EMPLOYEES RESPONSE ON RETENTION STRATEGIES ADOPTED BY ORIGIN INFOSYS PRIVATE LIMITED, CHENNAI.

A PROJECT REPORT

P- 251)

Submitted

by

S.RAVISHANKAR

Reg. No. 0720400032

in partial fulfillment of the requirements of

Anna university-coimbatore

for the award of the degree of

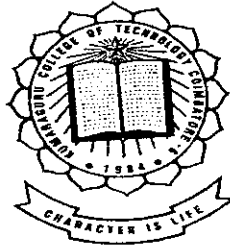## MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
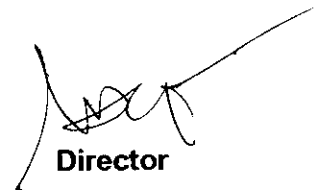### JULY 2008

CERTIFICATES

DEPARTMENT OF MANAGEMENT STUDIES

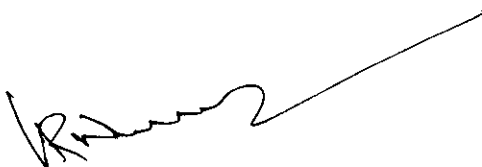**KUMARAGURU COLLEGE OF TECHNOLOGY**

COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled **"EMPLOYEES RESPONSE ON RETENTION STRATEGIES ADOPTED BY ORIGIN INFOSYS PRIVATE LIMITED, CHENNAI"** is the bonafide work of **Mr. S.RAVISHANKAR** who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

Faculty Guide

Director

Evaluated and viva-voce conducted on..

Examiner I

Examiner II

19th July 2008

PROJECT COMPLETION CERTIFICATE

This is to certify that **Mr. S. Ravishankar,** pursuing final year MBA in Kumaraguru College of Technology Business School has successfully completed a project on **"Employee Response on Retention Strategies adopted by ORIGIN INFOSYS"** in our establishment from 16-06-2008 to 19-07-2008.

We wish him all the best in future endeavours.

Thanking you,

Your's faithfully,

For **ORIGIN INFOSYS PVT. LTD.**

Murali Krishna V A B
Head – Projects & HR.

DECLARATION

DECLARATION

I hereby declare that the dissertation entitled **"EMPLOYEES RESPONSE ON RETENTION STRATEGIES ADOPTED BY ORIGIN INFOSYS PRIVATE LIMITED, CHENNAI"** submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and the dissertation has not formed the basis for the reward of any Degree, Associate ship, Fellowship or any other similar titles.

Signature of the student

With date

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

Few people are as fortune as I have been. Throughout my life I have always benefitted from many wonderful people around me, and the last two months of my final project have been no exception. I have many people to be thankful to.

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In great honor and with indebt gratitude I think my inspiring guide **Prof. V.S. Elamurugan** who has taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.
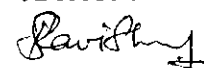
I am highly obliged to extend my sincere thanks to **Mr. Murali Krishna V A B**, Head-Projects & HR, ORIGIN Infosys pvt. Ltd. For his effective guidance and valuable support to carry out this project in their premises.

I express my heartfelt gratitude to ORIGIN Infosys Private Limited, Chennai, for giving me an opportunity for doing the project in their esteemed organization and encouraged me with this expert counseling and guidance for successful completion of my research study.

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Above all, I thank **Almighty God and My Parents** for giving me the grace and constant support in successfully completing this project to the best of my ability.

RAVISHANKAR.S

EXECUTIVE SUMMARY

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Labor turnover is one of the key factors affecting the productivity of the organization increase in the labor turnover will lead to reduction in the productivity of the organization there by it affects the profitability and efficiency of the organization. ORIGIN Infosys have been facing an increase in employee turnover. Also the retention strategies employed are not powerful. Hence this study is undertaken to arrive at effective strategies leading to employee retention.

The study assumes the characteristics of exploratory and descriptive research. The study based on the entire population of 103 employees of ORIGIN Infosys. The main objective of the study is to understand the employee response on retention strategies. The study also highlights the employees expectation (needs and wants) and also to assist ORIGIN in the development of a focused employee retention Strategy. Further it reveals the level of perception of the employees with respect to some variables selected for the study. Analysis regarding the level of satisfaction reveals that the employees are only satisfied with respect to work timings, relationship with the co-workers, growth opportunities and working conditions etc., Findings also show that the significant relation exists between feelings of the employees and the retention strategies they experience with.

The study highlights the employee's decision is very much dependent on the retention factors. Findings regarding the employees' preference show the following factors as most important such as salary, job security and flexible working hours. These findings of the study would enable the management to frame and modify the suitable strategies to enhance the rate of employee retention. Reduced labor turnover can be achieved by concentrating on the factors highlighted in the study and also considering the recommendations made to improvise the retention strategies. This will lead to enhance the productivity and efficiency of the organization.

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INTRODUCTION

CHAPTER - 1

1.1 BACK GROUND OF THE STUDY:

"Retention of employees is not just a 'nice thing to do' in the IT industry. It is the route to their survival"

Staff attrition (or turnover) represents significant costs to most organizations. It is odd, therefore, that many organizations neither measure such costs nor have targets or plans to reduce them. Many organizations appear to accept them as part of the cost of doing business - sign of increasing job mobility and decreasing staff loyalty perhaps, a matter to be regretted but just 'one of those things'.

