer's hands and registered with the FAA, including one T-11 Sky Skooter and 27 T-211s. In March 2010, due to the ongoing economic situation, the company was undergoing reorganization. By March 2017 the company reorganization was still indicated as underway. Products like- SkySkooter (T-111) The Sky Skooter is based on the T-111 with an 85 hp (63 kW) Jabiru 2200 engine and is accepted as a light-sport aircraft; Thorpedo (T211)-The Thorpedo is based on the Thorp T211 with a lighter 120 hp (89 kW) Jabiru 3300 engine and it is accepted as a light-sport aircraft; Certified T211-This aircraft is an FAA certified Thorp T211, similar to the original model and has a 100 hp (75 kW) Continental O-200A engine. It is available in two variants, one with VFR avionics and another with IFR equipment; Thorpedo DP- A prototype diesel-powered variant of the T-211 was produced in 2008, it is fitted with a WAM 120 two-stroke inverted diesel engine.

14. Rotork

Rotork is the market leading actuator manufacturer and flow control company that operates in any market where the flow of gases or liquids needs to be controlled. It has established manufacturing facilities, a global network of local offices and agents who can truly provide a worldwide service. Rotork understands the value of its prompt and punctual customer site services and aims to supply its customers with superior flow control solutions, by providing high quality, innovative products and superior service - on time, every time. The company has a sector includes, Oil & Gas- Rotork products are used on applications throughout virtually all upstream and downstream activities ranging from offshore production facilities through refining and processing to transportation of finished products ; Power Generation-As well as traditional power stations, applications for Rotork products are found on renewable energy generation such as solar thermal plants and on CO₂ emissions reduction processes such as flue gas desulphurization and carbon capture and storage; Water & Sewage-Water treatment and distribution offers

significant opportunities for Rotork; Marine- Rotork specialize in producing actuators and related equipment for every part of the shipbuilding industry. It has over 50 years' experience in serving shipbuilders and operators and we understand the challenges faced. Rotork valve actuators are widely recognised as being the most technically advanced, reliable, long life, watertight and user-friendly actuators in the business; Mining- Rotork specialises in actuators and flow control products in surface and some underground processing applications for the mining industry.

15. Essar

Essar Global Fund Limited is an Indian conglomerate group based in Mumbai, India. The Fund is a global investor, controlling a number of assets diversified across the core sectors of Energy, Metals & Mining, Infrastructure (comprising ports and EPC businesses) and Services (primarily comprising shipping and BPO businesses). Essar began as a construction company in 1969 and diversified into manufacturing, services and retail. The company was incorporated in June 1976 under the name of Essar Construction Limited and was engaged primarily in core sector activities, including marine construction, pipeline laying, dredging and other port-related activities. In 1984, the company ventured further into other core sectors mainly the field of exploration and development, drilling onshore and offshore oil and gas wells for Indian Public Sector oil exploration companies. In 2016, Essar Steel became the first Indian company to manufacture bullet-proof steel. Essar has Business Process Outsourcing services, employing over 55,000 people across 13 countries. It has the Telecom services in Africa with over three million subscribers. It also has India's largest Telecom retail network, with over 725 outlets in more than 125 towns and cities. Under the services domain, the group caters to shipping, business process outsourcing (BPO), telecom and realty. Essar Shipping has presence in sea transportation, logistics and oilfields services. The company currently has a fleet of 26 vessels, with an additional 12 new ships on order. It provides contract drilling services to global oil majors, with a fleet of 13 onshore rigs and one semi-submersible offshore rig; two new jack-up rigs on order.

16. Toyota Kirloskar Motor Pvt Ltd.

Toyota Kirloskar Motor Pvt Ltd., is a subsidiary of Toyota Motor Corporation of Japan (with Kirloskar Group as a minority owner), for the manufacture and sales of Toyota cars in India. Currently, it is the fourth largest car maker in India, after Maruti Suzuki, Hyundai, and Mahindra. Toyota Motor Corporation entered India in 1997 with a joint venture with the Kirloskar Group. Toyota Kirloskar Motor Pvt Ltd (TKMPL) according to its mission statement aims to play the main role in the development of the automotive industry and employment opportunities and has a dealer network, Toyota Motor Corporation (TMC) holds 89% of the share and the remaining 11% is owned by Kirloskar Group. Toyota Kirloskar second manufacturing plant on the outskirts of Bangalore, Karnataka has a capacity of 210,000 vehicles per annum. Toyota India in progress a one-make racing series in India with the Etios car called the 'Etios Motor Racing Series'. The cars are prepared by Red Rooster performance based in Bangalore, and designed by TRD (Toyota Racing Development). Toyota has announced that the Etios sedan and the Liva hatchback has posted sales of over 100,000 units, hence Toyota is all set for giving its manufacture a big boost. Toyota plans to hike the manufacturing capacity of its Etios series models by 75% by early 2013. On June 7, 2012, the company's vice president announced that the company is planning to enter the healthcare sector and its first hospital would open in Karnataka in May 2013.

17. Infotech Enterprise

Cyient (formerly Infotech Enterprises) is a global solutions provider focused on engineering, manufacturing, data analytics, and networks & operations. Infotech Enterprises Ltd. was established in 1991 in Hyderabad, India. Cyient had around 14,000 across 38 global locations as of March 2014. Among other facilities, it has offices in Electronic City in Bangalore, India. In 1995, the company received its first ISO 9002 certification from BVQi London for its conversion services. Infotech Enterprises started its operations as a private limited to provide engineering service to global markets. It encountered a strong resistance to the very concept of engineering outsourcing but found immediate opportunity in the GIS arena. Cyient became a public limited company

in 1997, had an IPO of equity shares at Rs 20/- per share and listed in all major stock exchanges in India. In February 2017, Cyient and ANSYS agreed to "set up a simulation lab at Cyient's Experience Centre in Hyderabad." The Cyient-ANSYS Simulation Lab is to be able in particular to develop proofs-of-concept (POC) for Cyient and its clients. The company was named Supplier of the Year from The Boeing Company in 2010. In 2011, Cyient founder B V R Mohan Reddy received the ASME Leadership Award. In 2012, the company was awarded the Indo-American Corporate Excellence Award for Best Indian Company operating in the US under the Technology & Communications Category. It was named supplier of the year from The Boeing Company for the second time in 2013, winning the next year as well for the third time. The company was featured among the top 30 outsourcing companies in the world in 2014

18. Turbotech

TurboTech is one of the leading turbo mechanical and mechanical engineering companies in India. TurboTech looks back on 25 years of humble beginnings in 1989 in Bengaluru, India started with the development of its own proprietary prototype of 50 kW and 500 kW, the first proprietary gas turbine models. TurboTech Steam Turbines has its presence across 13 countries with more than 150 installations around the world. Today, it has developed a variety of steam that is best suited to the process Industry. TurboTech is an ISO 9001 - 2008 certified organization. TurboTech's resources are a team of skilled, motivated and committed professionals with expertise in their respective areas of technology with experience in all aspects of system design, development, implementation and customer support. The company provides a range of steam turbines, Gas Turbines and myriad of Turbo-machinery for critical applications in Process, Oil & Gas industries, and in Aerospace industries. In addition, TurboTech designs, manufacturing, and qualification testing and sequence production of various specialized fields.

19. SFO Technologies

SFO Technologies Pvt. Ltd. The company was founded in 1990 and is based in Kochi, India with hardware and software facilities adhering to world-class standards

spread across Cochin, Bengaluru, Trivandrum, and Mysore, India; and the United States. The company offers electronic manufacturing service in the areas of digital electronics, RF/microwave assemblies, wire harnesses, fiber optics, power supplies and magnetic solutions, sheet metal or plastic enclosures, and advanced product assemblies; and proto part, pilot production, consistency and conformity testing services and also new product introduction services, such as DFM/DFT, component engineering, test engineering, test software development and jig fabrication; process development, and documentation, production line installation and verification, FMEA, prototype approval process, product qualification and manufacturing release; engineering change, and obsolescence management. The company also affords software development services for various industry segments, which include embedded system development, industrial and process automation, aviation software, automotive software, enterprise solutions, insurance software integration, consumer electronics, medical instrumentation, broadband network management solutions, multimedia and networking, and security solutions; and post-sale support solutions. The company provides services healthcare, communication and telecom, industrial, transportation, aerospace and defence, and energy sectors.

20. BFW

Bharat Fritz Werner (BFW) is an Indian machine tool manufacturer headquartered in Bengaluru, India. BFW designs and manufactures precision machine tools mostly computer numerically controlled (CNC), such as vertical machining centres and horizontal machining centres, horizontal turning centres, vertical turning centres, and special purpose machines. Most of the manufacturing and assembly processes occur in the main facilities of the company in Bengaluru, founded in 1961, BFW is one of the flagship companies of the Kothari Group which started its operation in association with Fritz Werner Werkzeugmaschinen GmbH of West Germany. The company manufactures several lines of CNC machine tools for different industry segments. BFW has more than 400 product variants, Vertical Machining Centres (VMCs), Horizontal Machining Centres (HMCs), Turning Centre - Horizontal Turning Centre and Vertical Turning Centre, Milling Machines, Special Purpose Machines (SPMs). BFW is an ISO9001:2000 and ISO14001:2004 certified company. Bharat Fritz Werner was again awarded the 'Star

Shield' for Star Performer - Large Enterprise by Government of India for Outstanding Export Performance in 2013-14.HSPPL Awarded to us 'Supplier Performance Award 2016 - 17 for our "Special Support" Engineering Export Promotion Council (EEPC) awarded to us 'Star Performer for Exports for the year 2014- 2015' and we have been bestowed with this honour for the 4th consecutive year.

21. QuEST Global

QuEST Global (Quality Engineering & Software Technologies) was launched in 1997 by Ajit Prabhu and AravindMelligeri in Schenectady, New York. The company operates in 42 locations in 13 countries, including the United States, Canada, Singapore, the United Kingdom, Germany, Italy, Spain, France, Sweden, Romania, Japan and India. For more than 20 years, QuEST has been a trusted engineering services and solutions partner to many of the world's most recognized Fortune 500 brands in aero engines, aerospace & defense, automotive, medical devices, oil & gas, power, hi-tech, industrial and rail with more than 10,300 associates; and QuEST enables customer to manages traditional engineering requirements as well as the convergence of digital and mechanical technology to to develop high quality products and services that are safe and reliable.

QuEST Global, a pioneering engineering services provider, has signed a definitive agreement to acquire Barcelona-based Engineering Community S.L. (Unicom), to add additional features of research of Research & Development in the new product manufacturing cycle. "The combination of engicom and QuEST provides a great opportunity for its customers and employees. QuEST's expertise in software and mechanical domains will create advanced service offerings and unmatched value for its customers like Automation solutions, Embedded systems and electronics, Engineering analytics, Engineering process services, Engineering software, Instrumentation controls & electrical engineering, Mechanical systems and structure, Product life-cycle solutions, and Supply chain solutions; improve efficiency, increase quality, create new products and open new markets. Exploring monetization channels by transforming to a smarter stack of (Mobility, Analytics, Cloud, IoT) products, Design, develop and create prototypes out of customer ideas within the shortest time span, Solution designs to empower customers

with shorter time to market with higher OEE and differentiating features. As part of this engineering innovation competition, students present projects that have a direct impact on the fields of Aerospace and Defence, Aero Engines, Hi-Tech & Industrial, Medical Devices, Oil & Gas, Power and Transportation. The entries are further shortlisted by an independent jury of industry experts and the top 10 teams compete to win the best project award by presenting their projects to a panel of experts. QuEST Global and KLS's Gogte Institute of Technology (GIT) have jointly established a training centre and finishing school for engineering design. Over the years, QuESTIngenium has won accolades including the recognition from India's industry body, NASSCOM. QuESTIngenium won the Best Use Technique for Recruitment or Talent Management Award at the HR and Leadership Awards 2015 organized by ABP News in association with World HRD Congress.

22. Volvo

Volvo is one of the world's leading manufacturers of heavy commercial vehicles and diesel engines, founded in 1927, Our business areas are - Volvo Trucks, Mack, Renault Trucks, Volvo Buses, Volvo Construction Equipment, Volvo Penta, Volvo Aero and Volvo Financial Services. Several business units provide additional manufacturing development or logistical support. The largest business units are Volvo Powertrain, Volvo 3P, Volvo IT, Volvo Logistics and Volvo Parts. Volvo has more than 100.000 employees, production in 19 countries and operates in 180 markets. The Volvo Group also offers a comprehensive range of customized solutions in financing, leasing, insurance and service, as well as complete transport systems for urban traffic.

23. Motherson & Sumi

Motherson Sumi Systems Limited (MSSL), the flagship company of the Samvardhana Motherson Group was established in 1986 in joint partnership with Sumitomo Wiring Systems, Japan. MSSL including its subsidiaries and JVs is one of the leading manufacturer of automotive wiring harnesses, mirrors for passenger cars and a leading supplier of plastic components and modules to the automotive industry. Its broad

business portfolio includes wiring harnesses, mirrors for passenger car, injection moulded products, modules including dashboards, door trims, bumpers, blow moulded components, liquid silicone rubber moulded components, injection moulding tools, extruded rubber products, precision machined metal components and waste recycling systems. Over the years MSSL has successfully collaborated with global technology leaders to further enhance its competency to create technologically sound products in state-of-art facilities and infrastructure to ensure superior efficiencies & total customer satisfaction. The Group's business portfolio covers multiple areas of the automotive value chain as well as several non-automotive industries. The product range includes: Wiring harnesses, Rear view mirrors, Polymer processing, including assemblies and bumpers, cockpit assemblies and door trims, supported by tool manufacturing; Elastomer processing, Modules, such as automotive lighting systems, air intake manifolds, shock absorbers, heating ventilation and air-conditioning systems, cabins for off-highway construction and agricultural vehicles, waste recycling systems; Metalworking, including cutting tools, broaches, gear cutting tools, thin film coating metals and aluminum die casted parts; IT, Engineering and Design for the automotive and non-automotive sectors; Manufacturing support, including air compressors, paint coating equipment and auxiliary equipment for injection moulding machines and automatic manufacturing engineering services.

24. Schinder Electric

Schneider Electric (SE) is a European multinational corporation that specializes in energy management, automation solutions, spanning hardware, software, and services. Native of France, the company is headquartered in Rueil-Malmaison and is also based at the World Trade Center of Grenoble with offices throughout the world. It is a Fortune Global 500 company, publicly traded on the Euronext Exchange, and is a component of the Euro Stoxx 50 stock market index. In FY2016, the company posted revenues of about €25 billion.

Schneider Electric is the parent company of Square D, Pelco, APC and others. As of 2016, the company has 20,000 patents either active or in application worldwide; the company has 144,000 employees in approximately 100 countries.

The roots of this company are in the iron, steel, and armaments factories of Schneider-Creusot and other industrial concerns. In 2014 Schneider Electric advertised cooperation with German power supplier RWE.

1836: Brothers Adolphe and Joseph-Eugene Schneider take over an abandoned foundry in Le Creusot, France and, two years later, create Schneider & Cie, focusing primarily on the steel industry. Schneider & Cie grows rapidly, specializing in the production of heavy machinery and transportation equipment, and eventually becomes the Schneider Group, a diversified conglomerate.

1975: The Schneider Group acquires an interest in Merlin Gerin, one of the top manufacturers of electrical distribution equipment in France.

1981-1997: Schneider Group re-focuses on the electrical industry by divesting its nonstrategic assets and undertakes a series of strategic acquisitions: Telemecanique in 1988, Square D in 1991 and Merlin Gerin in 1992.

1999: Schneider Group acquires Lexel, one of Europe's largest suppliers of installation systems and control solutions. In May 1999, the Schneider Group is renamed Schneider Electric to clearly identify its expertise in, and focus on, the electrical field.

2010: Schneider Electric launches a €70 million venture capital fund with Alstom to create Aster to support innovative start-ups in the fields of energy and the environment.

25. Kinetix Engg

Kinetix is one of the leading mechanical engineering company, It was founded in April 2006 In Bangalore, India, focuses on turnkey projects involving design, innovation, prototyping and manufacturing with core expertise in structures, hydraulics and control

systems. it provides of niche technology for defense and aerospace sector around the world. We provide consulting services, turnkey solutions, and project management services in Mechanical engineering. The company is registered with DRDO labs and other defense organizations in India as a qualified design center. Kinetix is an ISO 9001:2008 certified company. Kinetix Engineering Solutions, USA was founded in June, 2006 at Tempe in Phoenix, Arizona and provides design and manufacturing services in Mechanical and Aerospace Engineering.

26. Sidin Core-Tech Pvt Ltd

In 2000, it was born as an 'Engineering Design Company' for providing ingenious solutions using comprehensive engineering technology to solve problems in a way that goes beyond being a sub-contractor. It is the pioneers in Detailed Engineering & Design Services market place and provides its clients with a new value every time. This spirit still remains and it will remain unchanged in the years ahead as its fundamental stance and as its source of joy. It believes that, its mission lies in continual improvement of its engineering designs by resolving converging issues of various complexities, harness our domain knowledge, provide quick turnaround, beagile to changes, continue to be collaborative and always be innovative in finding solutions that reduces cost and saves on time. It possesses the agility, the tenaciousness and the technological capabilities which it applies to a range of facilities. Its design such as FPSOs, TLPs, MOPUs, Fixed Platforms, Buoys, Chemical Process Plants, Aerospace facilities, Bridges, Paper and Pulp Plants. It also possesses the management capability to execute and oversee these large-scale projects. It will relentlessly strive to be a partner on whom its clients can depend, to outsource their engineering, to deliver quality service on time and within budget. Its commitment towards health, safety and environment for our employees, society it works in and its customers is the highest priority as an organization. Siding is certified as an ISO 9001:2015 organization by ABS Quality Evaluations. Quality has been an integral element in the culture of our organization. Having processes in place that ensure quality in every aspect of its work, whether it is its deliverables, or how it is executed and delivered, sets us apart in the market. With stringent commitment

and passion to deliver work of the highest quality, Sidvin is fast emerging as the force to reckon with in the FPSO space worldwide.