IT and ITES industry in India are growing at a very rapid pace of 40-50% growth rate annually. These sectors are said to be poised to generate more than one million jobs by the year 2008. But, these industries face a very acute problem of attrition rate which is as high as 30-40%. To compel this, there is another problem of poaching, which increases the attrition rate. This industry also experiencing an intensifying fight for knowledge workers, the key to enhancement of productivity in which rests on designing ways and means to retain key performers in the organization. All this leads to higher costs to the company. This becomes more pertinent in the IT industry including ORIGIN Infosys, which has embraced the modern corporate culture of quick career advancement and has thrown open multiple job opportunities, thus experiencing a steady rise in mobility among IT professionals. This study suggests various retention strategies to counter this growing attrition rate. Companies need to build a long lasting relationship with the employees. The right retention strategy would need to dually ensure meeting the aspirations of employees and, at the same time, enhancing their productivity. . This study goes into the details of these aspects of the Origin Infosys and its ways of tackling attrition rate based on the employees response.

ATTRITION:

A major threat facing the Indian IT industry is the attrition rate. Attrition is defined as a reduction in the number of employees through retirement, resignation or death. Attrition rate is the rate of shrinkage in size or number of the employees. Attrition cannot be blindly classified with a negative connotation. A healthy attrition rate in any industry is necessary for new ideas and innovation to flow in as well as to facilitate the overall growth of the industry in terms of knowledge sharing. But after a particular level the same boon becomes a bane.

Recruiters explain that the high attrition rates significantly increase the investments that are made on the employees. The problem of losing funds in employee acquisition is more prominent in the high-end IT segment. Companies invest a lot of time and money in training a candidate for the first four months. But these investments do not always get converted into actual profits. In case of the IT industry, each employee level recruitment roughly costs the company Rs. 15000/-. This is the amount which a company needs to pay the job recruitment agency. Other than the direct cost, an associated cost of training and administrative service is also involved. Each agent works is non-productive or partly productive in the organization for nearly the first 2-3 months. Hence an employee leaving the organization within the first 6 months is a bad investment for the company. Also, as stated earlier the cost of attrition in the industry is 1.5 times the annual salary.

According to a Nasscom-Hewitt Survey carried out in 2004, the cost of attrition is 1.5 times the annual salary. If a person leaves after the training, it costs the company about Rs. 60,000. For a 300-seater IT company facing the normal 30% attrition, this translates into Rs. 60 lakhs per annum. Many experts believe that all these challenges can turn out to be a real dampener in the growth of this industry as the costs associated with the attrition are so high that they can override the benefits of lower wage costs.

EMPLOYEE RETENTION:

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees. Employee Retention would require a lot of efforts, energy, and resources but the results are worth it.

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for a talented person. There are many organizations which are looking for such employees. If a person is not satisfied by the job he's doing, he may switch over to some

In today's environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for some reasons. The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention.

Currently the HR professionals are reporting that all employees are becoming more transient. For a young person starting their careers today they can expect to change employer on average 7 – 8 times throughout their working life. This compares with an average of 3-4 for their parents. A research, last year also estimated that 16.8% of all employees leave their jobs annually at an estimated cost to their employers ranging from 50% - 350% of their base pay. Therefore, the imperative for organizations to treat the management of their people assets as importantly as their financial or customer assets is growing. A thorough understanding of the factors that influence retention in their own specific environment should drive what exactly an organization decides to do.

1.2 LITERATURE REVIEW:

John E. Sheridan (1992)[1] has conducted a study on Employee retention strategy. This study investigated the retention rates of 904 college graduates hired in six public accounting firms over a six-year period. Organizational culture values varied significantly among the firms. The variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment. The relationship between the employee's job performance and their retention also varied significantly with culture values.

Boxall et al (2003)[2] have conducted a study on turnover and retention confirmed the view that motivation for job change is multidimensional and that no one factor will explain it. They also found the main reason by far for people leaving their employer was for more interesting work elsewhere. It is generally accepted that the effect of job satisfaction on turnover is less than that of organizational commitment.

Allen & Meyer (1990)[3] have undertaken the investigation related to the nature of the link between turnover and the three components of attitudinal commitment: affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization; continuance commitment refers to commitment base on costs that employees associate with leaving the organization; and normative commitment refers to employees' feelings of obligation to remain with the organization. Put simply, employees with strong affective commitment stay with an organization because they want, those with strong continuance commitment stay because they need to, and those with strong normative commitment stay because they feel they ought to. This study indicated that all three components of commitment were a negative indicator of turnover. In general, most research has found affective commitment to be the most decisive variable linked to turnover.

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[1]John sharidon (1992), Academy of management journal, vol-35.

[2]Boxall P., Macky K. & Rasmussen E. (2003), 'Labour turnover and retention in New Zealand; the causes and consequences of leaving and staying with employers', *Asia Pacific Journal of Human Resources*,
 vol.41(2), pp.196-214.

[3]Allen N. J. & Meyer J. P. (1990), 'The measurement and antecedents of affective, continuance and

Elangovan (2001)[4] has conducted a research on the notion of job satisfaction and organizational commitment being causally related has not been incorporated in most turnover models. His study indicated there were strong causal links between stress and satisfaction (higher stress leads to lower satisfaction) and between satisfaction and commitment (lower satisfaction leads to lower commitment). He further noted a reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit, which in turn further lowers commitment). In summary, only commitment directly affected turnover intentions.

Tang et al (2000)[5] have conducted a research on the relationship between attitudes towards money, intrinsic job satisfaction and voluntary turnover. One of the main findings of this study is that voluntary turnover is high among employees who value money (high money ethic endorsement), regardless of their intrinsic job satisfaction. However, those who do not value money highly but who have also have low intrinsic job satisfaction tended to have the lowest actual turnover. Furthermore, employees with high intrinsic job satisfaction and who put a low value on money also had significantly higher turnover than this second group. The researchers also found that placing a high value of money predicted actual turnover but that withdrawal cognitions (i.e. thinking about leaving) did not.

Griffeth et al (2000)[6] have noted that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. Their cite findings reveal that collective reward programs replace individual incentives; their introduction may lead to higher turnover among high performers.

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[4]Elangovan A. R. (2001), 'Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis', *Leadership & Organization Development Journal*, vol.22(4), pp.159-165.

[5]Tang et al (2000), 'The impact of human resource management practices on turnover, productivity and corporate financial performance', *Academy of Management Journal*, vol. 38(3), pp.635-672.

[6]Griffeth R. W., Hom P. W. & Gaertner S. (2000), 'A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research Implications for the next millennium',

1.3 STATEMENT OF THE PROBLEM:

The biggest challenge facing by the ORIGIN Infosys today is to manage the ambitious and transient workforce. Moreover, since the company is predominantly service-oriented, the importance of attracting and retaining talent has become very critical. So we have to identify the perception of the employees regarding the retention strategies of the company and to modify the strategies accordingly to make it more effective.

1.4 OBJECTIVE OF THE STUDY:

Primary Objectives:

- To understand the employees response on retention strategies.

- To know the employees expectation (needs and wants).

- To assist ORIGIN in the development of a focused employee retention Strategy.

Secondary Objectives:

- To identify the appropriate retention strategy

- To retain the effective persons inside the company.

- To assess the level where the company stands in employee satisfaction.

- To improve the employee involvement

1.5 SCOPE OF THE STUDY:

The scope of the study is to find out the effect of retention strategies among the employees and their perception about it in ORIGIN Infosys Private Limited, Chennai. The study covers all the employees in the organization .

1.6 RESEARCH DESIGN:

TYPE OF STUDY:

The study is descriptive in nature. A population of 103 employees from varying occupations in non-management positions have been surveyed to know about their perceptions about the retention strategies. Response are collected, analyzed and descriptive data has been presented. A review of the literature on employee retention has been conducted. The study includes recommendations for better practices aimed at identification of effective occupational strategies to aid in retaining employees through their response.

SAMPLING DESIGN:

The number of Employees working at ORIGIN Infosys Private Limited is 103. The entire population is selected for the purpose of study.

DATA COLLECTION METHOD:

The study relies on both primary and secondary data.

Primary Data:

The primary data is collected through specially designed questionnaire which is used to collect data from the labors. A copy of the questionnaire is enclosed in the annexure.

Secondary Data:

The secondary data relating to retention strategy and history of the company is collected from the records of the company. Further data related to the competitors are collected from the internet.

TOOLS FOR ANALYSIS:

The data which have been collected will be analyzed through the percentage analysis and chi-square test to find out the key factors influencing the employee retention strategies.

1.7 LIMITATION OF THE STUDY:

1. The response given by the employees may not be true.
2. The study is limited to the employees in ORIGIN Infosys Private Limited and as such the findings are not applicable to any other industry.

1.8 CHAPTER SCHEME:

Chapter 1: Introduction

The first chapter deals with the background, objectives, scope of the study, methodology used in data collection, limitations of the study, and brief introduction of all the chapters.

Chapter 2: Organization Profile

Organization profile includes details on the history of the organization, management and organization structure, product profile and market potential, competitive advantage of the company.

Chapter 3: Micro and Macro Analysis

The chapter deals with the prevailing scenario of the organization with respect to its respective industry and to perform the SWOT analysis of the company.

Chapter 4: Data Analysis and Interpretation

The chapter mainly deals with analyses and interpretation of data collected through questionnaire and from secondary sources.

Chapter 5: Findings and Recommendations

Conclusion includes the findings and the result of the respondents and the discussions put forth regarding the problem identified and the considered recommendations to improve the performance of the company.

CHAPTER – 2

ORGANIZATION PROFILE

CHAPTER - 2

2.1 ABOUT THE ORGANIZATION:

ORIGIN INFOSYS is a leader in providing complete infrastructure business solutions for IT / ITES. Our aim has been to provide clients with smart IT solutions that allow their business to meet short term deadlines, while achieving long term success.

ORIGIN INFOSYS was founded by two young enterprising engineers – P. Thangavel, and S. Loganathan in 1993 under the name Origin Information Technology. It was started with the goal of providing high-quality computer hardware and service on a contractual basis. In course of time, the operations were expanded to include sales of computers and other equipment too.

In 1998, ORIGIN Information Technology was incorporated as a Private Limited Company under the name ORIGIN Infosys Private Limited (ORIGIN). Over the years, ORIGIN gradually spread its wings to cater to other areas of IT. With the single focus of providing high-quality equipment and service, and encouraged by repeat orders from customers, ORIGIN continues to expand its market share and clientele.

2.2 OUR VISION:

Here's the **vision** that guides us in our growth and success.

* We are committed to customer satisfaction through timely and accurate fulfilment of customer needs. We will continuously improve our processes and adhere to the principle of Quality Management System in all aspects of our business.

* We will be a world-class provider of IT-enabled solutions by making technology work for customers, while benchmarking with the best.

* We will strive for long-term relationships with our customers by sharing their vision and developing a win-win association.

outsourcing   partners.

* We will strive to create a workplace that fosters superior customer service through teamwork   and   creating   an   organization-wide   learning   environment.