27. ADA

The Aeronautical Development Agency (ADA) of India's Ministry of Defense was established at Bangalore, in 1984 to oversee the development of the nation's Light Combat Aircraft (LCA) programme. Currently, the organisation is involved in design and development of multiple versions of LCA, HAL AMCA and UCAV. Aeronautical Development Agency - History: Aeronautical Development Agency (ADA) is a Society under the Department of Defense Research and Development, Ministry of Defense, Government of India. To undertake, aid, promote, guide, manage, co-ordinate and execute research in aeronautical science, design and development of various types of aircraft and rotorcraft. As the first task, the Society was entrusted with the design and development of a multirole Light Combat Aircraft to meet the requirements of Indian Air Force. While progressing the task of LCA development, ADA has also been assigned the task of studies for the Project definition Phase (PDP) of the naval variant of LCA, exploitation of resources created in the LCA programme for earning revenue is also being attempted. ADA has established advanced state of the art computing centre with several powerful equipments and software. ADA has developed specialized software in the fields of computer-aided design (CAD), computer-aided engineering (CAE), computer-aided manufacturing (CAM), avionics, systems, independent validation and verification, flight simulation. The spin-off benefits of the research and development is realized with help of commercial partnership with leading multi-national companies such as Boeing, Airbus, IBM, Dassault Systèmes, Parametric Technology Corporation (PTC). The following are some of the software developed for the LCA-Tejas development programme, includes- Autolay, CADTRANS, FINESSE, FINEGRAF, GITA, PRANA. ADA has the facilities like- ASMS, System Design and Evaluation Facility, Computing Center, Iron Bird, LCA Hangar, Lightning Test Facility, Virtual Reality, and Wind Tunnel Testing Facility.

28. Federal Moghal

Federal-Mogul Goetze (India) Limited was established in 1954 as a joint venture with Goetze-Werke of Germany. It is the largest manufacturer of pistons and piston rings in India. Goetze-Werke of Germany is now owned by Federal-Mogul Corporation, a \$6.3 billion global company and one of the leading manufacturers of automotive components in the world. Federal-Mogul Goetze (India) Limited manufacturer of world-class pistons, piston rings, sintered parts and cylinder liners covering a wide range of applications including two/three-wheelers, cars, SUVs, tractors, light commercial vehicles, heavy commercial vehicles, stationary engines and high output locomotive diesel engines. The most modern production facilities at Bengaluru, Patiala and Bhiwadi are certified TS 16949, ISO14001 and OHSAS 18001. Goetze and GoetzeBrico provide leading-edge technologies and competitive solutions for original equipment manufacturers and the automotive aftermarket.

29. John Crane India

John Crane is more than just one of the world's leading providers of engineered technology. With more than 5,800 employees around the globe, it supplies and service the products used by its customers in process industries for their mission-critical operations—many of which involve extremely challenging conditions. Its outstanding reputation for designing and engineering high-quality, durable, customized solutions is globally recognized. It is the partner with its customers and helps them meet the latest environmental standards and keep their operations safe and controlled. John Crane Maintenance and Repair Services assists with critical systems checks and plant equipment maintenance, as well as engineered component repair, removal and reinstallation services. Headquartered in Chicago, Illinois, it is the part of Smiths Group Plc, a global leader in applying advanced technologies for markets in threat and contraband detection, energy, medical devices, communications, and engineered components. Founded more than 100 years ago, it is a global leader in rotating equipment solutions, supplying engineered technologies and services to process industries, including: Oil & Gas, Power Generation, Chemical, Pharmaceutical, Mining, Food and

Beverage, Pulp & Paper, Water & Wastewater. It has partner with its customers around the world to deliver innovative solutions that improve process and equipment reliability through a relentless focus on quality, a passion for service, and uncompromising commitment to its people, safety, the environment and ethical business practices. Our Products- Mechanical Seals, Seal Support Systems, Packing, Couplings, Filtration Systems, Predictive Digital Monitoring Technologies, Artificial Lift Equipment; and its Services- Maintenance and Repair Services, PERFORMANCE PLUS® Reliability Programs, Turbomachinery Services, Asset Management Solutions, Training. On March 9, 2017, John Crane celebrated its 100-year anniversary. John Crane still offers the mechanical packing and gasket products upon which the Crane Packing Company built its success. Each year, the company manufactures some 238,900 miles of braided packing almost enough to reach to the moon along with flat gaskets and live-load packing for valves.

30 Grindwel Norton

Grindwell Norton (GNO), a company listed on the Bombay and National Stock Exchanges, pioneered the manufacture of grinding wheels in India in 1941. Today, GNO's businesses include: Abrasives, Silicon Carbide, High Performance Refractories, Performance Plastics and ADFORS. The Saint-Gobain Delegation (Country Head) office, and INDEC (the captive India IT Development Centre for the Saint-Gobain Group globally) are also part of GNO. GNO's subsidiary, Saint-Gobain Ceramic Materials Bhutan Pvt. Ltd., manufactures Silicon Carbide. GNO is part of the Saint-Gobain Group. The Group currently holds 51.66% of the equity capital of GNO.

31. L&T Hydraulics

L&T Hydraulics was established in 1982 as a captive unit to manufacture high pressure Hydraulic Cylinders, Turning Joints, Fixed Flow Pumps, High Torque Low Speed Motors, Swing Machinery, Track Drives & Customized Hydraulic solutions. It has capabilities that equip itself to engineer hydraulic systems for customer specific applications, from design to manufacture, installation and commissioning. Our new

manufacturing plant was set up in Doddaballapur, Bengaluru Rural during Jun 2015. L&T Hydraulics Works is a state-of-the art manufacturing facility in Bengaluru, India for high precision components required for hydraulic assemblies. The facility consists of two manufacturing plants: Plant 1 for manufacturing wide range of Hydraulic Cylinders & Swivel/Rotary Joints; Plant 2 for manufacturing wide range High Torque Low-Speed Motors, Radial Piston Pumps, Track & Swing Drives and Customized Hydraulic Systems. Hydraulics Works of L&T Construction Equipment Limited, a wholly owned subsidiary of Larsen & Toubro Limited is positioned to deliver hydraulic solutions to meet the needs of the Construction & Earth Moving Equipment, Mining Machinery, Engineering & Energy Sectors as well as Bulk Material Handling Segments. L&T Hydraulics has a proven track record in export of Hydraulic aggregates for both Industrial and Construction Equipment segments. The company subsequently acquired the technical capabilities to manufacture closed circuit variable displacement pumps and motors. L&T Hydraulics practices a 4 Level Quality Management system encompassing Operators, Inspectors, Auditors, and Team members of all departments - Design, Production, Supply Chain, Quality Assurance & Marketing. A Monthly Quality Review within product units and at the apex level is practiced to review improvements and the effectiveness of QMS. Regular meetings are held with customer representatives to understand and improve the products/services. Further, the quality of the raw material, and outsourced products or processes is ensured by a stringent vendor qualification system. Regular surveillance audits are carried out to ensure compliance. We are certified under ISO 9001:2008, OHSAS 18001 and ISO 14001:2004.

32. Amco

Amco Batteries Ltd, a member of the Amalgamation Group of Companies, is renowned for its wide range of Automotive Batteries. A pioneer since 1955, AMCO is a brand to be reckoned with in the Battery Industry. Established in 1932, the company was subsequently taken over by the Amalgamations Group in 1955. The Rs.7000-crore Group is one of the largest light engineering groups in India. With the advent of new generation Japanese motorcycles and cars in India in 1984, AMCO upgraded its technologies to suit the new generation vehicles. The initial collaboration with YUASA of Japan made

AMCO the preferred choice for all two wheeler manufacturers. Nowadays, AMCO is the leading OE battery supplier to major automotive brands such as Honda, Hero Moto Corp, Bajaj, TVS, Yamaha, Royal Enfield etc. AMCO also supplies four-wheeler batteries to TAFE Tractors, Sonalika Tractors, VST Tiller Tractors, Eicher Tractors etc. AMCO has acquired QS 9000:1998, ISO 9001, ISO 14001 and TS16949 certification, which is proof of its highest quality standards and eco-friendly practices. The company has since then, been quick to respond to the opportunities and challenges of the fast growing automotive industry, emerging as a leader in the battery segment. AMCO Batteries Ltd. is a leading battery manufacturer, with a wide spectrum of high-performance batteries for the automobile industry and a market leader in the two-wheeler segment. AMCO also manufactures world-class batteries for four wheelers, with a wide product range comprising of Dry Charged, Factory Charged and Maintenance Free batteries. It has been a pioneer in launching two wheeler batteries in India and was the first to launch two wheeler polypropylene batteries in 1984-85. Over the last two decades, the company has invested substantially in R&D and continues to produce the best products in the market. AMCO occupies pride of place in both the original equipment and replacement markets. In fact, most of the two wheelers in India have AMCO Batteries as O.E. Fitment.

33. Sansera Engineering

T Gearock Forge, a wholly owned subsidiary of Sansera is responsible for the forging activity and the commercial production at Bangalore. Today with a YoY CAGR of over 22% since 1987, Sansera is one of the highly exclusive bands of engineering companies globally that builds its own CNC-SPMs, allowing its customers to benefit from a dual advantage - cost-effectiveness and enhanced machining capabilities. Its vast machine pool and an expert engineering team with the highest level of technical and professional competence produce products that are complex and meet the high quality standard of its customers. Its product portfolio encompasses components ranging from 15 grams - 12 kilo grams such as to crank shaft assemblies, Rocker arms, Gear shifter forks, Common Rail, Connecting rods, etc.

Sansera is one of the few companies that commenced the use of CAD with the help of in-house workstations, much earlier than many other engineering companies. Computers and software such as UNI graphics for modeling of components & tool path generation for die milling, besides complex machine designs, jigs & fixtures designs along with inspection fixtures were all accomplished on advanced mechanical desktop & inventor platforms.

Sansera has a very sound work ethic combined with a very strong belief that in order to nurture a better society one must give back to the communities. Being an equal opportunity employer, Sansera believes in providing the platform for skill and talent to flourish. Its numerous scholarship programmes for instance have ensured that children of the most economically challenged section of society receive the financial assistance for education that would otherwise be difficult to procure. Sansera has 7 state-of-the-art manufacturing and machining plants and a turnover of more than USD 100 million. It is certified with ISO/TS 16949:2009 and has a forging press capacity ranging from 1600 Ton to 2000 Ton. Sansera's CSR programmes support a host of initiatives under the 3 branches as under; People & Education (Adoption of Govt. schools and providing building, Awards, Scholarships, etc.); Healthcare (Participating in the spreading of awareness of HIV, Organising blood donation camps, Contributing funds towards dialysis); Environment (Tree planting drives, Recycling water and thereby reducing carbon footprint). CSR at Sansera is about identifying those areas where a need can be met and devising simple methods of enabling its employees to fulfill that need. Sansera is named for its quality in terms of product, process, development, which has been carried out as a system and policy.

34. Ranka Steels

Ranka Steels uses its three-decade long expertise in Cold Rolled Steel to customize and deliver products according to the customers' individual requirements. It's this attention to detail that makes Ranka Steels synonymous with Precision, Quality and Reliability. Over the years Ranka Steels have adapted their work to the varying needs of

customers. Whether it is state-of-art slitting, cutting-to-length, precision levelling at Ranka Steels we make sure the highest standards are adhered to at every level.

Ranka Steels started in 1981. A modest shop with five employees, they started by dealing with stainless steel articles. In this new venture, they were led by the vision of Mr B L Ranka. By the mid-eighties, Ranka began to test the waters as a trading organisation, by supplying to OEMs. At the turn of the decade, they embraced this opportunity more widely; the focus completely shifted to supplying.

As the world entered another new decade, a decisive change was in store for the steel industry in India. The winds of change were blowing away from small mills to large mills attached to a distributor. Small mills could no longer match the call for supplies due to out-of-date cold-rolling facilities and the time was ripe for Ranka Steels to take a new step as well. In 2004, Ranka Steel became a Service Centre.

Ranka Steels then started to cater to the needs of telecom and electronic industries and was focused majorly on General Engineering and Panel Buildings. In association with Tata Steels and JSW saw Ranka Steels meet this surge in demands. By moulding their skills to the need of the hour, by shifting the buying patterns of customers, Ranka Steels started a Pioneering trend, an award-winning trend; a movement that continues to flourish, even to this day, in developing economies. By 2008-09, Ranka Steels delved deep into the Automobile industry. From five employees in 1981, Ranka Steels currently has 250 employees on its rolls. Their offices that cater primarily to the southern region of India are located in Bangalore, Chennai, Hosur and Coimbatore and a new facility in Bommasandra, Bangalore was started in 2010. Now Ranka Steels has a total facility of 150,000 sq.ft. and a production capacity of 12,000 tonnes per month. Ranka Steels is currently a 5,000 tonnes company and looking forward to growing 10000-tonne Company in next 3 years.

35. Konar Engineering Service Pvt Ltd

It provides services such as Automotive, Writing Instruments, Cosmetics, Electrical & Electronics, Defense, Aero Space, Parts for measuring Instruments.

KONAR is the largest Manufacturer & supplier of precision deep drawn components using Transfer Presses in India. With further Customer support, Konar has also ventured into multiforming and sheet metal components establishing a world class facility.

KONAR Started in the year 1997, with international training from one of the most reputed companies in U.K, (Platarg Presses), today Konar houses 33 Transfer Presses, 5 Multi forming Presses, and 5 high-speed stamping presses with a fully fledged and In-house Tool Room.

KONAR has grown from strength to strength by designing, developing, manufacturing and producing complicated and high precision toolings and deep drawn components, multiform components and sheet metal parts.

36. NAUVATA Engineering Pvt Ltd.

Nauvata Engineering is a leading Engineering & Project Management company, providing world class Engineering, Procurement and Construction Management services, to oil and gas companies worldwide. Nauvata Engineering is a privately owned company based out of Bangalore, India and Singapore. Nauvata Engineering is an ISO 9001:2008 Company and has end-to-end capability and experience providing the following services for both onshore and offshore installations.

Nauvata Engineering has the capability and experience in all disciplines like Process, Structural & Geotechnical, Mechanical (Static, Rotary & HVAC), Electrical, Instrumentation & Telecom, HSSE, Piping and Pipelines (Subsea and Onshore) enabling us to deliver Engineering services for offshore platforms such as Wellhead platforms (Complete Topside and Jackets), Process Platforms (Complete Topside and Jackets),

Floaters (FPSO Topsides) and Pipelines (Onshore & Subsea Pipelines), Brownfield Modification Services, Tank Farms, Gas Processing Plants, etc.

The Mission of Nauvata is committed to becoming a leading engineering organization in both the domestic and the growing international markets by providing world class Engineering Design and Project Management Services.

Its Vision is envisioning Nauvata to become a Full-Service, Energy & Utility Engineering & Project Organization serving the domestic & international markets.

37. SAN Engineering & Locomotive Pvt Ltd.

SAN was established in 1969 as a locomotive manufacturing company. Over the years, the company has grown its product portfolio and aligned its offering to changing market requirements. Today, SAN is a multi-product, multi-market enterprise that provides solutions in all segments of industries.

SAN employs more than 500 people across the country. There are 200 plus well-trained sales and service engineers, a 40 member team for R&D and product development, and an equal number of qualified engineers on the shop floor.

Engineers are the most important asset of SAN. It also believes in continuous learning and follow an internal mandate to put our people through an average of 5 days training a year.

A culture of innovation and the freedom to experiment is natural in SAN. It encourages its engineers to experiment new frontiers of technology in product development.

SAN is built on a strong foundation of innovation and technological excellence. Strategic partnerships to strengthen our in-house engineering capabilities and market reach, continuous focus on research and development, and a customer-centric approach have marked the company's journey in the design and manufacture of locomotives, power packs and gear boxes.

SAN is one of the few companies capable of designing, manufacturing transmissions, gear boxes, power packs and locomotives. We manufacture turbo reversing transmissions, diesel hydraulic locomotives, and diesel electric locomotives, power packs for a variety of applications, heavy duty cardan shafts and gear boxes for varied industries. Transmission and the drive elements are manufactured in-house using state-of-the-art machining centers and gear profile grinders.

SAN manufacturing facilities are located in two plants and are equipped with advanced, high precision CNC horizontal and CNC vertical machining centers. The in-house five axis machines provide SAN with the advantage of producing bevel gears and rotor parts of great accuracy. The gear grinders are capable of manufacturing gears to very high standards. The manufacturing unit is supported by the R&D division that leads the SAN development program, a SOLID EDGE unit with advanced design capabilities, an integrated machine shop and a metrology laboratory.

Its manufacturing capability is further strengthened with the adoption of the world class manufacturing systems and also an ERP. The delivery of better quality products with reduced time-to-market has positively impacted customer satisfaction levels

SAN products bear the hallmark of quality and reliability. Every manufactured component and product passes through stringent quality audits and tested to ensure performance and reliability. Its state-of-the-art manufacturing facilities are in two locations, Bangalore and Mysore.