In   line   with   the   vision, our   **mission**   is   to:

*   Plan   and   effectively   utilize   technology   and   human   resources

*   Improve   customer   satisfaction

* Provide high-quality, value-added, customer-focused solutions

2.3 The ORIGIN Advantage
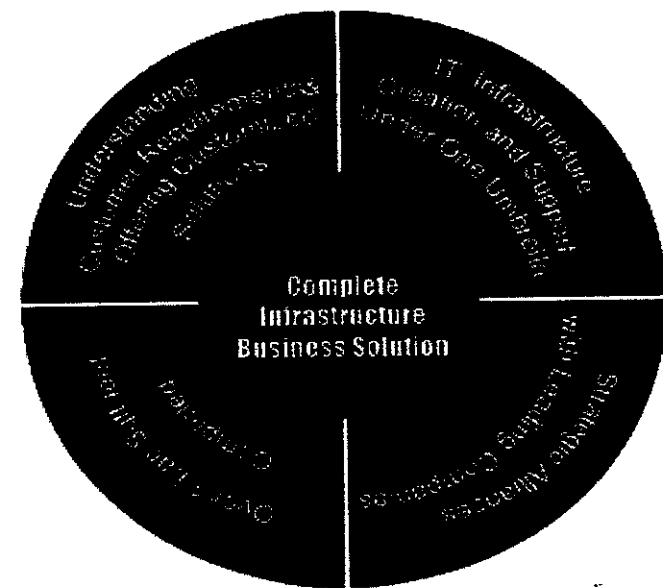
ORIGIN is in the business of fulfilling clients' IT requirements. Our state-of-the-art infrastructure, vast experience in various service sectors, technical competence, and dynamic team ensures that clients get the best value for money and maximum returns on their   investments.

Each of ORIGIN's staff has a single point objective - 100% customer satisfaction. We take pride in our high standards of customer service and the ability to keep up commitments at all times. This approach has brought clients back to us again and again.

Our reputation for providing the highest quality in services and equipment has won the trust of many clients. An index of our excellent customer service levels can be judged by the fact that most of our business is through repeat orders from existing clients and from their references.

ORIGIN conducts regular technical training sessions and personality development programs for all employees, with the objective of increasing customer delight. However, the underlying qualities of sincerity and dedication of our management and staff forms the foundation on which these values are built.

2.4 SERVICES:

*Business   Infrastructure

*IT   Facility Management

*Hardware   Sales

*Computer   and   Peripherals   Rental

*Annual   Maintenance   Contracts

*Software   Development

*Web Design & Development

2.5 QUALITY:

ORIGIN's success has been as much a result of our dedicated team, as our focus on quality and customer satisfaction. As part of our continual effort to improve quality and put efficient internal processes in place, we have also secured the ISO 9001 : 2000 certification.

CHAPTER – 3

MACRO AND MICRO ANALYSIS

CHAPTER-3
MACRO AND MICRO ANALYSIS

The information technology (IT) industry has become of the most robust industries in the world. IT, more than any other industry or economic facet, has an increased productivity, particularly in the developed world, and therefore is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector.

The Information Technology Association of America (ITAA) explains the "information technology" as encompassing all possible aspects of information systems based on computers. Information technology, and the hardware and software associated with the IT industry, are an integral part of nearly every major global industry.

Both software development and the hardware involved in the IT industry include everything from computer systems, to the design, implementation, study and development of IT and management systems.

Owing to its easy accessibility and the wide range of IT products available, the demand for IT services has increased substantially over the years. The IT sector has emerged as a major global source of both growth and employment.

☐ Information technology is an important factor in the recent acceleration in productivity growth.

☐ Both the production and the use of IT contributed to the productivity revival.

FEATURES OF IT INDUSTRY AT A GLANCE:

Economies of scale for the information technology industry are high. The marginal cost of each unit of additional software or hardware is insignificant compared to the value addition that results from it.

Unlike other common industries, the IT industry is knowledge-based. Efficient utilization of skilled labor forces in the IT sector can help an economy achieve a rapid pace of economic growth. The IT industry helps many other sectors in the growth process of the

ROLE OF THE IT INDUSTRY:

The IT industry can serve as a medium of e-governance, as it assures easy accessibility to information. The use of information technology in the service sector improves operational efficiency and adds to transparency. It also serves as a medium of skill formation.

DOMAIN OF THE IT INDUSTRY:

A wide variety of services come under the domain of the information technology industry. Some of these services are as follows:

- Systems architecture
- Data   base design and development
- Networking
- Application development
- Testing
- Documentation
- Maintenance and hosting
- Operational support
- Security services

IT INDUSTRY IN INDIA:

Information Technology (IT) industry in India is one of the fastest growing industries. Indian IT industry has built up valuable brand equity for itself in the global markets. IT industry in India comprises of software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is considered as a pioneer in software development and a favorite destination for ITES.

The origin of IT industry in India can be traced to 1974, when the mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS), to export programmers for installing system software for a U.S. client. The IT industry originated under unfavorable conditions. Local markets were absent and government policy toward private enterprise was hostile. The industry was begun by Bombay-based

During that time Indian economy was state-controlled and the state remained hostile to the software industry through the 1970s. Import tariffs were high (135% on hardware and 100% on software) and software was not considered an "industry", so that exporters were ineligible for bank finance. Government policy towards IT sector changed when Rajiv Gandhi became Prime Minister in 1984. His New Computer Policy (NCP-1984) consisted of a package of reduced import tariffs on hardware and software (reduced to 60%), recognition of software exports as a "delicensed industry", i.e., henceforth eligible for bank finance and freed from license-permit raj, permission for foreign firms to set up wholly-owned, export-dedicated units and a project to set up a chain of software parks that would offer infrastructure at below-market costs. These policies laid the foundation for the development Of a world class IT industry in India.

Today, Indian IT companies such as Tata Consultancy Services (TCS), Wipro, Infosys, HCL et al are renowned in the global market for their IT prowess. Some of the major factors which played a key role in India's emergence as key global IT player are:

Indian Education System:

The Indian education system places strong emphasis on mathematics and science, resulting in a large number of science and engineering graduates. Mastery over quantitative concepts coupled with English proficiency has resulted in a skill set that has enabled India to reap the benefits of the current international demand for IT.

High Quality Human Resource:

Indian programmers are known for their strong technical and analytical skills and their willingness to accommodate clients. India also has one of the largest pools of English-speaking professionals.

Competitive Costs

The cost of software development and other services in India is very competitive as compared to the West.