5.4. Profile of the Respondents

This section discus about the general characteristics of the respondents of the present study, the respondents are the employees who were working in large scale engineering industries situated at Bengaluru. Here demographic characteristics like Gender, Sex, Age, Caste, Religion, Marital Status, Qualification, Permanent stay of residency, and occupational characteristics like Job designation, type of job, work experience etc. are considered to describe the profile of the respondents of the study.

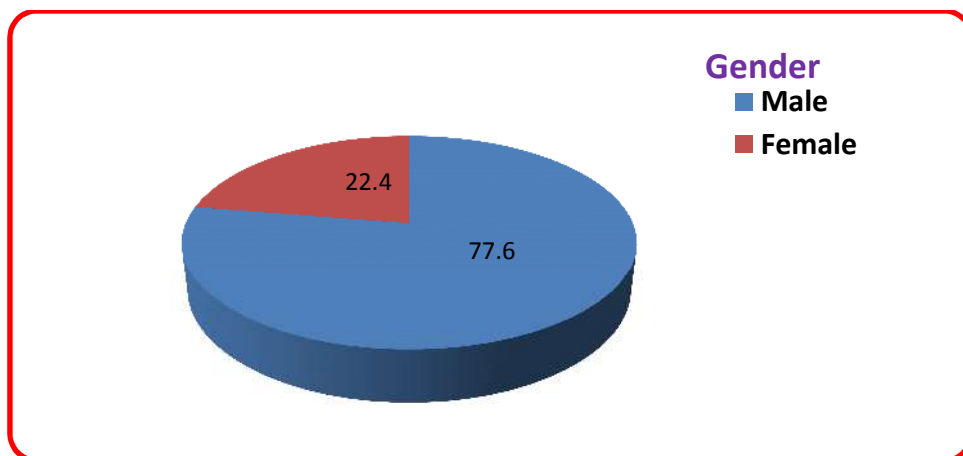
Table 5.1

Gender of the respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	291	77.6	77.6	77.6
Female	84	22.4	22.4	100.0
Total	375	100.0	100.0	

Figure. 5.3

Gender of the respondents



In the present study, it was found that the majority (77.6%) of respondents were male employees whereas 22.4% were female employees.

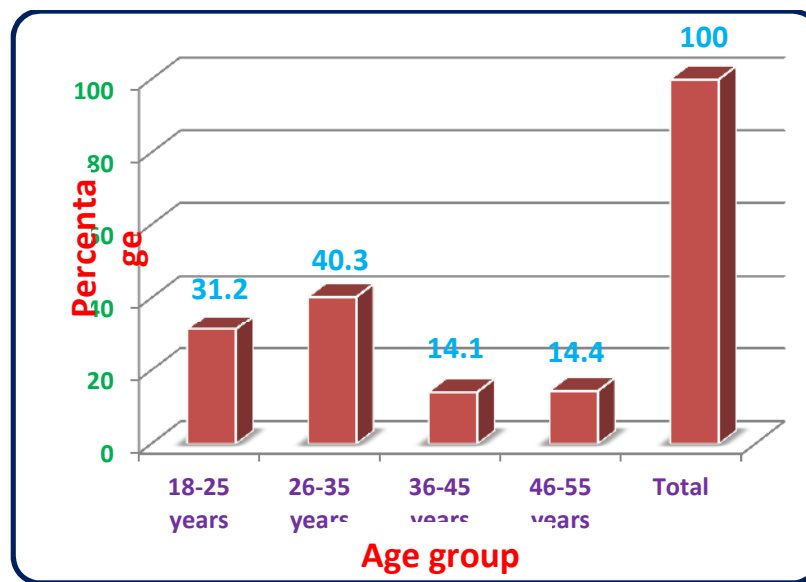
Table 5.2

Age of the respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25 years	117	31.2	31.2	31.2
26-35 years	151	40.3	40.3	71.5
36-45 years	53	14.1	14.1	85.6
46-55 years	54	14.4	14.4	100
Total	375	100	100	

Figure 5.4

Age of the respondents



In terms of age, respondents were classified into five groups. The highest frequency occurs around a band of 26 to 35 years (40.3%) and 18 to 25 years (31.2%) of age, followed by 46 to 55 years and 36 to 45 years to 14.4% and 14.1% respectively.

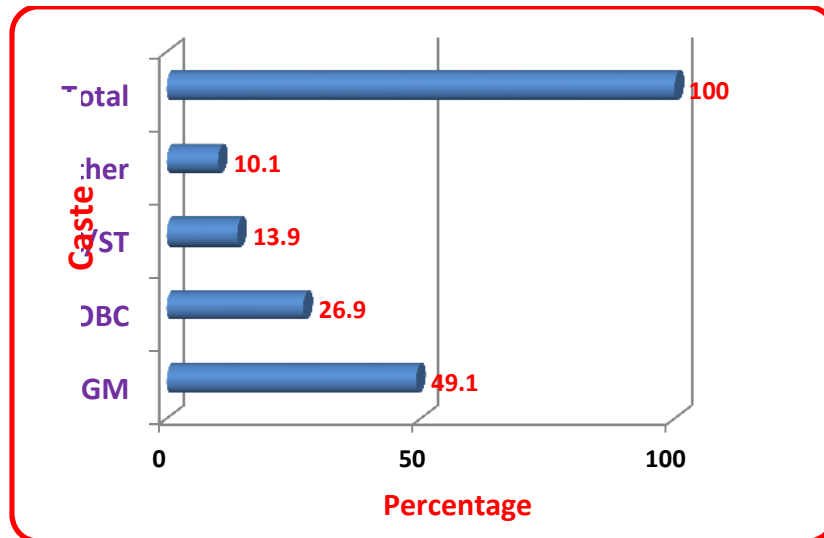
Table 5.3

Caste of the respondents

Caste	Frequency	Percent	Valid Percent	Cumulative Percent
GM	184	49.1	49.1	49.1
OBC	101	26.9	26.9	76
SC/ST	52	13.9	13.9	89.9
Other	38	10.1	10.1	100
Total	375	100	100	

Figure 5.5

Caste of the respondents



In the present study, the majority of respondents belonged to General category (49.1%) followed by Other Backward Class (OBC) 26.9% and Scheduled Castes-Scheduled Tribes (SC-ST) 13.9%, remaining 10.1% belonged to other category which includes Christians and Muslims.

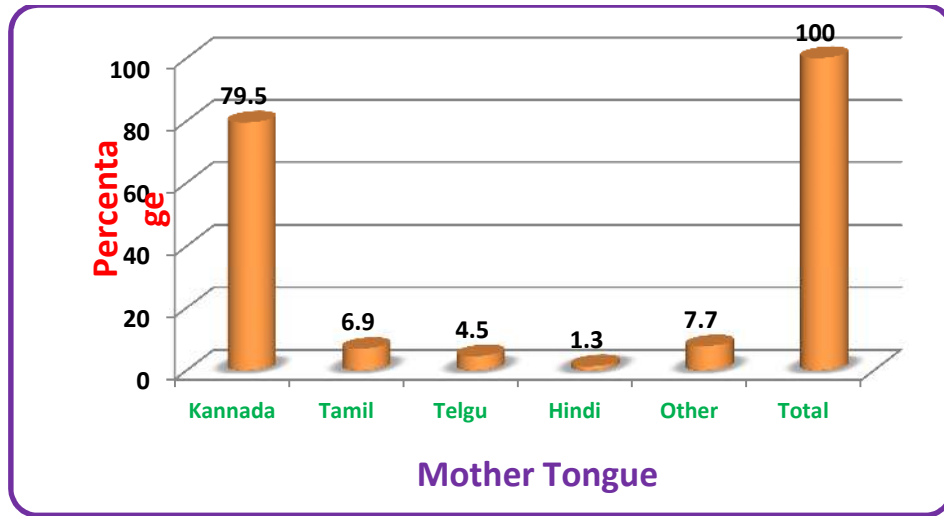
Table 5.4

Mother tongue of the respondents

Mother tongue	Frequency	Percent	Valid Percent	Cumulative Percent
Kannada	298	79.5	79.5	79.5
Tamil	26	6.9	6.9	86.4
Telugu	17	4.5	4.5	90.9
Hindi	5	1.3	1.3	92.3
Other	29	7.7	7.7	100
Total	375	100	100	

Figure 5.6

Mother tongue of the respondents



From the above table and figure, it was found that most of the respondent's mother tongue was Kannada (76.8%) whereas 6.9% of respondent's mother tongue was Tamil followed by 4.5% was Telugu, 1.3% was Hindi and 7.7% are other mother tongue which includes Malayalam, Urdu and Konkani languages.

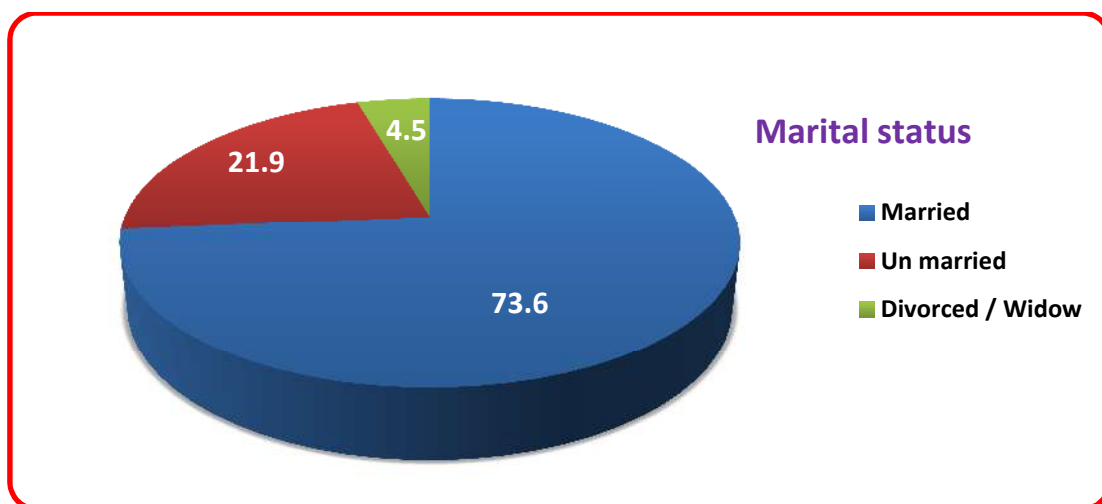
Table 5.5

Marital status of the respondents

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	276	73.6	73.6	73.6
Un married	82	21.9	21.9	95.5
Divorced / Widow	17	4.5	4.5	100
Total	375	100	100	

Figure 5.7

Marital status of the respondents



Marriage is an important and universal social institution. The above table and figure depict that, the majority (73.6%) of respondents were married whereas 21.9% respondents were un-married and the remaining 4.5% respondents were divorced/widow.

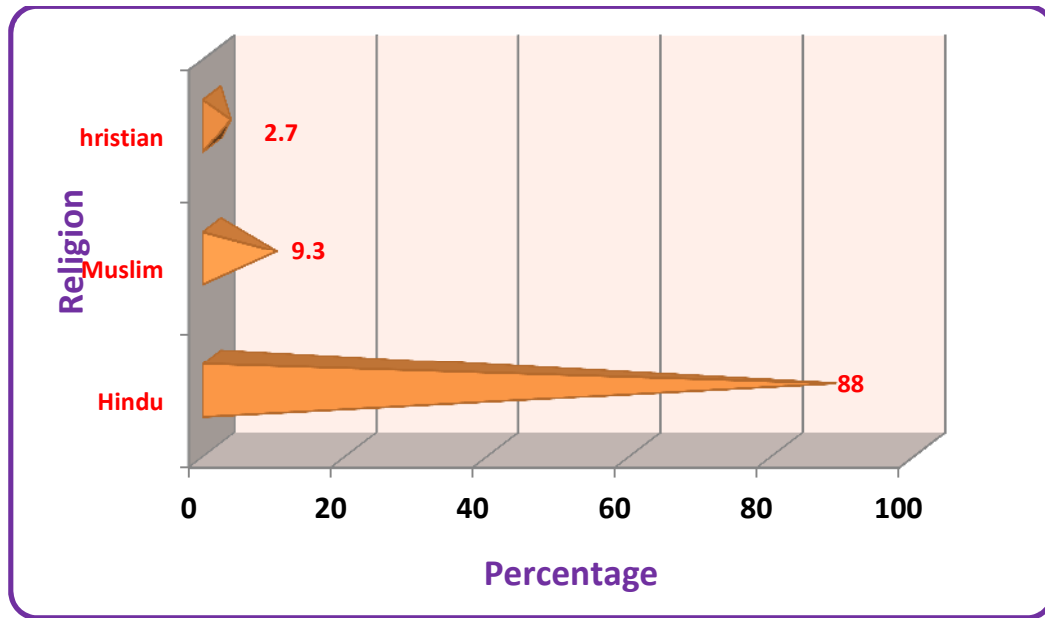
Table 5.6

Religion of the respondents

Religion	Frequency	Percent	Valid Percent	Cumulative Percent
Hindu	330	88	88	88
Muslim	35	9.3	9.3	97.3
Christian	10	2.7	2.7	100
Total	375	100	100	

Figure 5.8

Religion of the respondents



The above table and figure shows that a huge majority (88%) of respondents belonged to Hindu Religion whereas 9.3% were belonged to Muslim and the remaining 2.7% were belonged to the Christian religion.

Table 5.7**Type of Education of the Respondents**

Type of education	Frequency	Percent	Valid Percent	Cumulative Percent
Arts	83	22.1	22.1	22.1
Commerce	74	19.7	19.7	41.9
Science	28	7.5	7.5	49.3
Engineering	159	42.4	42.4	91.7
Other	31	8.3	8.3	100
Total	375	100	100	

Form the above table it came to know that majority (42.4%) of the respondents are from Engineering background, and 22.1% respondents are from Arts background followed by 19.7% and 7.5% are from Commerce and Science background respectively and the remaining 8.3 are other educational background.

Table 5.8**Educational Qualification of the Respondents**

Educational qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	24	6.4	6.4	6.4
Graduate	152	40.5	40.5	46.9
Post graduate	131	34.9	34.9	81.9
Other	68	18.1	18.1	100
Total	375	100	100	

The above table with regard to educational qualification depicts that majority (40.5%) of the respondents are graduates whereas 34.9% are Post graduates followed by 6.4% are Diploma holders and remaining are other degree holders such as ITI, JOC, etc.

Table 5.9

Type of the family of the respondents

Type of family	Frequency	Percent	Valid Percent	Cumulative Percent
Joint family	100	26.7	26.7	26.7
Nuclear family	275	73.3	73.3	100
Total	375	100	100	

The above table related to type of family shows that majority of the respondents belong to Nuclear family and 26.7% belong to the Joint family.

Table 5.10

Family size of the respondents

Size of the family	Frequency	Percent	Valid Percent	Cumulative Percent
1	20	5.3	5.3	5.3
2-3	109	29.1	29.1	34.4
4-5	229	61.1	61.1	95.5
6 and above	17	4.5	4.5	100
Total	375	100	100	

With regard to size of the family, the above table shows that majority (61.1%) of the respondents having 4 to 5 family member whereas 29.1% respondents having 2 to 3 family members followed by 5.1% are single, and 4.5% respondents are having 6 and above family members.

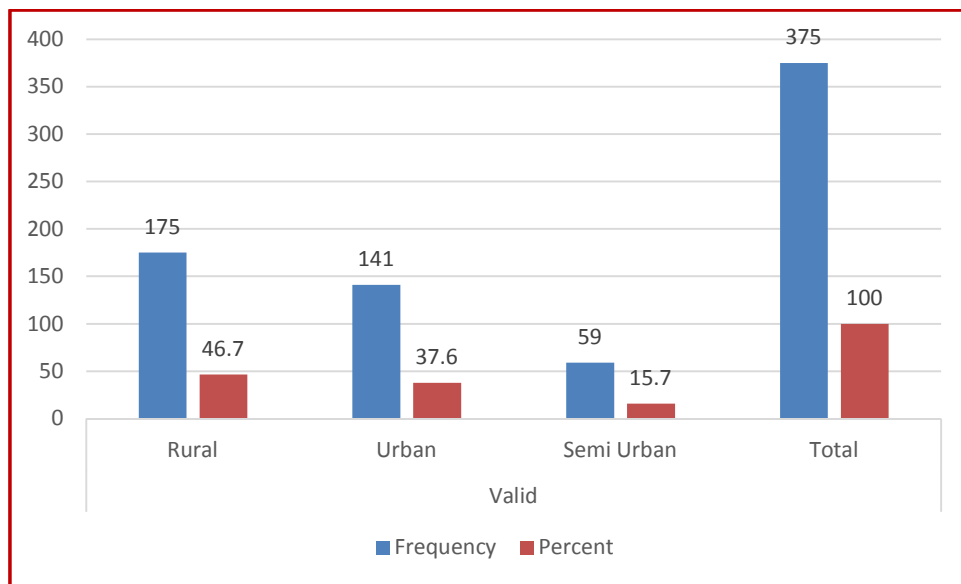
Table 5.11

Permanent stay of residence of the Respondents

Permanent stay of residency	Frequency	Percent	Valid Percent	Cumulative Percent
Rural	175	46.7	46.7	46.7
Urban	141	37.6	37.6	84.3
Semi Urban	59	15.7	15.7	100
Total	375	100	100	

Figure 5.9

Permanent stay of residence of the Respondents



The above table and figure shows that, 46.7% respondents are from Rural Background, 37.6% of respondents are having permanent residence in the urban area and remaining 15.7% respondents are having permanent residence in semi-urban areas.