Infrastructure Scenario

Indian IT industry has also gained immensely from the availability of a robust infrastructure (telecom, power and roads) in the country.

In the last few years Indian IT industry has seen tremendous growth. Destinations such as Bangalore, Hyderabad and Gurgaon have evolved into global IT hubs. Several IT parks have come up at Bangalore, Hyderabad, Chennai, Pune, Gurgaon etc. These parks offer Silicon Valley type infrastructure. In the light of all the factors that have added to the strength of Indian IT industry, it seems that Indian success story is all set to continue.

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire.

PROFILE OF THE RESPONDENTS:

This section deals with the profile of the respondents in terms of age, services, job, income and experience presented below:

Table 1: Age group of the respondents

Age	No. of Respondents	Percentage
0-15	0	0
16-30	50	48.5
31-45	51	49.5
46-60	2	1.9
Above 60 years	0	0
Total	103	100.0

From the above table it can be seen that the majority 49.5% of the respondents belong to the age group of 31-45 years, 48.5% of the respondents belong to the age group of 16-30 years, 1.9% of the respondents belong to 46-60 years age group.

Table 2: Services of the respondents

Services	No. of respondents	Percentage
Software	33	32
Infrastructure facility	47	45.6
Others	23	22.3
Total	103	100.0

From the above table it can be seen that the majority 45.6% of the respondents are from business infrastructure solutions, 32% are from software side and the remaining are from

Table 3: Job level of the respondents

Job Level	No. of Respondents	Percentage
Clerk	31	30.1
Associate	55	53.4
Manager	6	5.8
Secretary	6	5.8
Supervisor	5	4.9
Executive	0	0
Total	95	100.0

From the above table it can be seen that the majority 53.4% of the respondents belong to the associate level, 30.1% of the respondents belong to the clerk level, 5.8% of the respondents belong to both manager and the secretary level and 4.9% of the respondents from supervisor level.

Table 4: Income of the respondents

Net Income	No. of Respondents	Percentage
<5000	25	24.3
5001-15000	50	48.5
15001-25000	24	23.3
>25000	4	3.9
Total	103	100.0

From the above table it can be seen that the majority 48.5% of the respondents are belong to income level of Rs.5001-15000.

Table 5: Experience of the respondents

Experience	No. of Respondents	Percentage
< 1 year	23	22.3
1-2 years	23	22.3
3-4 years	36	35.0
5-10 years	13	12.6
11-15 years	7	6.8
21-25 years	1	1.0
Total	103	100.0

From the above table it can be seen that the majority 35% of the respondents are having the experience 3-4 years.

Table 6: Causes for attrition

Cause for Attrition	No. of Respondents	Percentage
No Growth	12	11.7
Work environment	9	8.7
Job Matters	18	17.5
Lack of work life balance	20	19.4
Personal reasons	16	15.5
Salary	10	9.7
Low brand image	18	17.5
Total	103	100.0

From the above table it can be seen that the majority 19.4% of the respondents are having the lack of work life balance problem.
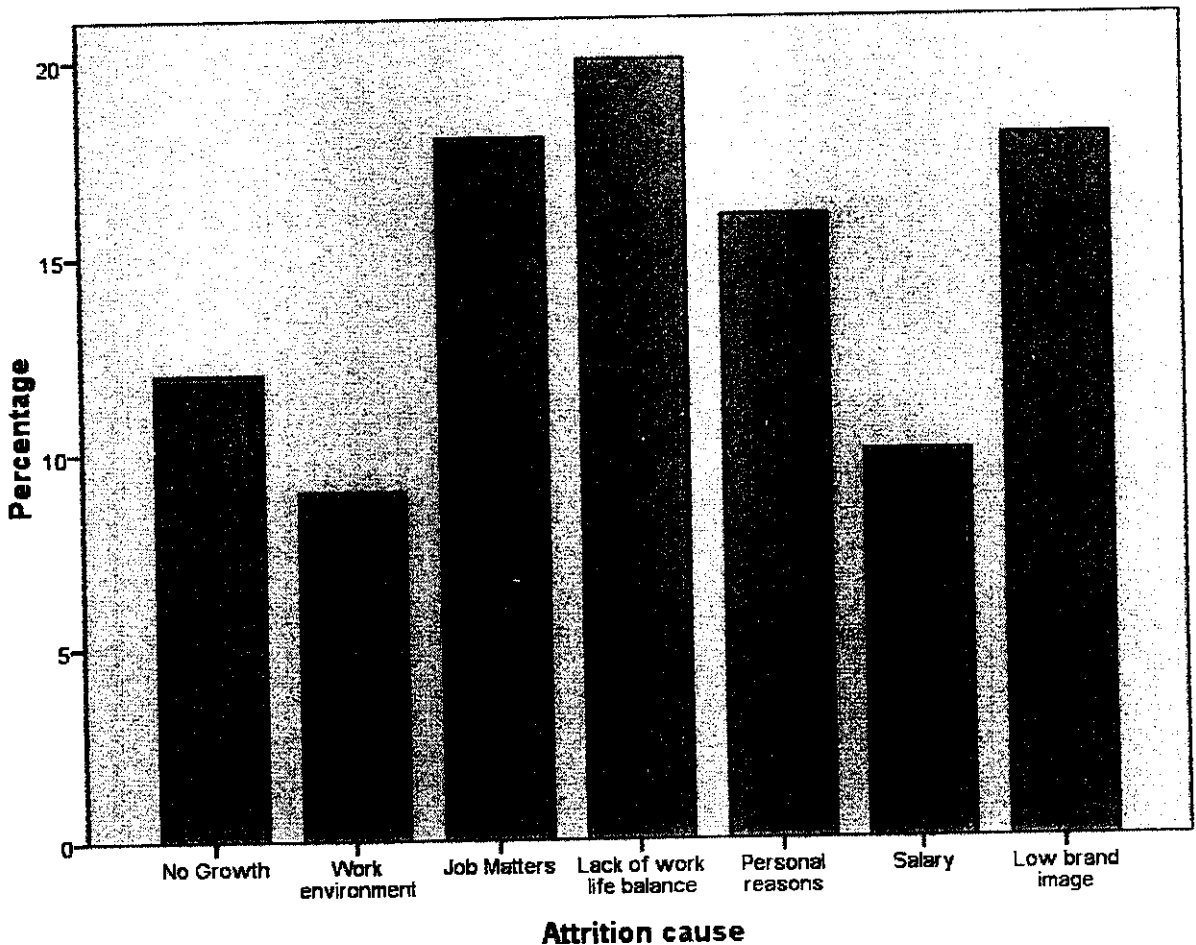
Table 7: Brain Drain prevention