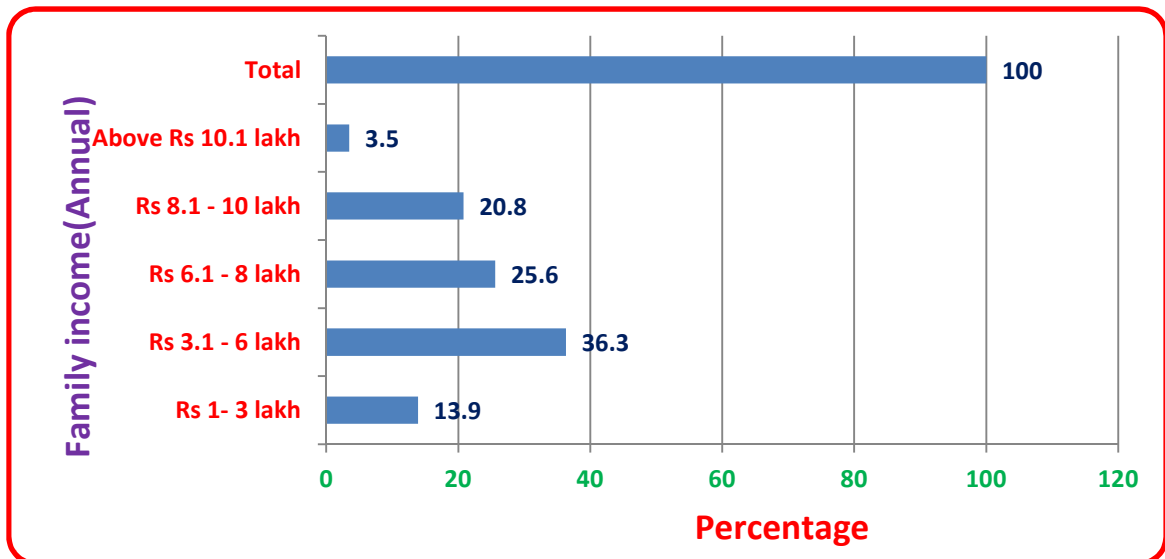
Table 5. 12

Family income (per annum) of the respondents

Family income (per annum) from all sources	Frequency	Percent	Valid Percent	Cumulative Percent
Rs 1- 3 lakh	52	13. 9	13.9	13.9
Rs 3.1 - 6 lakh	136	36.3	36.3	50.1
Rs 6.1 - 8 lakh	96	25.6	25.6	75.7
Rs 8.1 - 10 lakh	78	20.8	20.8	96.5
Above Rs 10.1 lakh	13	3.5	3.5	100
Total	375	100	100	

Figure 5.10

Family income (per annum) of the respondents

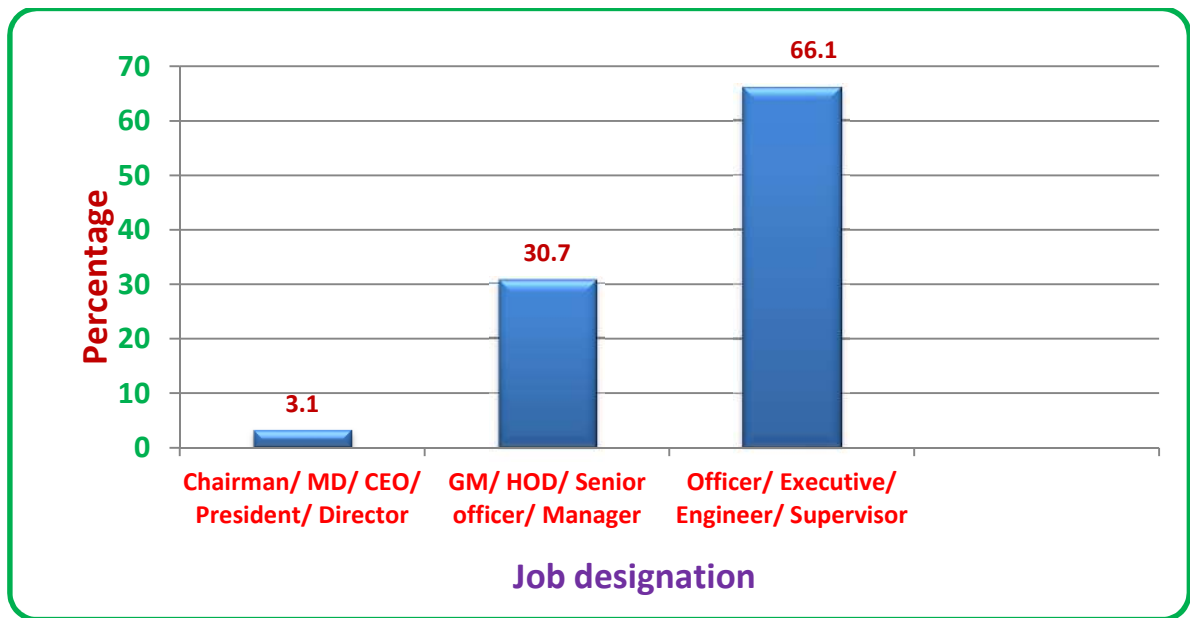


Income determines the economic status of the family of the respondents. The above table and figure show that the annual income of the respondents' family. Majority (36.3%) of respondents belonged to Rs 3.1 - 6 lakh annual income of family, whereas 25.6% of respondents belonged to Rs 6.1 - 8 lakh annual income of family, followed by 20.8% belonged to Rs 8.1 - 10 lakh, 13.9% belonged to Rs.1 - 3 lakh and the remaining 3.5% belonged to above Rs.10.1 lakh

Table 5.13
Job designation of the respondents

Job designation	Frequency	Percent	Valid Percent	Cumulative Percent
Chairman/ MD/ CEO/ President/ Director	12	3.1	3.1	3.1
GM/ HOD/ Senior officer/ Manager	115	30.7	30.7	33.9
Officer/ Executive/ Engineer/ Supervisor	248	66.1	66.1	100.0
Total	375	100.0	100.0	

Figure 5.11
Job designation of the respondents

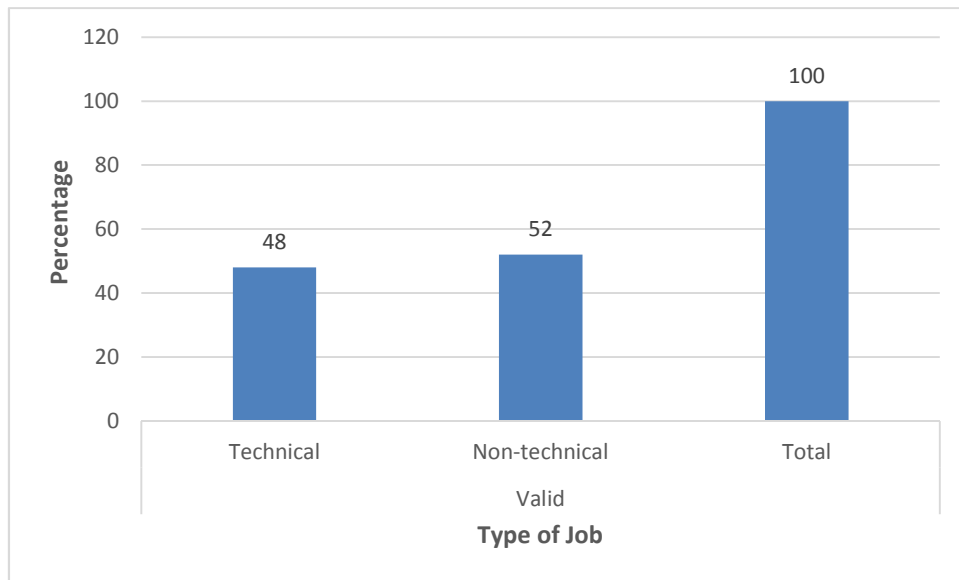


The above table and figure depicts that, majorities (66.1%) of respondents are in the junior level positions such as Officer/Executive/Engineer/Supervisor whereas 30.7% respondents are in the management level position of General Manager/ Head of the Department/ Senior Officer/Manager. Remaining 3.1% are in the top level position as Chairman/Managing Director, Chief Executive Officer/President/ Director in their respective organization.

Table 5.14
Type of the Job

Type of job	Frequency	Percent	Valid Percent	Cumulative Percent
Technical	180	48	48	48
Non-technical	195	52	52	100
Total	375	100	100	

Fig 5.12
Type of the Job



The above table shows the frequency and percentage of respondent's type of the job, like technical and non-technical job, the majority (52%) of the respondents are in technical job whereas remaining 48% respondents are in non-technical positions.

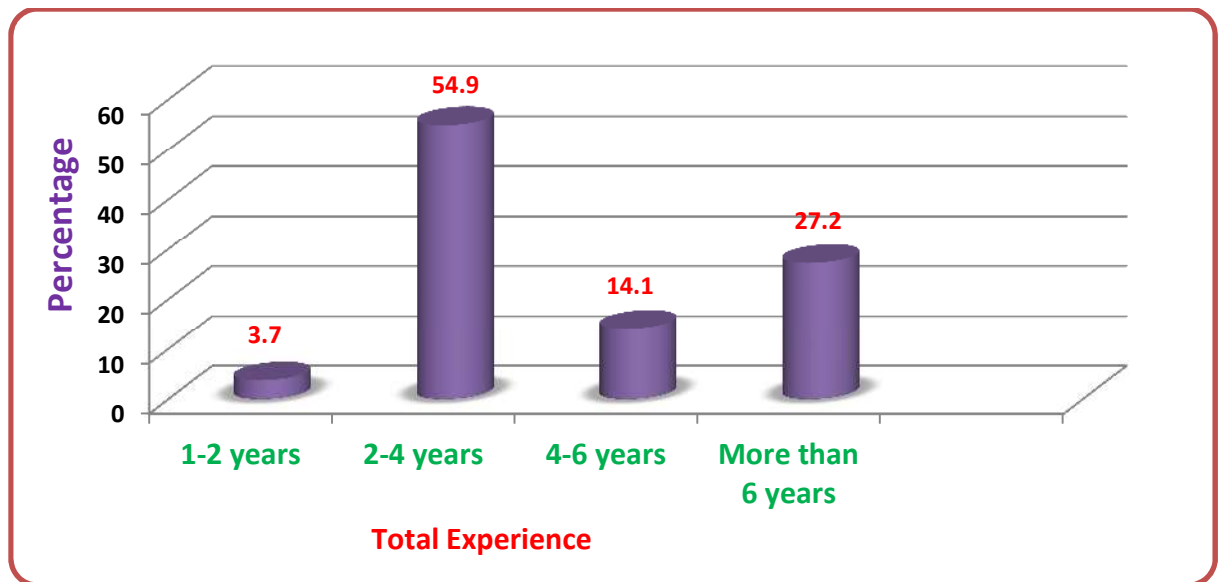
Table 5.15

Total years of work experience of the respondents

Total Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-2 years	14	3.7	3.7	3.7
2.1-4 years	206	54.9	54.9	58.7
4.1-6 years	53	14.1	14.1	72.8
More than 6 years	102	27.2	27.2	100
Total	375	100	100	

Figure 5.13

Total years of work experience of the respondents



To know the total years of work experience of employees, respondents were classified into four groups. Most (54.9%) of the respondents were clustered around 2.1 to 4 years of experience, whereas 27.2% respondents were in above 6 years of experience, followed by 14.1% and 3.7% of employees were having 4.1 to 6 years and 1 to 2 years of work experience respectively

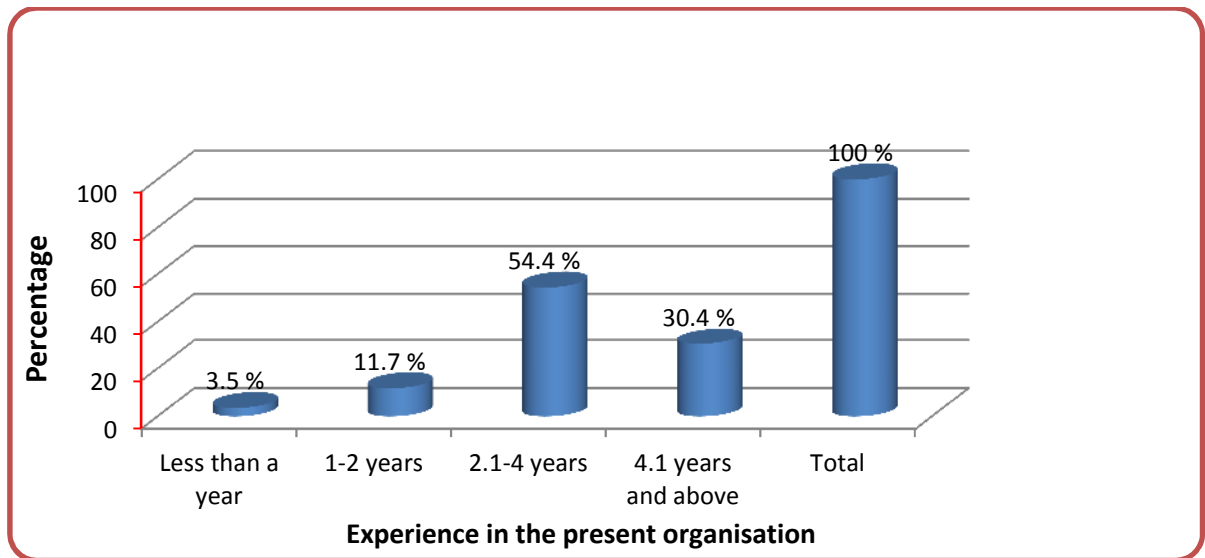
Table 5.16

Experience in the Present Organisation

Experience in the present organisation	Frequency	Percent	Cumulative Percent
Less than a year	13	3.5	3.5
1-2 years	44	11.7	15.2
2.1-4 years	204	54.4	69.6
4.1 years and above	114	30.4	100
Total	375	100	

Figure 5.14

Experience in the present organisation



The above table and figure shows that the respondents' work experience in the present organization, majority (54.4%) of the respondents working in the organisation from past 2.1 to 4 years, 30.4% of respondents working from 4.1 years and above, remaining 11.7% respondents working in 1 to 2 years and 3.5% of respondents working from less than a year in the present organisation.

Reference:

- Bangalore Chamber of Industry and Commerce. (2014). *Members Directory 2014*. Banagalore.
- Subrahmanya, M. H. (2017). How did Bangalore emerge as a Global hub of tec start-ups in India? Entrepreneurial Ecosystem- Evolution, Strutcher and Role. *Journal of Developmental Entrepreneurship* , 22 (1), 1-22.
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Chapter VI

Voluntary Employee Turnover and Retention Practices

6.1. Data Analysis and Discussion of Results

6.2. Major Findings of the study

6.3. Findings Related to objectives

6.4. Findings Related to Hypothesis

CHAPTER-VI

VOLUNTARY EMPLOYEE TURNOVER AND RETENTION PRACTICES

The present chapter deals with analysis of data and interpretations of results, this is the important body of the Research, and this includes analysis and interpretation of data using statistical methods, graphical representations. The framework for discussion includes core Objectives and Hypothesis made based on the statement of the problem.