Brain drain Prevention	No of Respondents	Percentage
Yes	74	71.8
No	29	28.2
Total	103	100.0

From the above table it can be seen that the majority 71.8% of the respondents are said that the retention strategies prevent the brain drain.
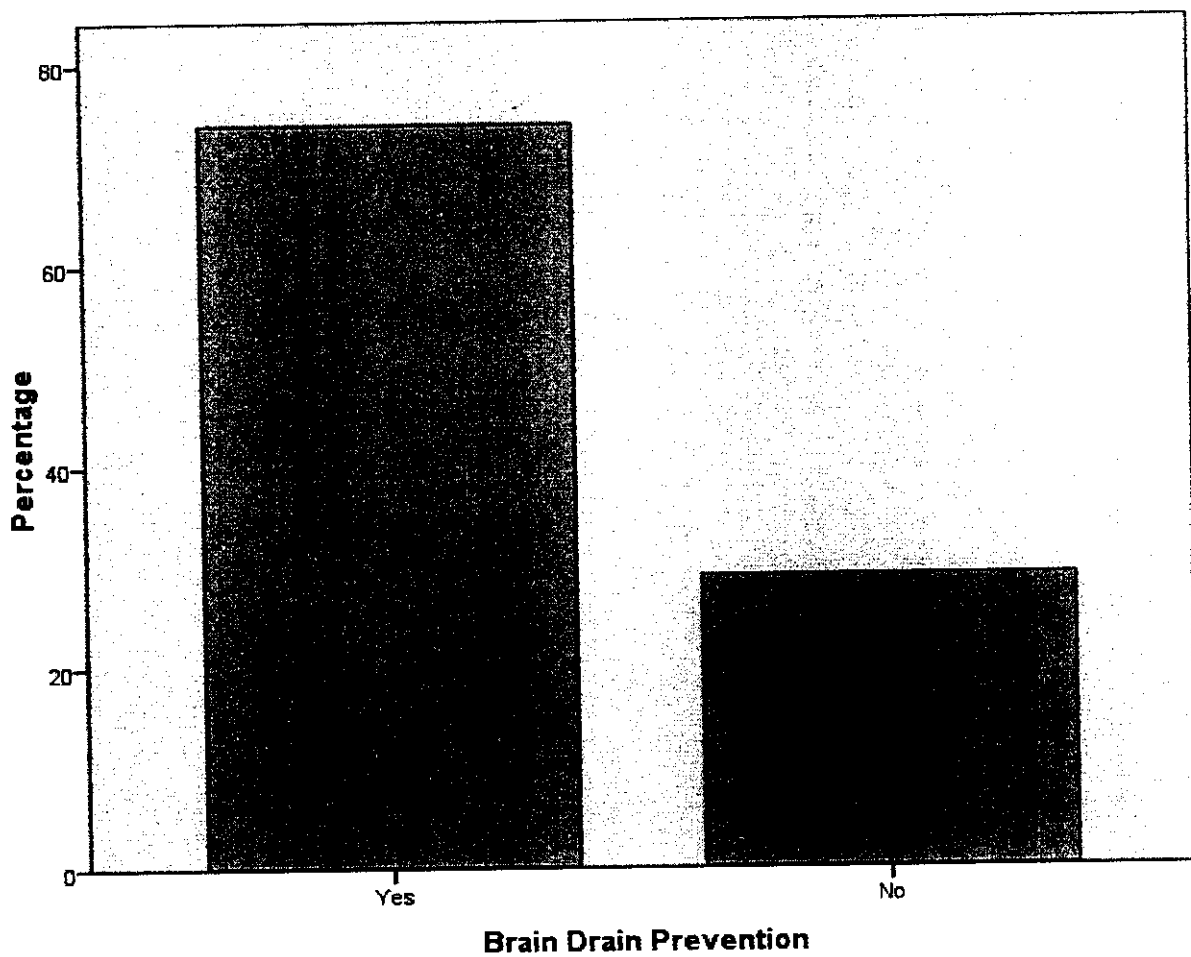
Table 8: 3E's

3E's	No. of Respondents	Percentage
Exposure	36	35.0
Experience	36	35.0
Education	31	30.1
	103	100.0

From the above table both Exposure and Experience are very much important from the respondents' perspectives.