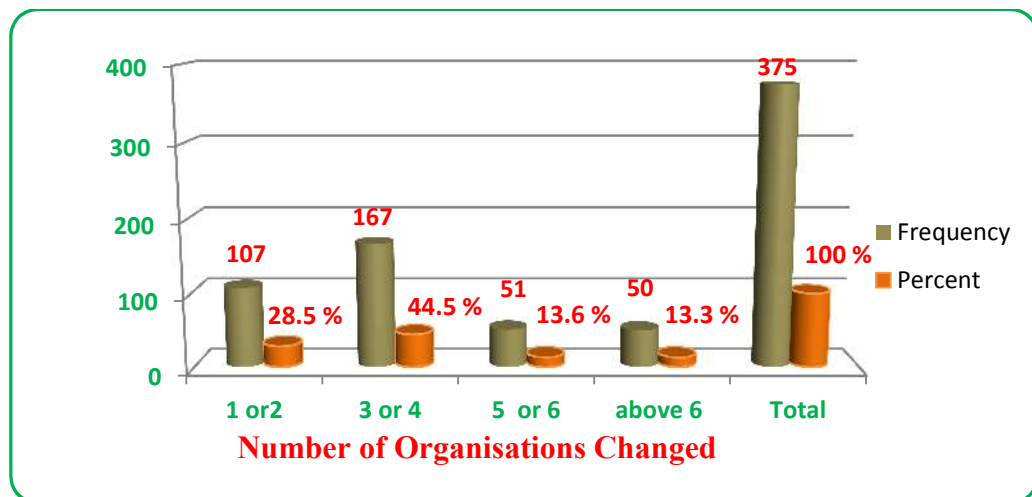
6.1. Data Analysis and Discussion of Results

Table 6.1
Number of Organisations changed

Number of Organisations changed	Frequency	Percent	Cumulative Percent
1-2	107	28.5	28.5
3-4	167	44.5	73.1
5-6	51	13.6	86.7
above 6	50	13.3	100.0
Total	375	100.0	

Figure 6.1

Number of Organisations changed



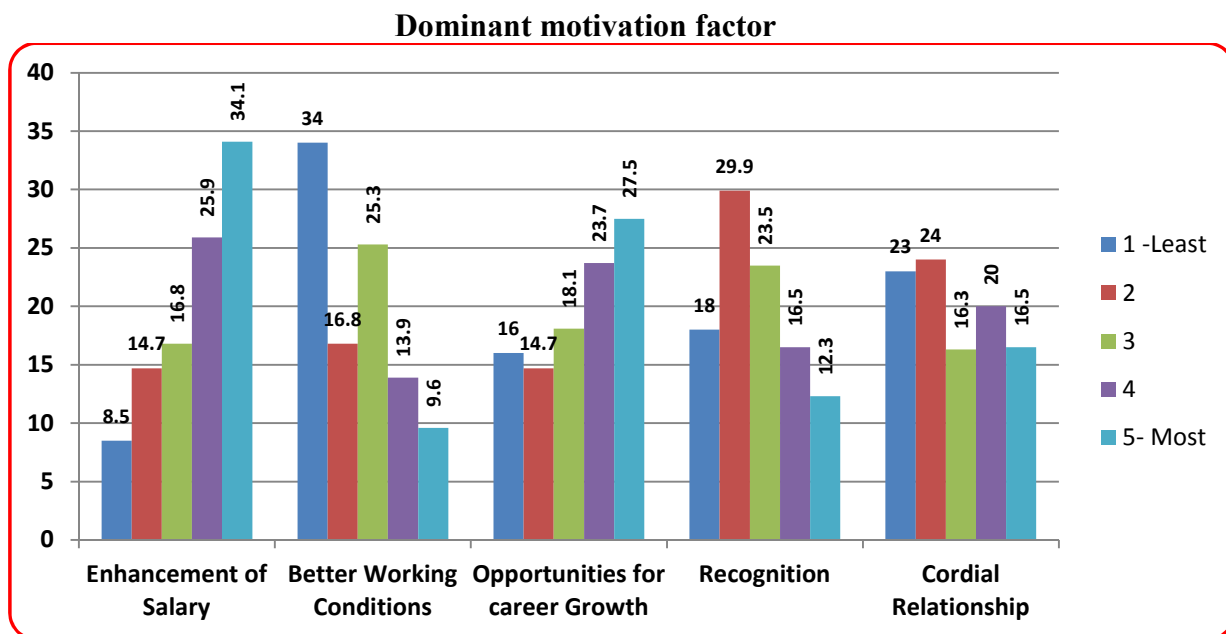
With regard to number of organisations changed, the majority (44.5%) of respondents have changed 3 to 4 organisations, whereas 28.5% respondents have changed 1 to 2 organisations, followed by 13.6% respondents have changed 5 to 6 organisations and 13.3% respondents have changed more than 6 organisations.

Table 6.2

Distribution of Dominant motivation factor for respondents in the organisation

Dominant Motivational Factor	1 -Least		2		3		4		5-Most		Total	
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%
Enhancement of Salary	32	8.5	55	14.7	63	16.8	97	25.9	128	34.1	375	100
Better Working Conditions	129	34	63	16.8	95	25.3	52	13.9	36	9.6	375	100
Opportunities for career Growth	60	16	55	14.7	68	18.1	89	23.7	103	27.5	375	100
Recognition	67	18	112	29.9	88	23.5	62	16.5	46	12.3	375	100
Cordial Relationship	87	23	90	24	61	16.3	75	20	62	16.5	375	100
Total	375	100	375	100	375	100	375	100	375	100		

Fig 6.2



The above table depicts that Enhancement of Salary was most dominant (34.1%) factor followed by career growth and opportunities (27.5%) and cordial relationship (16.5%) was another dominant factor, respondents indicated better working conditions as a least motivation factor for them.

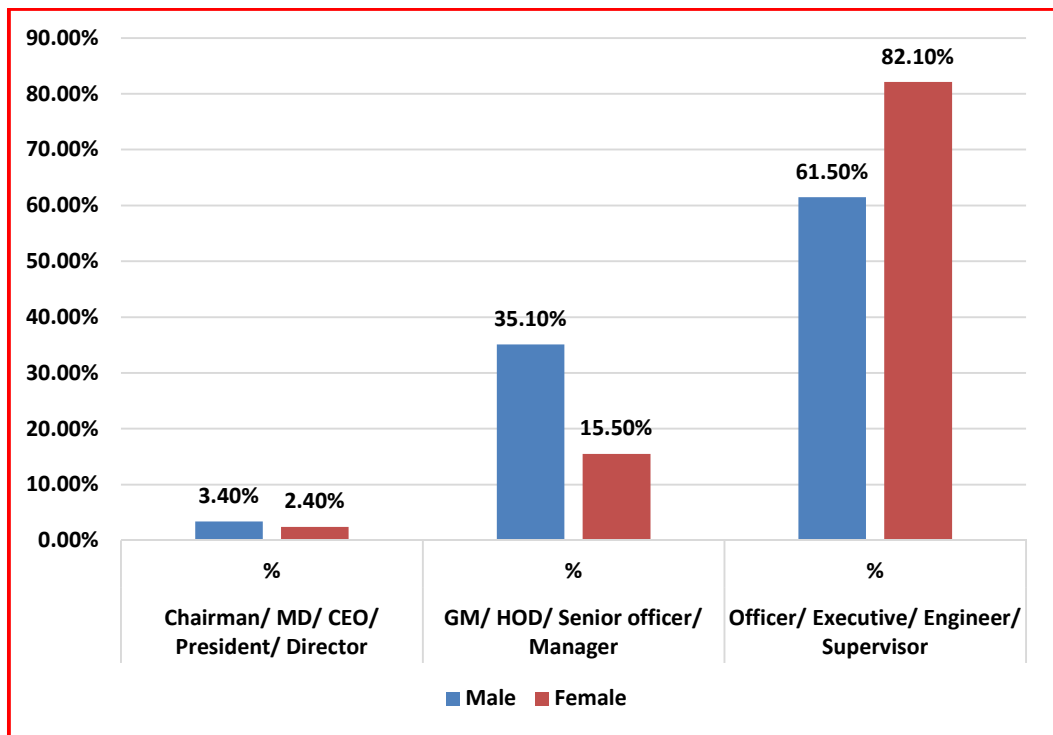
Table 6.3
Gender and Job designation

Gender		Job Designation			Total
		Chairman/ MD/ CEO/ President/ Director	GM/ HOD/ Senior officer/ Manager	Officer/ Executive/ Engineer/ Supervisor	
Male	Fq	10	102	179	291
	%	3.4%	35.1%	61.5%	100.0%
Female	Fq	2	13	69	84
	%	2.4%	15.5%	82.1%	100.0%
Total	Fq	12	115	248	375
	%	3.2%	30.7%	66.1%	100.0%

Chi-square test: $\chi^2 = 2.567$ Df-2 $p = 0.002$ $P < 0.05$ Significant

Fig 6.3

Gender and Job designation



From the above table, related to gender and job designation it was found that higher positions are occupied by male employees. Among the male respondents, 35.1% held the Middle managerial positions and 3.4% of male respondents held the top management positions whereas in same positions, among female respondents, 15.5% hold middle managerial level positions and only 2.4% female respondents occupied the top management positions. Most of the female (82.1%) respondents hold the entry-level positions. Statically significant ($p > 0.002$) association was found between Gender and Job Designation of the respondents.

Table 6.4

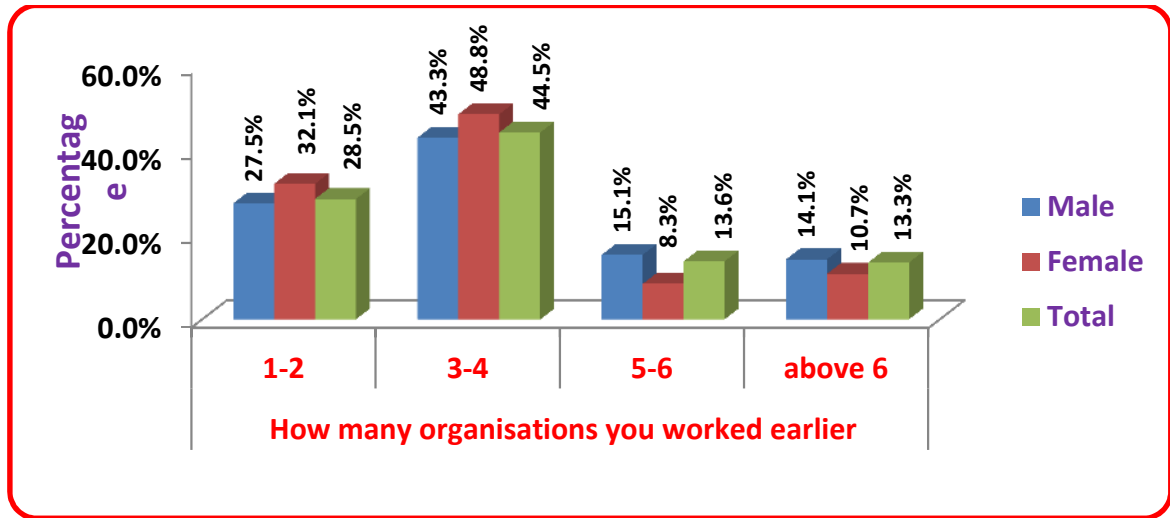
Gender and number of organisations changed

Gender		Number of organizations changed				Total
		1-2	3-4	5-6	above 6	
Male	Fq	80	126	44	41	291
	%	27.5%	43.3%	15.1%	14.1%	100.0%
Female	Fq	27	41	7	9	84
	%	32.1%	48.8%	8.3%	10.7%	100.0%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-square test : $\chi^2 = 3.703$ Df-3 p=0.295 P>0.05 Not Sig.

Figure 6.4

Gender and number of organisations changed



With regard to the impact of gender on employee turnover or number of organisations changed. In this study, it was found that, out of 291 male respondents, 43.3% have changed 3 to 4 organizations whereas out of 84 female respondents, the majority (48.8%) have changed 3 to 4 organizations. Further, 27.5% male respondents have changed 1-2 organisations whereas 32.1% female respondents have changed 1-2 organisations, followed by 14.1% male and 10.7% female employees changed 5-6 organisations.

No significant statistical association found ($P>0.295$) between gender and number of organisations changed, which means both male and female have same chances of turnover. It was statistically proved that gender is not making any impact on employee turnover.

Table 6.5

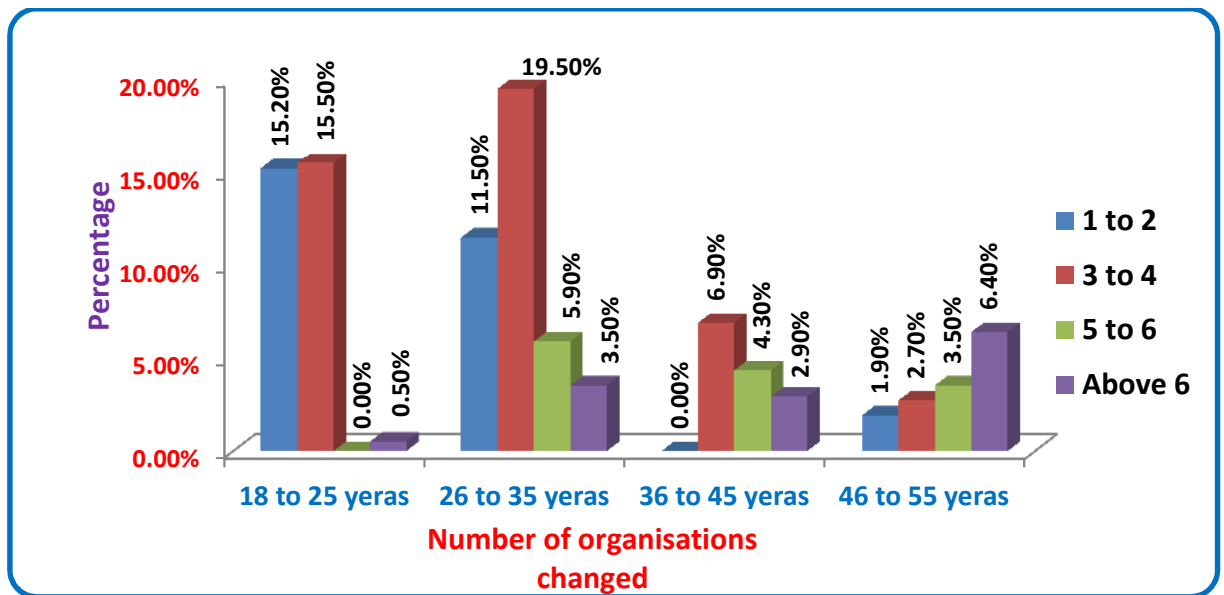
Age and number of organisations changed

Age		Number of organizations changed				Total
		1-2	3-4	5-6	above 6	
18-25 years	Fq	57	58	0	2	117
	%	15.2%	15.5%	0.0%	0.5%	31.2%
26-35 years	Fq	43	73	22	13	151
	%	11.5%	19.5%	5.9%	3.5%	40.3%
36-45 years	Fq	0	26	16	11	53
	%	0.0%	6.9%	4.3%	2.9%	14.1%
46-55 years	Fq	7	10	13	24	54
	Fq	1.9%	2.7%	3.5%	6.4%	14.4%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-square test : $\chi^2 = 132.896$ Df-9 p =0.000 P<0.05 significant

Figure 6.5

Age and number of organisations changed



The above table and figure reflects that the respondents age and number of organisations changed. Majority (44.5%) of the respondents have worked in 3 to 4 organizations, among them 19.5% respondents belonged to the age group of 26 to 35 years and 15.5% belonged to 18 to 25 years of age group. 28.5% of the respondents have worked in 1-2 organizations, among them majority 15.2% belonged to 18 to 25 years and 11.5% belonged to 26 to 35 years of age group. 13.6% of respondents have served 5 to 6 organizations which among them majority 5.9% belonged to 26 to 35 years and 4.3% belong to 36 to 45 years of age group. Finally last, 13.3% of respondents have served more than 6 organizations among which majority 6.4% belonged to 46 to 55 years and 3.5% belonged to 26 to 35 years of age group.

It came to know that, the age group of 26 to 35 years of respondents (40.3%) have changed more organisations compared to other age group of respondents. Statistically significant association was found ($p < 0.000$) with respect to age and number of organisations changed. Similar results were found in the ASSOCHAM Business Barometer Survey on “Attrition problem in growing Economy” revealed that maximum attrition is taking place among the employees in the age group of 26-30 years, while those

with an experience of 2-4 years were job hopping the most, the survey covering 160 HR heads noted.(Mustsuddi, 2010, p. 483)

Table 6.6

Experience and Number of Organisations changed

Total Experience		Number of Organisations Changed				Total
		1-2	3-4	5-6	above 6	
1-2 years	Fq	14	0	0	0	14
	%	3.7%	0.0%	0.0%	0.0%	3.7%
2.1-4 years	Fq	83	116	0	7	206
	%	22.1%	30.9%	0.0%	1.9%	54.9%
4.1-6 years	Fq	10	30	6	7	53
	%	2.7%	8.0%	1.6%	1.9%	14.1%
More than 6 years	Fq	0	21	45	36	102
	%	0.0%	5.6%	12.0%	9.6%	27.2%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-square test: $\chi^2 = 247.382$ Df-9 p =0.000 P<0.05 Significant

With respect to experience and number of organisation changed, from the above table it was found that out of 375 respondents, majority (44.5%) of the respondents have changed 3-4 organisations, among them 30.9% of respondents belong to 2.1 to 4 years of work experience, followed by 8% of respondents belong to 4.1 to 6 years of work experience and 5.6% of respondents having more than 6 years of work experience have changed 3-4 organisations, whereas 22.1% respondents have changed 1 to 2 organisations, among them majority 22.1% respondents are having 2.1 to 4 years' work experience and 3.7% respondents having 1 to 2 years of experience and 2.7% respondents are having 4.1 to 6 years of experience. Statistically significant (p<0.000) result was found.

Table 6.7

Gender and Dominant Motivational Factor

Dominant Motivational Factor	Gender	1 -Least		2		3		4		5-Most		Total	
		Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%
Enhancement of Salary	Male	29	9.97	47	16.15	52	17.87	73	25.09	90	30.93	291	77.60
	Female	3	3.57	8	9.52	11	13.10	24	28.57	38	45.24	84	22.40
	Total	32	8.53	55	14.67	63	16.80	97	25.87	128	34.13	375	100.00
Better Working Conditions	Male	112	38.49	39	13.40	84	28.87	29	9.97	27	9.28	291	77.60
	Female	17	20.24	24	28.57	11	13.10	23	27.38	9	10.71	84	22.40
	Total	129	34.40	63	16.80	95	25.33	52	13.87	36	9.60	375	100.00
Opportunities for career Growth	Male	49	16.84	38	13.06	44	15.12	71	24.40	89	30.58	291	77.60
	Female	11	13.10	17	20.24	24	28.57	18	21.43	14	16.67	84	22.40
	Total	60	16.00	55	14.67	68	18.13	89	23.73	103	27.47	375	100.00
Recognition	Male	47	16.15	96	32.99	67	23.02	47	16.15	34	11.68	291	77.60
	Female	20	23.81	16	19.05	21	25.00	15	17.86	12	14.29	84	22.40
	Total	67	17.87	112	29.87	88	23.47	62	16.53	46	12.27	375	100.00
Cordial Relationship	Male	75	25.77	81	27.84	47	16.15	47	16.15	41	14.09	291	77.60
	Female	12	14.29	9	10.71	14	16.67	28	33.33	21	25.00	84	22.40
	Total	87	23.20	90	24.00	61	16.27	75	20.00	62	16.53	375	100.00
Total		375	100	375	100.00	375	100.00	375	100.00	375	100.00		

The above table related to the dominant motivational factors for male and female respondents shows that, for male respondents most dominant motivational factor was enhancement of salary (30.93% indicated as most dominant) and another important motivational factor was career opportunities (30.58% indicated most dominant), whereas least motivating factor for male respondents was better working conditions. For female respondents enhancement of salary (45.245 indicated as most dominant) was a most dominant motivational factor, and another important factor was cordial relationship with others (25% indicated as most dominant).