Exposure, Experience and Education
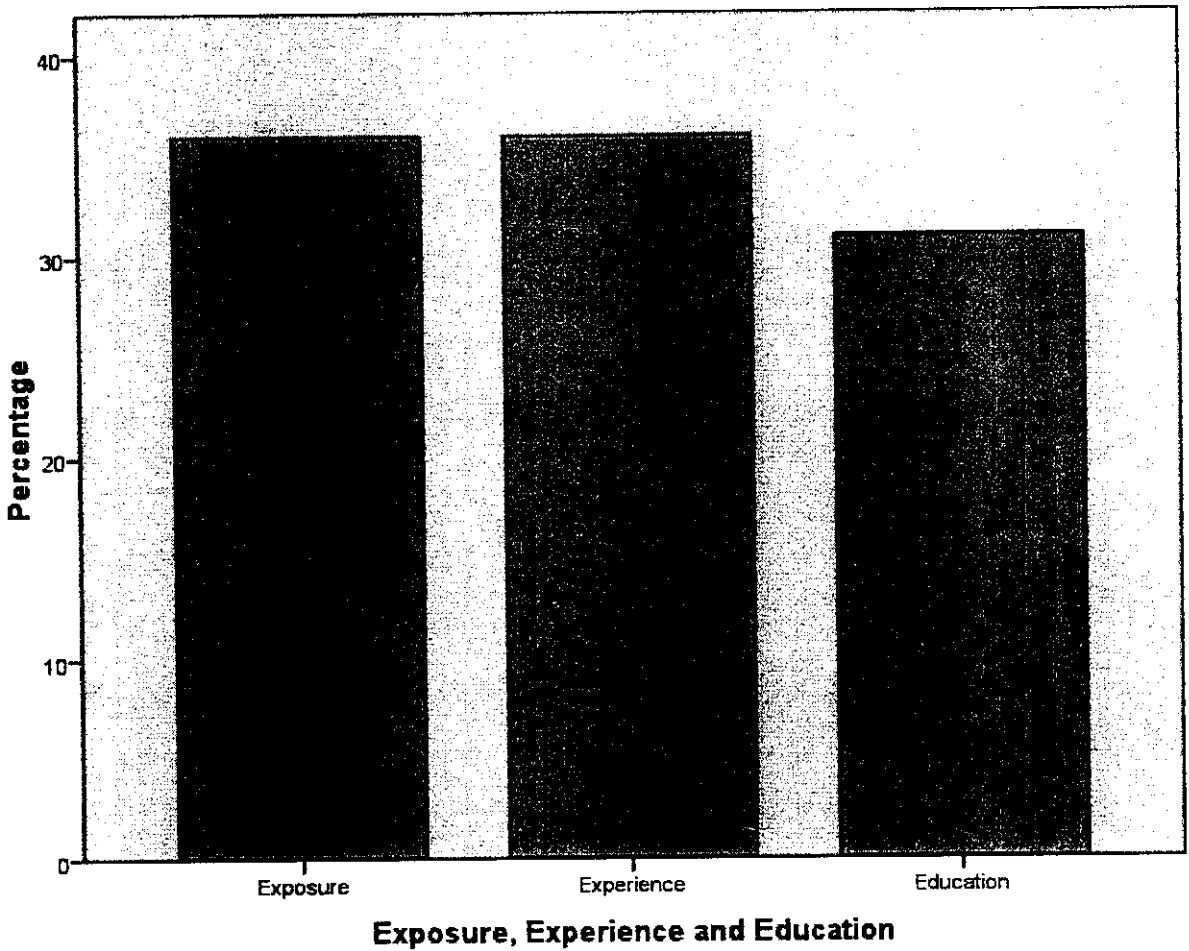
Table 9: Reasons to stay

Reasons to Stay	No. of Respondents	Percentage
Career guidance	11	10.7
Good working conditions	11	10.7
Growth opportunities	19	18.4
Cash incentives	27	26.2
Flexible working hours	15	14.6
Bonding	16	15.5
Others	4	3.9
Total	103	100.0

From the above table it can be seen that the majority 26.2% of the respondents are said that the cash incentives is the major reason to stay in the organization.
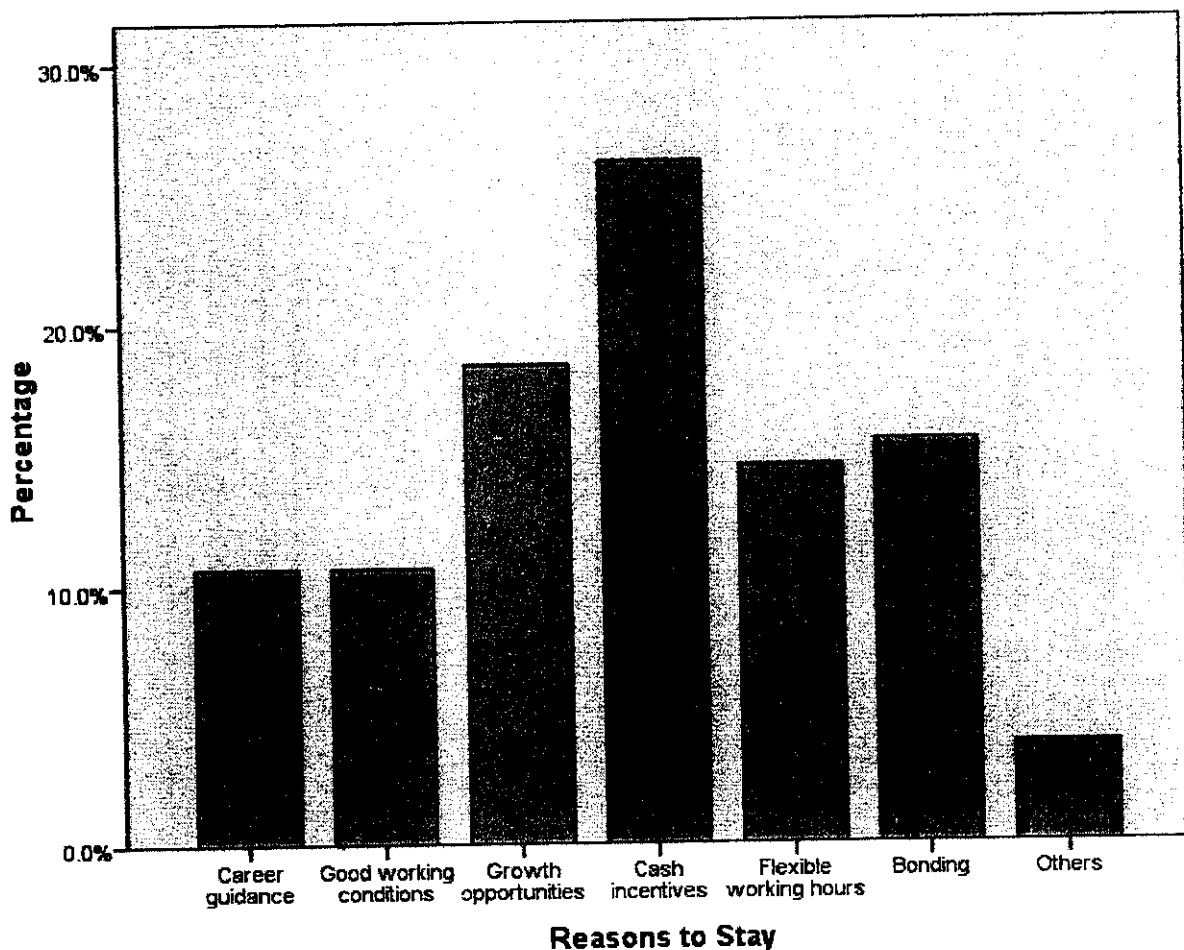
Table 10: Reasons to leave