Table 6.8**Immediate reason to change the Organisation**

Immediate Reason to change the organisation	1 (Least Significant)	2	3	4	5	6	7	8	9	10 (Most Significant)
	%	%	%	%	%	%	%	%	%	%
Salary	1.1	5	1.6	6.1	11.5	10.4	23.5	8.8	6.1	30.4
Freedom in Work	5	1.9	5	9.3	15.7	17.9	18.9	10.4	20.8	4
Company Policy	12.8	6.1	20.3	10.9	13.3	13.1	3.7	7.7	7.2	4.8
Compensation and Benefits	8	9.1	5.9	19.2	15.2	9.9	15.7	7.5	7.5	2.1
Reputation of the organisation	10.7	9.6	14.1	10.1	12.8	11.2	15.2	4.3	8	4
Career Growth	7.5	8.8	6.9	17.6	6.4	3.5	1.9	23.7	15.5	8.3
Recognition	4.0	13.3	5.3	6.7	6.9	10.1	7.7	17.6	9.9	18.4
Training Programmes	10.7	12.3	20.8	9.6	1.9	11.2	8.3	11.5	5.3	8.5
Technological Advancement	12.0	27.2	12.3	.8	14.1	5.1	2.7	7.2	13.1	5.6
Relationship with others	22.1	11.2	5.9	13.3	5.9	7.7	1.6	5.3	6.4	20.5

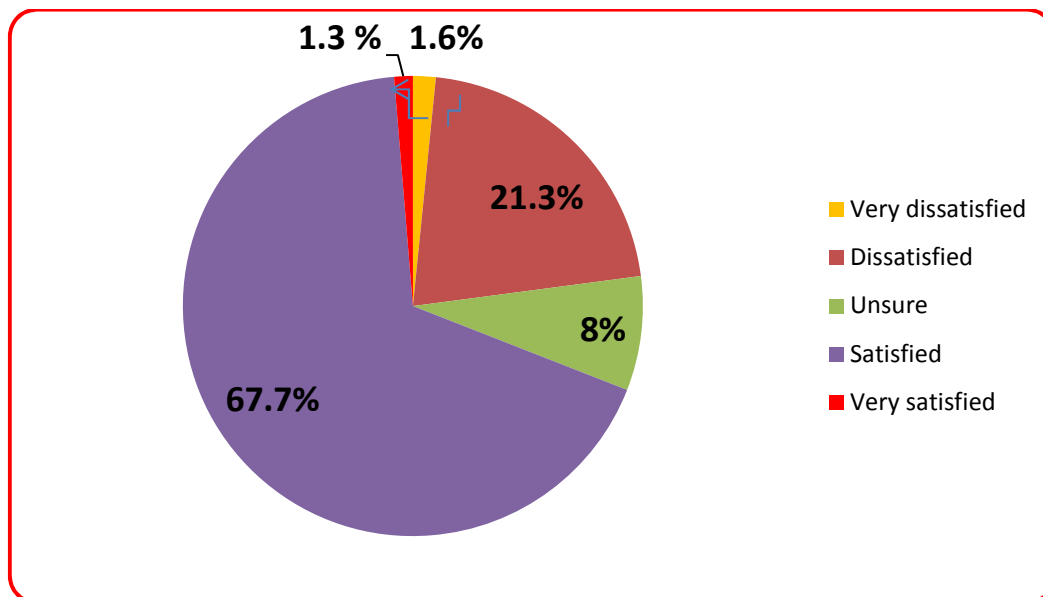
The above table related to immediate reason to change the previous organisations, the majority of the respondents indicated salary (30.4%) was immediate reason, another important immediate reason was relationship with others (20.5%) followed by Recognition and Training Programmes.

Table 6.9**Respondents satisfaction in the present job**

Satisfaction in the Present job	Frequency	Percent	Cumulative Percent
Very dissatisfied	6	1.6	1.6
Dissatisfied	80	21.3	22.9
Unsure	30	8.0	30.9
Satisfied	254	67.7	98.7
Very satisfied	5	1.3	100.0
Total	375	100.0	

Table 6.6

Respondents satisfaction in the present job



With respect to employee’s satisfaction in the present work, the majority of respondents (69%) satisfied in the present work (67.7% satisfied and 1.3% very satisfied) followed by 22.9% respondents dissatisfied and 8% said they are unsure.

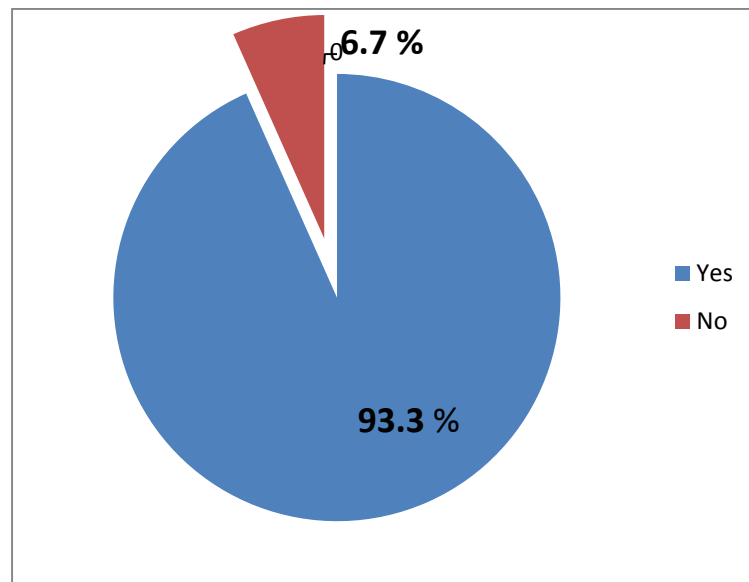
Table 6.10

Respondents Intention to work elsewhere

Would you leave to work elsewhere if Opportunity comes	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	350	93.3	93.3	93.3
No	25	6.7	6.7	100.0
Total	375	100.0	100.0	

Figure 6.7

Intention of work elsewhere



With regard to respondent's intention to work elsewhere, 93.3% of respondents are ready to work in other organisation if the opportunity comes but in the table no 6.13, it came to know that majority (69%) of the respondents are saying that they are satisfied in the present job. As per Herzberg two factor theory Hygiene factors prevents employees dissatisfaction but they will not lead employees motivation, the Hygiene factors prevents employees complaining about the present job, it if they are not complaining it does not mean that they are motivated, for motivation they need motivational factors implemented(Hodgetts & Hegar, 2009, pp. 58-63). As per Herzberg theory the above 69% of the satisfied respondents looking for motivational factors, if they are available in another organisation they may leave the present organisation and join another organisation.

Table 6.11
Major retention practices influencing respondents

Major retention practices influencing to stay longer	Strongly Agree		Agree		Can't say		Disagree		Strongly Disagree		Total	
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%
High salary	98	26.1	126	33.6	65	17.3	86	22.9	0	0	375	100.0
Pleasant working environment	24	6.4	129	34.4	141	37.6	66	17.6	15	4.0	375	100.0
Good approachability of superior	41	10.9	224	59.7	79	21.1	31	8.3	0	0	375	100.0
Job security	47	12.5	82	21.9	107	28.5	122	32.5	17	4.5	375	100.0
Respecting human worth, values, & culture	27	7.2	198	52.8	110	29.3	40	10.7	0	0	375	100.0
Recognition for hard work	112	29.9	138	36.8	74	19.7	51	13.6	0	0	375	100.0
Scope for achieve something new	99	26.4	118	31.5	79	21.1	79	21.1	0	0	375	100.0
Greater Responsibility	68	18.1	126	33.6	110	29.3	71	18.9	0	0	375	100.0
scope for career & personal growth	83	22.1	155	41.3	65	17.3	57	15.2	15	4.0	375	100.0
Technical advancement	112	29.9	80	21.3	131	34.9	41	10.9	11	2.9	375	100.0

To know the factors influencing on employees retention in the organisation, Ten retention practices were selected, the respondents opinion about each factor was discussed in the below 10 tables.

1. High Salary- an important factor for Retention

Table 6.12
High Salary

Response pattern	Frequency	Percent	Cumulative Percent
Strongly Agree	98	26.1	26.1
Agree	126	33.6	59.7
Can't say	65	17.3	77.1
Disagree	86	22.9	100.0
Total	375	100.0	

From the above table, it was found that out of 375 respondents, 59.7% are either somewhat satisfied or very satisfied, while 17.3% were neutral and remaining 22.9 % respondents disagreed about high salary as one among the influential retention practices to remain in the organisation.

2. Pleasant Working Environment- an important factor for Retention

Table 6.13
Pleasant Working Environment

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	24	6.4	6.4	6.4
Agree	129	34.4	34.4	40.8
Can't say	141	37.6	37.6	78.4
Disagree	66	17.6	17.6	96.0
Strongly Disagree	15	4.0	4.0	100.0
Total	375	100.0	100.0	

The table shows that perception of respondents about pleasant working environment was one of the important retention practice which influencing them to stay longer in the organisation. 40.8 % agreed and 37.6% respondent's neutral and remaining disagreed.

3. Good approachability of superior- important factor for Retention

Table 6.14

Good approachability of superior

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	41	10.9	10.9	10.9
Agree	224	59.7	59.7	70.7
Can't say	79	21.1	21.1	91.7
Disagree	31	8.3	8.3	100.0
Total	375	100.0	100.0	

In the above table, 59% respondents have agreed and 10.9 % of respondents have strongly agreed to good approachability of superior influences on them to stay longer period in the organisation, 21.1 % respondents are neutral and only 8.3 respondents disagreed about this

4. Job security- an important factor for Retention

Table 6.15

Job security

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	47	12.5	12.5	12.5
Agree	82	21.9	21.9	34.4
Can't say	107	28.5	28.5	62.9
Disagree	122	32.5	32.5	95.5
Strongly Disagree	17	4.5	4.5	100.0
Total	375	100.0	100.0	

From the above table, it came to know that 34.4% of respondents somewhat agreed and strongly agreed that job security is one among the important reason to stay in

the organization, remaining 37% of respondents disagreed and 28.5% respondents not clear about this.

5. Respecting human worth, values, & culture- an important factor for Retention

Table 6.16

Respecting human worth, values, & culture

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	27	7.2	7.2	7.2
Agree	198	52.8	52.8	60.0
Can't say	110	29.3	29.3	89.3
Disagree	40	10.7	10.7	100.0
Total	375	100.0	100.0	

The above table depicts that, 60% of respondents have agreed that organisation policy which respects human worth, values and culture impacts them to remain in the organisation for a longer period and 10% respondents disagreed and 29.3% are neutral about this opinion.

6. Recognition for hard work- an important factor for Retention

Table 6.17

Recognition for hard work

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	112	29.9	29.9	29.9
Agree	138	36.8	36.8	66.7
Can't say	74	19.7	19.7	86.4
Disagree	51	13.6	13.6	100.0
Total	375	100.0	100.0	

The above table shows that, majority (66.7%) of respondents somewhat agreed and strongly agreed and only 13.6% respondents disagreed about recognition for hard work was one of the influential retention practice which impacts on them.

7. Scope for achievement- important factor for Retention

Table 6.18

Scope for achievement

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	99	26.4	26.4	26.4
Agree	118	31.5	31.5	57.9
Can't say	79	21.1	21.1	78.9
Disagree	79	21.1	21.1	100.0
Total	375	100.0	100.0	

The above table indicates that 57.9% of the respondents were Agreed and Strongly Agreed that scope for Achievement in the organisation is one among the important retention practices which impact them to retain in the organisation, 21.1% of respondents are not sure about this and remaining 21.1% of the respondents disagreed about this.

8. Greater Responsibility- an important factor for Retention

Table 6.19

Greater Responsibility

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	68	18.1	18.1	18.1
Agree	126	33.6	33.6	51.7
Can't say	110	29.3	29.3	81.1
Disagree	71	18.9	18.9	100.0
Total	375	100.0	100.0	

The above table shows that, 51.1% respondents somewhat strongly agreed and agreed that providing greater responsibility in the organisation is one of the retention practices influences them on retention, 18.9% of respondents disagree about this and 29.3% respondents were silent about this opinion.

9. Scope for career and personal growth- an important factor for Retention

Table 6.20

Scope for career and personal growth

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	83	22.1	22.1	22.1
Agree	155	41.3	41.3	63.5
Can't say	65	17.3	17.3	80.8
Disagree	57	15.2	15.2	96.0
Strongly Disagree	15	4.0	4.0	100.0
Total	375	100.0	100.0	

From the above table, it can be concluded that 63.5% of the respondents somewhat strongly agreed and agreed that scope for career and personal growth is one among the important retention practice for them to stay longer in the organization and 15.2% respondents disagreed and 4% respondents strongly disagreed.

10. Technical advancement

Table 6.21

Technical advancement

Response pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	112	29.9	29.9	29.9
Agree	80	21.3	21.3	51.2
Can't say	131	34.9	34.9	86.1
Disagree	41	10.9	10.9	97.1
Strongly Disagree	11	2.9	2.9	100.0
Total	375	100.0	100.0	

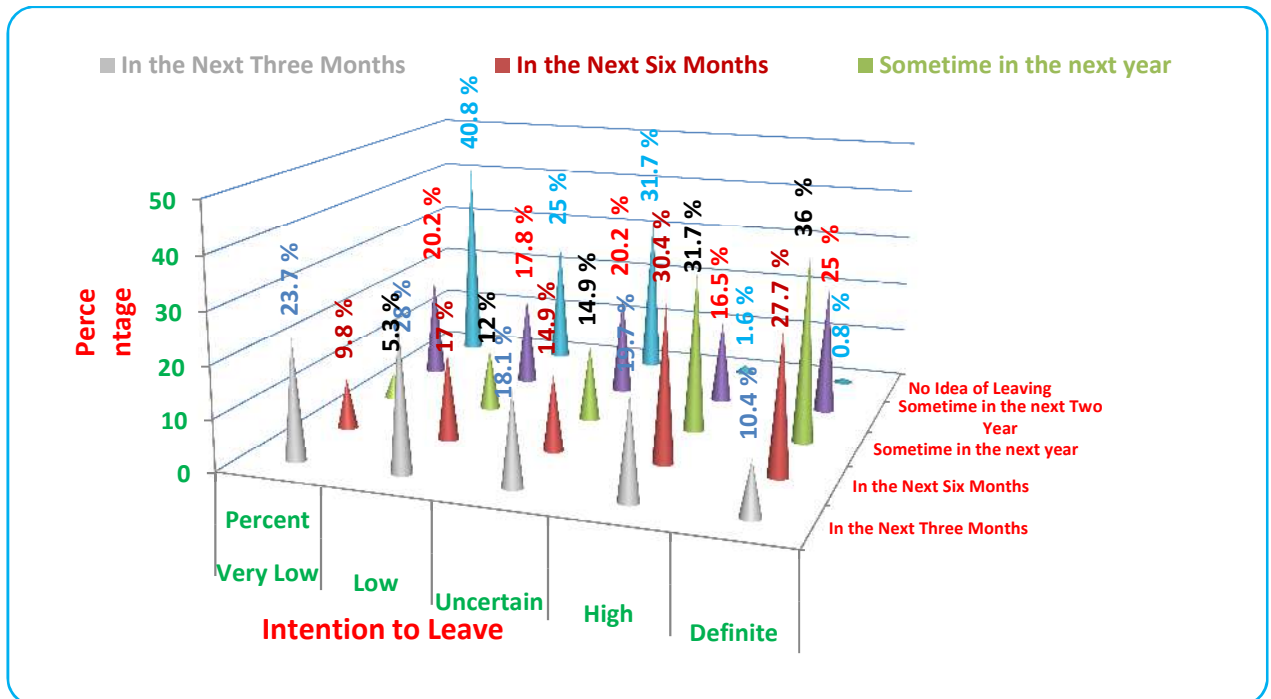
The above table indicates that 51.2% are somewhat agreed and strongly agreed and 10.9% of respondents disagreed about technical advancement is one among the retention practices which impacts on them to stay longer period in the organisation. 34.9% of respondents silent about this.

Table 6.22
Distribution of Respondents intention to leave the Organisation

Intention of Leaving	Very Low		Low		Uncertain		High		Definite		Total	
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%
In the Next Three Months	89	23.7	105	28	68	18.1	74	19.7	39	10.4	375	100.0
In the Next Six Months	37	9.8	64	17.0	56	14.9	114	30.4	104	27.7	375	100.0
Sometime in the next year	20	5.3	45	12	56	14.9	119	31.7	135	36	375	100.0
Sometime in the next Two Year	76	20.2	67	17.8	76	20.2	62	16.5	94	25.0	375	100.0
No Idea of Leaving	153	40.8	94	25.0	119	31.7	6	1.6	3	0.8	375	100.0
Total	375	100	375	100	375	100	375	100	375	100		

Figure 6.8

Distribution of Respondents intention to leave the Organisation



The above table related to respondent's intention to leave the organisation, respondents were grouped into 5 categories such as Employees, planning to leave in next

three months, in the next six months, sometimes in next year, sometimes in next two years, and no idea of leaving. Most of the respondents planning to leave the present organisation in the next six months, or sometimes in the next year. With regard to employee's intention to leave in next three months, 19.7% said High chances and 10.4% respondents definitely they will change, and 23.7% and 28% said chances are somewhat low or very low. With regard to employee intention to leave in next six months, 30.4% and 27.7% somewhat said High and definitely, 9.8% and 17% said chances are very low and low respectively. with regard to employees intention to leave in next year, 31.7% said high chance and 36% respondents definitely they will leave, and 5.3% said very low, 12% respondents said low chances and 14.9 % they are uncertain. With regard to employees intention in next two years, 25% respondents definitely they will leave and 16.5% said High chance, and 20.2% uncertain about their intention to leave, followed by 17.8% and 20.2 % said chances are low and very low of leaving the present organisation.

In the present study, in order to know the reasons for employees Turnover, ten variables have been considered, among these Five Hygiene Factors and Five motivations factors as shown in the below.

Hygiene Factors	Motivations factors
HYG-1 Salary	MOT-1 Recognition
HYG-2 Working Environment	MOT-2 Achievement
HYG-3 Supervision	MOT-3Responsibility
HYG-4 Job security	MOT-4Career growth
HYG-5 Company policies and administration	MOT-5Advancement

Table 6.23**Reasons for Employees Turnover (Hygiene Factors)**

Respondents opinion about reasons for employee turnover related to five variables among Hygiene Factors have been summarized in the below table.

Sl	Reasons	Strongly Agree		Agree		Can't say		Disagree		Strongly Disagree		Total		Mean
		Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	
1	Low Salary	143	38	142	38	59	15.7	26	6.9	5	1	375	100	1.9547
2	Working Environment was not Pleasant	32	8.5	118	32	137	36.5	74	20	14	4	375	100	2.7867
3	Approachability of Superior was not satisfactory	21	5.6	112	30	108	28.8	118	32	16	4	375	100	2.9893
4	Low Job Security	66	18	100	27	97	25.9	96	26	16	4	375	100	2.7227
5	No Respect for Human Worth, value and culture	19	5.1	145	39	84	22.4	121	32	6	2	375	100	2.8667

To know the reasons for employee Turnover, respondents were asked their opinion regarding each factor of Hygiene factors as a reason for turnover and found that the majority of the respondents agreed that, low salary (Strongly Agree and Agree constituted to 76%) was the main reason for changing the organizations followed by low job security (45%), No respect for human worth, value and culture (44.1%), working environment was not pleasant(40.5%), and approachability of superior was not satisfactory (35.6%).

Similar results were found in AMM (Resource Industry of Employers Group) conducted a Research on Labour Turnover (2013), as part of three AMMA Workplace Relations Research Project Surveys conducted in 2010, 2011 and 2012. The high turnover is driven by employees seeking better opportunities elsewhere for more money, the competitive wages elsewhere in the sector because of a shortage of skilled labour. (AMMA-Resource Industry Employer Group, 2013) Another study conducted by S. Batty DoranceJeen (2014) on “Attrition-Turnover intention”, he has found that salary and working condition are the most contributing factors towards the turnover intentions.

Table 6.24**Reasons for Employees Turnover (Motivational Factors)**

Asked respondents opinion about Motivational Factors as reasons for employee turnover, in motivational factors mainly five factors were tested the results related to five variables have been summarized in the below table.

Sl	Reasons	Strongly Agree		Agree		Can't say		Disagree		Strongly Disagree		Total		Mean
		Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%	
1	No recognition for hard work	51	14	158	42	106	28.3	57	15	3	1	375	100	2.4747
2	No scope for achieve something new	93	25	131	35	109	29.1	39	10	3	1	375	100	2.2747
3	No greater Responsibility	82	22	150	40	102	27.2	38	10	3	1	375	100	2.28
4	No scope for career & personal growth	140	37	106	28	104	27.7	23	6.1	2	1	375	100	2.0427
5	No technological advancement	58	16	110	29	144	38.4	59	16	4	1	375	100	2.576

The above table reveals that, the motivational factors which contribute to the respondents as the reason for changing the organizations. Majority (65%) of the respondents have agreed that, among the motivational factors, no scope for career & personal growth was the main reason for changing the organizations whereas the next preferred reason was no greater responsibility (62%) followed by 60 percent have agreed that no scope for achieving something new, 56 percent have agreed on no recognition for hard work and 45 percent of respondents have agreed that no technological advancement was also the reason to change the organizations.

Table 6.25**Influence of Motivational and Hygiene Factors on Employee Turnover**

	Reasons for changing Previous Organisations	Mean	HYG-MOTI Mean
Hygiene Factors	Low Salary	1.9547	2.664
	Working Environment was not Pleasant	2.7867	
	Approachability of Superior was not satisfactory	2.9893	
	Low Job Security	2.7227	
	No Respect for Human Worth, value and culture	2.8667	
Motivational Factors	No recognition for hard work	2.4747	2.3296
	No scope to achieving something new	2.2747	
	No greater Responsibility	2.28	
	No scope for career & personal growth	2.0427	
	No technological advancement	2.576	

In the present study in order to know the influence of Motivational factors compared to Hygiene factors on employee's Voluntary turnover, five motivational and five hygiene factors were selected, the above table shows that the impact of Hygiene factors was high (Mean-2.664) compared to Motivational factors (Mean-2.3296). Salary, working environment, Supervision, job security, Organisation policy influencing respondents for changing job frequently compared to Motivational Factors, such as Recognition, Scope for achievement, Responsibility, career & personal growth.

Table 6.26**Caste and Employee Turnover**

Caste		Number of Organisations Changed				Total
		1-2	3-4	5-6	above 6	
GM	Fq	72	76	6	30	184
	%	19.2%	20.3%	1.6%	8.0%	49.1%
OBC	Fq	11	44	43	3	101
	%	2.9%	11.7%	11.5%	.8%	26.9%
SC/ST	Fq	21	25	0	6	52
	%	5.6%	6.7%	0.0%	1.6%	13.9%
Other	Fq	3	22	2	11	38
	%	.8%	5.9%	.5%	2.9%	10.1%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-Square Test: $\chi^2 = 130.863$ Df-9 p=0.000 P<0.05 Significant

The above table related to caste and employee turnover depicts that out of 375 respondent's majority (44.5%) are changed 3 to 4 Organisations, among them, 20.3% are GM category, 11.7% are OBC, followed by 6.7% SC/ST and 5.9% are Other category. Out of 375, 28.5% of respondents changed 1 to 2 organisations, among them 19.2% are GM, 5.6% are SC/ST and 2.9% OBC is very negligible 0.8% are Other category respondents then 13.3% (out of 375) changed more than 6 organisations, among them 8% are GM, 2.9% are Other category, followed by 1.6%, 0.8% are SC/ST and OBC respectively.

Statistically significant (p<0.000) result was found with respect to Caste and Employee Turnover.

Table 6.27**Educational Qualification and Employee Turnover**

Qualification		Number of Organisations Changed				Total
		1-2	3-4	5-6	above 6	
Diploma	Fq	20	3	0	1	24
	%	5.3%	.8%	0.0%	.3%	6.4%
Graduate	Fq	45	83	10	14	152
	%	12.0%	22.1%	2.7%	3.7%	40.5%
Post graduate	Fq	36	58	36	1	131
	%	9.6%	15.5%	9.6%	.3%	34.9%
Other	Fq	6	23	5	34	68
	%	1.6%	6.1%	1.3%	9.1%	18.1%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-square test : $\chi^2 = 162.200$ Df-9 p =0.000 P<0.05 Significant

The above table shows that, out of 375 respondent's majority (44.5%) of respondents have changed 3 to 4 organisations, among them 20.1% are Graduates, 15.5% are Postgraduates, followed by 6.1% are having other qualifications such as ITI, JOC, and 0.8% are having Diploma. Out of 375, 28.5% of respondents changed 1 to 2 organisations, among them 12% are Graduates, 9.6% are Postgraduates and 5.3% are Diploma holders and 1.6% are having Other qualifications. Statistically significant ($p < 0.000$) result was found with respect to Educational qualification and number of organisations changed by respondents. Graduates are changing more organisations compared to others.

Table 6.28**Family Income and Employee Turnover**

Family income (per annum) from all sources		Number of Organisations Changed				Total
		1-2	3-4	5-6	above 6	
Rs 1- 3 lakh	Fq	19	32	0	1	52
	%	5.1%	8.5%	0.0%	.3%	13.9%
Rs 3.1 - 6 lakh	Fq	79	56	0	1	136
	%	21.1%	14.9%	0.0%	.3%	36.3%
Rs 6.1 - 8 lakh	Fq	3	40	44	9	96
	%	.8%	10.7%	11.7%	2.4%	25.6%
Rs 8.1 - 10 lakh	Fq	6	39	5	28	78
	%	1.6%	10.4%	1.3%	7.5%	20.8%
Above Rs 10.1 lakh	Fq	0	0	2	11	13
	%	0.0%	0.0%	.5%	2.9%	3.5%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-Square Tests , $\chi^2 = 293.939^{ab}$ Df-9, p =0.000, P<0.05 Significant

The above table related to Family income and employee's turnover shows that of 375 respondent's majority (44.5%) are changed 3 to 4 Organisations, among them 14.9% are having family income 3.1 to 6 Lakhs, 10.7% are respondents family income was 6.1 lakhs to 8 lakhs, followed by 10.4% and 8.5% having family income 6.1 to 8 lakhs and 1 to 3lakhs respectively. Out of 375, 28.5% of respondents changed 1 to 2 organisations, among them 21.1% are having family in 2.1 to 6 lakhs, 5.1% having 1-3 lakhs family income, 1.6% are having family income 8.1 to 10 lakhs and very negligible 0.8% are having 6.1 to 8lakhs family income per annum Statistically significant (p<0.000) result was found with respect to family income and Employee Turnover. 3.1 to lakhs rupees family income respondents changed more organisations comparatively others.

Table 6.29**Permanent Stay of Residence of respondents and Turnover**

Permanent stay of Residence		Number of Organisations Changed				Total
		1-2	3-4	5-6	above 6	
Rural	Fq	67	40	49	19	175
	%	17.9%	10.7%	13.1%	5.1%	46.7%
Urban	Fq	36	83	2	20	141
	%	9.6%	22.1%	.5%	5.3%	37.6%
Semi Urban	Fq	4	44	0	11	59
	%	1.1%	11.7%	0.0%	2.9%	15.7%
Total	Fq	107	167	51	50	375
	%	28.5%	44.5%	13.6%	13.3%	100.0%

Chi-Square test : $\chi^2 = 105.209$ DF=6 P= 0.000 P< 0,05 significant

It was found in the present study that, the respondents having permanent residence in urban area have tendency to change more organisations frequently, compared to others, and statistical significant association ($p > 0.000$) was found. 22.1% respondents having permanent residence in urban area have changed 3 to 4 organizations whereas 11.7% respondents having permanent residence at semi-urban area have changed 3 to 4 organizations. It can be concluded that respondents having permanent residence at urban area were changing more organizations, followed by semi-urban area and rural area of permanent residence respondents.

6.2. MAJOR FINDINGS OF THE STUDY

Socio-demographic Characteristics of the Respondents

- In the present study, it was found that the majority (77.6%) of respondents were male employees whereas 22.4% were female employees.
- In terms of age, the highest frequency occurs around a band of 26 to 35 years (40.3%) followed by 18 to 25 years (31.2%) of age.
- The majority of respondents belonged to General category (49.1%) followed by Other Backward Class (OBC) 26.9% and Scheduled Castes-Scheduled Tribes (SC-ST) 13.9%, remaining 10.1% belonged to other category which includes Christians and Muslims.
- It was found that most of the respondent's mother tongue was Kannada (76.8%) whereas 6.9% of respondent's mother tongue was Tamil.
- It was seen that the majority (73.6%) of respondents were married whereas 21.9% respondents were un-married and the remaining 4.5% respondents were divorced/widow.
- A huge majority (88%) of the respondents belonged to Hindu Religion whereas 9.3% belonged to Muslim and the remaining 2.7% belonged to the Christian religion.
- The study depicts that, majority (36.3%) of respondents belonged to Rs 3.1 - 6 lakh annual income of family, whereas 25.6% of respondents belonged to Rs 6.1 - 8 lakh annual income of family, followed by 20.8% belonged to Rs 8.1 - 10 lakh, 13.9% belonged to Rs.1 - 3 lakh and the remaining 3.5% belonged to above Rs.10.1 lakh.

6.3. Findings related to objectives of the Study

Trend and extent of Voluntary employee's turnover

In the present study, to study the trend of voluntary employee's turnover mainly Gender and Age was considered, and to study extent experience was considered

Trend of Voluntary Employee Turnover:

In the study, it was found that male and female have same chances of turnover, and young age (26 to 35 years) employees are changing organisations frequently or have high turnover compared to other age group employees.

In the present study no statistical significant association was found ($P>0.295$) between gender and number of organisations changed, which means male and female have same chances of turnover, gender is not making any impact on employee turnover.

Compared to another age group 26 to 35-year age group respondents (40.3%) have changed more organizations. Statistically, significant association was found ($p<0.000$) with respect to age and number of organisations changed. Out of 375 respondents, Majority (44.5%) of the respondents have worked in 3 to 4 organizations, among them 19.5% respondents belonged to the age group of 26 to 35 years and 15.5% belonged to 18 to 25 years of age group. 28.5% of the respondents have worked in 1-2 organizations among them majority 15.2% belonged to 18 to 25 years and 11.5% belonged to 26 to 35 years of age group. 13.6% of respondents have served 5 to 6 organizations which among them majority 5.9% belonged to 26 to 35 years and 4.3% belong to 36 to 45 years of age group.

Extent of Voluntary Employee Turnover

In the present study, it was found employees having experience 2.1 to 4 years are changing 3-4 organisations compared to new employees or employees having experience 4 to 6 or above 6 years' experience.

Statistically significant ($p<0.000$) result was found with respect to Experience and Voluntary Turnover. 44.5 percent respondents changed 3-4 organisations, among them

30.9% of respondents belong to 2.1 to 4 years of experience followed by 8% of respondents belong to 4.1 to 6 years of experience group and 5.6% of respondents having more than 6 years of experience changed 3-4 organisations. Whereas 28.5% respondents changed 1-2 organisations, among them majority 22.1% respondents are having 2.1-4 years' experience and 3.7% respondents having 1-2-year experience and 2.7% respondents are having 4.1 to 6 years of experience.

Causes of Voluntary employee's turnover

In the present study to know the causes of voluntary employee's turnover ten variables were selected,

1. Low salary
2. Working environment was not pleasant
3. Approachability of the superior was not satisfactory
4. Low job security
5. No respect for human worth, values, and employee culture in the organisation policy
6. No recognition for hard work
7. No scope for new achievement
8. No greater responsibility in the organisation
9. No scope for career and personal growth
10. No Technological advancement

Among the ten variables, the main causes of employee turnover found in the present study are low salary, No scope for career and personal growth, No greater responsibility in the organisations, and No recognition for hard work,

Retention strategies adopted by the organisations

In most of the industrial organisations, there is no special retention practices as such, but HR departments practicing some strategies to prevent employees looking for another organisation, most common practices are Salary increment, promotions, Holiday packages, training programmes,

To know the retention strategies adopted in the industrial organisations, data was collected through the interview with HR Managers of the selected industries. The interviews were semi-structured; leaving room for additional questions and topics depending upon availability of HR manager's time to interaction, each interview took approximately 20 to 25 minutes, The researcher was able to get an appointment for interview only with 20 HR Managers. Because of less number of interviews, the results were presented in a qualitative manner. Most of the organisations do not have special programmes or strategies in the name of retention programmes, even though some practices

6.4. Findings related to Research Hypotheses

Hypothesis 1: Lack of Motivational factors (of Herzberg's theory) compared to Hygiene factors lead to Voluntary Employees Turnover

In the present study in order to know the influence of Motivational factors compared to Hygiene factors on employee's Voluntary turnover, five Motivational and five Hygiene factors were selected, the findings related to these factors show that impact of Hygiene factors is high (Mean:2.664) compared to Motivational factors (Mean:2.3296), So that Hypothesis 1 was rejected

Hypotheses 2: Male compared to Female employees, young compared to old employees, less experienced compared to more experienced employees have more tendencies to change the organisation frequently

Male or female have same chances of turnover, no significant statistical association found ($P > 0.295$) between gender and number of organisations changed, it was statistically proved that gender will not make an impact on employee turnover. In the Hypothesis-2 related to gender was rejected.

It is come to know that the age group of 26 to 35 years young age respondents (40.3%) changed more organizations previously. Statistically, significant association was

found ($p < 0.000$) with respect to age and number of organisations changed. Hypothesis 2 related to young and old employees was accepted.

Statistically significant ($p < 0.000$) result was found. With respect to Experience and number of organisations changed, respondents, having less experience (2.1 to 4) or less) changed more organisations compared to others. Hypothesis-2 related to Experience was accepted.

Hypothesis 3: High family income employees compared to low family income employees have more tendencies to Change the organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to family income and Employee Turnover. Low family income (3.1 to 6 lakhs and below) respondents compared to High family income (above 6.1 lakhs) changed more organisations. Hypothesis 3 was rejected.

Hypothesis 4: High educated employees compared to low educated employees have more tendency to change the Organisations frequently

High educated Graduated employees compared low educated employees are changing more organisations, statistically significant ($p < 0.000$) result was found with respect to Educational qualification and number of organisations changed by respondents. Hypothesis 4 accepted.

Hypothesis 5: High caste employees compared to low caste employees have more tendencies to change the Organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to Caste and Employee Turnover. In the study it was found High Caste employees compared to low Caste employees changing more Organisations, Hypothesis 5 accepted.

Hypothesis 6: The employees having permanent stay of residence in urban compared to having permanent stay of residence in rural area have more tendency to change the organisations frequently

Statistically significant ($p < 0.000$) result was found with respect to employees having permanent stay in urban, semi-urban and rural with turnover. In the study it was found employees having permanent residence at urban area are changing more organisations compared to employees having permanent residence in semi-urban area and rural areas.

It was observed that, hygiene factors are influencing more compared to motivational factors. In Indian scenario employees prefer basic things first like salary, job security, working environment etc., compared to western countries employees who always in an organization about motivational factors like challenginess in the job, more responsibility, technical advancement etc. Further, it was found in the study that, male and female have same chances of turnover but young age (26-35 years) employees are more prone to turnover. With respect family income, low family income respondents changing more organizations, because once they got better offer from another organizations they shift to new organization.

Chapter VII

Recommendations, Implications and Conclusion

7.1 Recommendations

For Organisations

For Managers

For Employees

For Government

7.2 Conclusion

7.3 Implications of the study

CHAPTER- VII

RECOMMENDATIONS, IMPLICATIONS AND CONCLUSION

This chapter discusses about recommendations made based on the findings of the study for different stakeholders, further it discusses about implications of the study and conclusion.

7.1 Recommendations

Based on the study undertaken, the following Recommendations were made to control High turnover of employees and improve retention of talented employees for longer period in the Organisation. Recommendations are made for different stakeholders i.e. for Organisations, for Management, for Employees, and for Government.

For Organisations:

- A separate head or in charge person should be appointed for as Retention Manager, to look after turnover causes, intentions and retention measures.
- Organisation policy should be based on multi-cultural aspects, because in modern days' the employees from different cultural background are working in one organisation so that the organisations should adopt policy respecting employees different culture, practices, and values etc.
- Attractive Pay and Compensation benefits- There has been a dramatic shift in the salary expectations of employees in the developing countries like India after globalisation, especially manufacturing sector like Engineering industries offering less salary compared to IT professional, this will demotivate employees. The young professional of India has become more conscious for their salary packages.
- Involving Employees in CSR activities will improve organisation Image among employees, and employees also feel contributed something back to society, this will give boost to their moral develops an attachment to the Organisation.

- The organization should concentrate to be friendlier and have personal touch with employees so that their problems could be handled in a better way

For Managers:

- On job interviews- The managers should conduct regular interviews and allow employees to give their feedback, Manager should know how an employee feeling about his job, about organisation instead of taking employees opinion or reason for quitting as exit interview at the time of employee quitting.
- They should give due publicity and compliments particularly by top management in meetings or during special occasions on achieving the excellent target. This would further encourage contributions from employees towards the company's performance.
- Creative non-financial reward and recognition programs can be powerful tools. The organisations in India should implement more non-financial rewards for individuals such as career enhancement opportunities, international assignments, accelerated promotion, holidays with family. The most important part of non-financial reward system is that it is linked to organisational values.
- The employer has to make sure that the employees know their roles responsibilities and job specification by implementing effective communication system irrespective of hierarchy
- All employees should be treated equally and there should be no discrimination.
- Clear career path should be initiated as early as during immediately during recruitment process such that skills and competencies are matched with academic and professional qualifications. Job evaluations should be done and more trainings, mentorship given to employees.

For Employees:

Employee should develop a long term interest and willing to work in a particular organization so that, they can move ahead with a high career opportunity within the organization which is also fulfilled organizations objectives toward successful business.

Employee has to be ready to undergone in every training programme and different events related to job or profession conducted in the organization, so that he/she can be upgraded in new skills and helps to build well coordination between the individuals and groups in the organization.

Employees must feel free to discuss with his superiors or management regarding his problems and challenges aroused at workplace so that, every critical points of the employee would be solved at earlier stage and employee become happier and involved in working process where absenteeism can be automatically reduced.

For Government:

Government should develop comprehensive strategies towards retaining employees in the organization, in the present study it was found that low job security is one of the major reason for voluntary employee's turnover, so that government can make some policy modifications related to private organisations like Hire and fire policy etc. where private organization can fulfill the basic requirements of the employees at workplace such as minimum wages, standard working hours, payment of wages, statutory and non-statutory benefits, career opportunities and development, incentives and compensation, workplace safety and adequate facilities of drinking water, restroom and crèches etc.

Government should keep on enforcing, watching, modifying, monitoring and evaluating the policies concerning towards CSR in every organization which helps indirectly to both the employees and organizations to involve in CSR activities. Through this method, mutual attachment will be enhanced towards societal benefit and automatically turnover rate will be decreased and retention rate shall also be raised.

Government has to conduct reviews periodically on implementation of labour welfare measures with its officials in every organization. So that organizations are always aware

about it and implement all the welfare measures according to the laws for the well-being of the employees in the organizations.

7.2 Conclusion

In modern days the success of most organisations depends more on human assets than physical or financial assets, like building, equipment's, manufacturing facilities, and technologies. All these can be readily purchased, but all these resources managed by Human resource so that Human resource plays a vital role in any organisation. Employees are very valuable and they can really bring a lot of value and added benefit both tangible and intangible to the organisation. So that organisations success can be mainly attributed to the people's factor. Considering the turnover scenario, the employee turnover is increasing every year. In India, the turnover rate crossed 20 percent in the manufacturing sector while the service sector is facing 40 percent turnover rate, according to ASSOCHAM study.

In the present study, it was found that the young aged employees are frequently changing organisations compared to old aged employees, With regard to immediate reason to change the organisation, the majority of employees were indicated salary as immediate reason whereas the relationship with supervisors and lack of recognition was another main reason. Other than these, few other reasons also have indicated for changing the organization such as training programmes, career growth, and technical advancement. Hence, the employee turnover affects organisations day to day work and it has serious cost implications on the organization.

Retention of key talent is critical to the long-term wellbeing and success of any organisation. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain within the organisation by having policies and practices in place that address their diverse needs. Due to the global competitive business scenario, every firm always come forward and stand to attract people to offer work with tangible policies where the rival organization may affect by this condition on their business and even loss of employees. Hence, it is concluded that, every organization or management required having an employee-oriented

organizations' practices, and holding the balances on key strategies in retaining talents at every moment in the organization which could save time, money and human resources to stay healthy business activities as the well conducive relationship with the employees.

7.3 Implications of the study

The outcome of this study is particularly focused on engineering industries in Bengaluru, specifically on the cases of sample organizations, so that generalizations cannot be made to all sectors. However this research study has substantial scope of extension. This study reflects that several information related to trend, extent, and causes of voluntary turnover. Based on these aspects, the present study suggested few points to improve the employee retention in the organization. There is a wider scope for the studying employee turnover and retention area because the employee turnover affecting different sectors like Textile industries, Automobile, Software, Retail industry, Hotel industry, and Service sectors. Hence, a similar study of voluntary employee's turnover and retention practices can be attempted in all the successful private industries, companies and MNCs in Karnataka and in India.

Both the limitations and strengths of our present study can present guidelines for future research in this and related topics. This study's recommendations that may be of value is the use of a model that can be expanded to other related and relevant variables, such as leadership style management, employees' empowerment, flexible work environment, HR practices for retirement of weaker employees and attracting highly qualified individuals. One major opportunity for future research is the documentation of a research design that focusing on practical ways of establishing HR practices to influence employee retention.

The second area that future research could examine is applying the social work methods for arresting ever increasing Voluntary employee's Turnover, further, this study's research proposition can be taken as case study designs. A small-scale study could present a comparison of HR performance of different organizations at different times, drawing conclusions about those aspects which most strongly influence employee contentment and thus reduction of employee turnover.

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Appendix

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KUVEMPU UNIVERSITY

Vishwavidyanilaya Karyalaya, Kuvempu Centenary Building,
Jnana Sahyadri, Shankaraghatta - 577 451, Shimoga Dist

**DEPARTMENT OF POST-GRADUATE STUDIES AND RESEARCH IN
SOCIAL WORK**

Dear Sir/ Madam,

I am pleased to inform you that I have been pursuing my research in social work. More specifically emphasis of my research is on “Voluntary employee’s turnover and retention practices: special reference Bengaluru”. I am pursuing this research under the guidance of Prof. Ravindra D. Gadkar, Department of P G studies and Research in social work, Kuvempu University, Shimoga. The success of the study depends on your cooperation. Kindly give the responses to the following questions. The data gathered will be used only for my academic research and absolute confidentiality will be maintained.

Your cooperation will go a long way in ensuring the success of this project.

I would like to thank you in advance for your time and consideration.

Yours sincerely,

Ajay Kumar C. H.
Research Scholar
Kuvempu University

**“A Study on Voluntary Employee’s Turnover and Retention Practices:
Special reference to Bengaluru”.**

Kindly provide the following details:

Name (optional): _____

Contact No (Optional) _____ E-mail _____

I Personal Information (please Tick)

- | | | | |
|---|---------------------------|--------------------------------------|-----------------------------------|
| 1 | Gender | 1) Male | 2) Female |
| 2 | Age(in years) | 1) 18-25
2) 26-35
3) 36-45 | 4) 46-55
5) Above 55 |
| 3 | Type of Education | 1) Arts
2) Commerce
3) Science | 4) Engineering
5) Other..... |
| 4 | Educational qualification | 1) Diploma
2) Graduate | 3) Post graduate
4) Other..... |
| 5 | Marital status | 1) Married
2) Unmarried | 3) Divorced/widow
4) Separated |
| 6 | Religion | 1) Hindu
2) Muslim | 3) Christian
4) Other..... |
| 7 | Caste | 1) GM
2) OBC | 3) SC/ST
4) Other..... |

- 8 Mother tongue
- 1) Kannada 4) Hindi
2) Telugu 5) Other.....
3) Tamil
- 9 Gross personal Income (per month)
- 1) Below Rs10,000 4) Rs 25,001-35,000
2) Rs 10,001-15,000 5) Rs 35,001-45,000
3) Rs15,001-25000. 6) Rs Above 45,001

II Family information

- 10 Type of family
- 1) Joint family 2) Nuclear family
- 11 Size of Family
- 1) 1 2) 2-3
3) 4-5 4) Above 6
- 12 Permanent stay of residency
- 1) Rural 2) Urban 3) Semi urban
- 13 Family income (per annum) from all sources
- 1) 1 to 3 lakh 4) 8.1 to 10 lakh
2) 3.1 to 6 lakh 5) Above 10 lakh
3) 6.1 to 8 lakh
- 14 Number of persons working in family
(Except you)
- 1) 1 2) 2-3
3) 4-5 4) Above 6
- 15 Your job Designation best describes you as:
- 1) Chairman/MD/CEO/President/Director
2) GM/HOD/Senior officer
3) Officer/Executive/Engineer/Supervisor
4) Others, (Please Specify) _____
- 16 Type of Job : 1) Technical 2) Non technical

17 Nature of Job: 1) Permanent 2) Temporary 3) Contract basis

18 For how many years have you been working in this organization?

1) Less than a year 2) 1-2 years 3) 2.1- 4 years 4) 4 years & above

19 When you Started working? 1) Less than a year before

2) 1-2 years before

3) 2.1 to 4 years before

4) 4.1 to 6 years before

5) Before 6 years

20 Is this your first job? 1) Yes 2) No

21 If no Number of organisations changed

22 Please read each statement carefully in order of their significance in being **Reason for you to change the organisations in the past** and then tick an appropriate response from the categories given under each statement. Please make sure that the response you indicate is the most appropriate.

S.No	Reasons for leaving previous organisations	Strongly agree 1	Agree 2	can't say 3	Disagree 4	Strongly disagree 5
22.1	Low salary					
22.2	Working environment was not pleasant					
22.3	Approachability of superior was not satisfactory					
22.4	Low Job Security					
22.5	No respect for human worth, values and employee culture					
22.6	No recognition for hard work					
22.7	There was no scope to achieve something new in the organisation					

22.8	No greater responsibility in the organisation					
22.9	No scope for career & personal growth					
22.10	No technological advancement					

23 Please read each statement carefully in order of their significance in influencing **you to remain in the organisations for longer time** and then tick an appropriate response from the categories given under each statement. Please make sure that the response you indicate is the most appropriate.

S.No	Factors influencing you to stay longer period in the organisation.	Strongly agree 1	Agree 2	can't say 3	Disagree 4	Strongly disagree 5
23.1	Higher salary					
23.2	Working environment :					
	a) Cleanliness in the work place					
	b) Proper ventilation in the work place					
	c) Sitting arrangements during the working time					
	d) Proper drinking water arrangements in the work place					
	e) pleasant working environment					
	f) Conducive Relationship with co-workers					
23.3	Supervision :					
	a) Good Approachability of superior					

	Factors influencing you to stay longer period in the organisation.	Strongly agree 1	Agree 2	can't say 3	Disagree 4	Strongly disagree 5
	b) Superiors acting like a coach					
	c) Impartial behavior of Superior					
23.4	Job Security					
23.5	Company policy/Administration					
	a) Policies clearly articulated in the organisations to employees					
	b) High respect for employees					
	c) Treating all employees equally in the organisation					
	d) Organisation respecting human worth, values and employee culture					
	e) Flexible working timings					
	f) Freedom in work to execute new ideas					
23.6	Recognition :					
	a) Recognition for hard work					
	b) Rewards for best ideas and suggestions					
	c) Recognition for overtime work					
23.7	Scope to achieve something new in the organisation					
23.8	Greater responsibility in the organisation					
23.9	Scope for career & personal growth					

23.10	Advancement :					
	a) Technical advancement					
	b) High Reputation of the organisation					

24 Please read each statement carefully related to **factors that attract you towards the organisation** and then tick an appropriate response from the categories given under each statement. Please make sure that the response you indicate is the most appropriate.

S.No	Factors attracting you towards the organisation.	Strongly agree 1	Agree 2	can't say 3	Disagree 4	Strongly disagree 5
24.1	Higher salary					
24.2	Working environment :					
	a) Cleanliness in the work place attracts you most towards the organisation					
	b) Proper ventilation in the work place attracts you most towards the organisation					
	c) Sitting arrangements during the working time attracts you most towards the organisation					
	d) Proper drinking water arrangements in the work place attracts you most towards the organisation					
	e) pleasant working environment attracts you most towards the organisation					
	f) Conducive Relationship with co-workers attracts you most towards the organisation					
	g) Safety in the work place attracts you most towards the organisation					

24.3	<p>Supervision :</p> <p>a) Good Approachability of superior attracts you most towards the organisation</p> <p>b) Superiors acting like a coach attracts you most towards the organisation</p> <p>c) Impartial Superior attracts you most towards the organisation</p>					
24.4	<p>Job Security attracts you most towards the organisation</p>					
24.5	<p>Company policy/Administration</p> <p>a) Policies clearly articulated in the organisations to employees attracts you most towards the organisation</p> <p>b) High respect for employees in the organisation attracts you most towards the organisation</p> <p>c) Treating all employees equally in the organisation attracts you most towards the organisation</p> <p>d) Organisation respecting human worth, values and employee culture attracts you most towards the organisation</p> <p>e) Flexible working timings attracts you most towards the organisation</p> <p>f) Freedom in your work to execute new ideas attracts you most towards the organisation</p>					
24.6	<p>Recognition :</p> <p>a) Recognition for hard work done attracts you most towards the organisation</p>					

	b) Rewards for best ideas and suggestions attracts you most towards the organisation					
	c) Recognition for overtime work attracts you most towards the organisation					
24.7	Scope for achieve something new in the organisation attracts you most towards the organisation					
24.8	Greater responsibility in the organisation attracts you most towards the organisation					
24.9	Scope for career & personal growth attracts you most towards the organisation					
24.10	Advancement : a) Technical advancement					
	b) High Reputation of the organisation attracts you most towards the organisation					

25. INTENTION TO LEAVE

Indicate, on the scale 1 to 5 provided, how would you rate your chances of leaving/resigning from this job.

	Intention of leaving/Resigning	Very Low	Low	Uncertain	High	Definite
		1	2	3	4	5
25.1	In the next three months					
25.2	In the next six months					
25.3	Sometime in the next year					
25.4	Sometime in the next two years					
25.5	No idea of leaving					

26 Kindly rank the dominant factor that enhance your Motivation, from the scale 1 to 5
(1 implying least significant and 5 implying most significant)

	Dominant factors contributing Motivation	Least 1	2	3	4	Most 5
26.1	Enhancement of salary					
26.2	Better working conditions					
26.3	Opportunities for career growth					
26.4	Recognition of your achievement					
26.5	Cordial relations in the organisation					

27 Considering your past experience please rank the immediate reasons for you to change the organisations, from the scale 1 to 10 (1 implying least significant and 10 implying most significant)

- 1) Salary
- 2) Freedom to work
- 3) Company policy
- 4) Compensation and Benefits
- 5) Reputation of the organisation
- 6) Career growth
- 7) Recognition
- 8) Training programmes
- 9) Technological advancement
- 10) Relationship with superior and others