Reasons to Leave	No. of Respondents	Percentage
No growth opportunities	9	8.7
No personal life	20	19.4
For higher salary	28	27.2
Physical strains	14	13.6
For higher education	17	16.5
Uneasy peers relations	11	10.7
Company misguidance	2	1.9
Not conducive policies	2	1.9
Total	103	100.0

From the above table it can be seen that the majority 27.2% of the respondents are leaving the organization for higher salary.
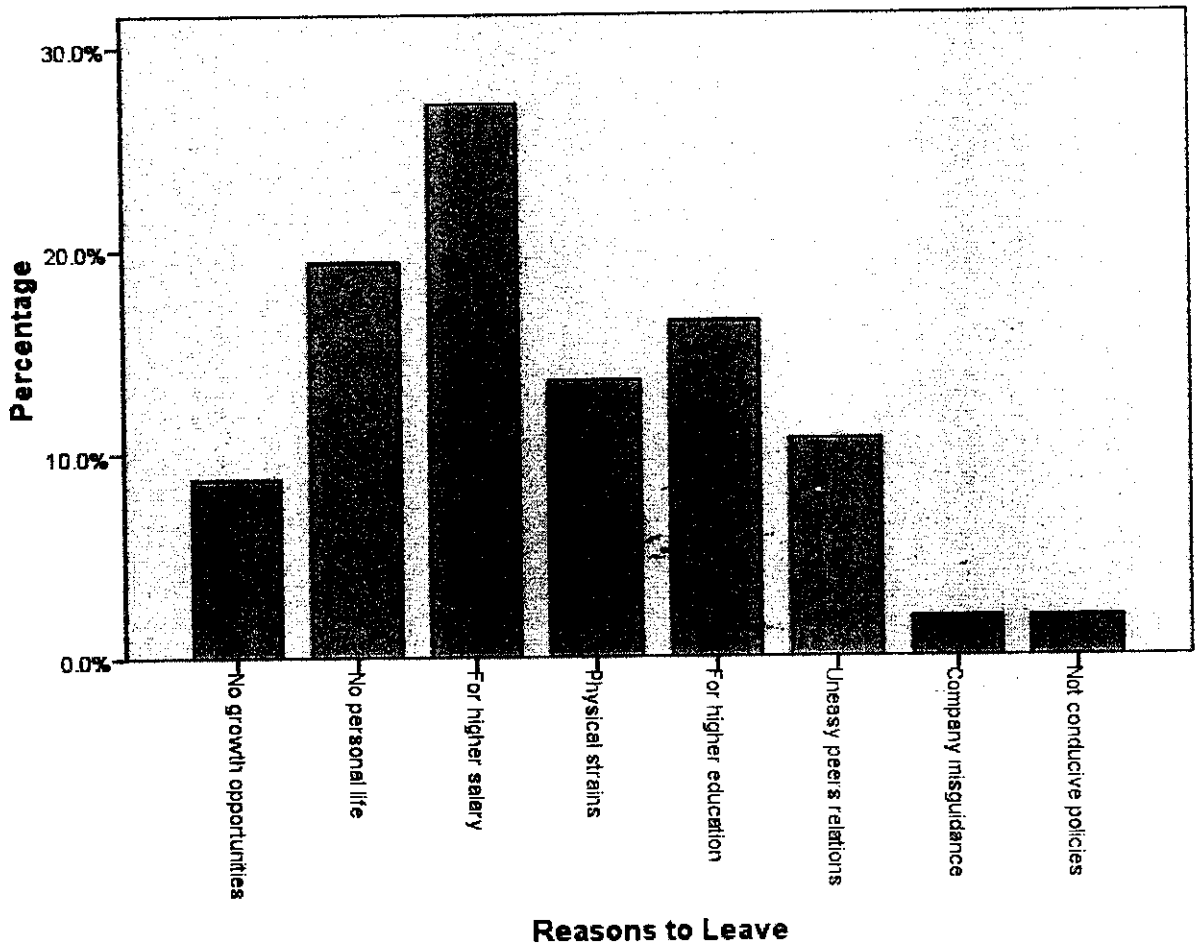
Table 11: Readiness to Leave now

Leave now	No. of Respondents	Percentage
Yes	32	31.1
No	71	68.9
Total	103	100.0

From the above table it can be seen that the majority 68.9% of the respondents are not ready to leave organization at present.
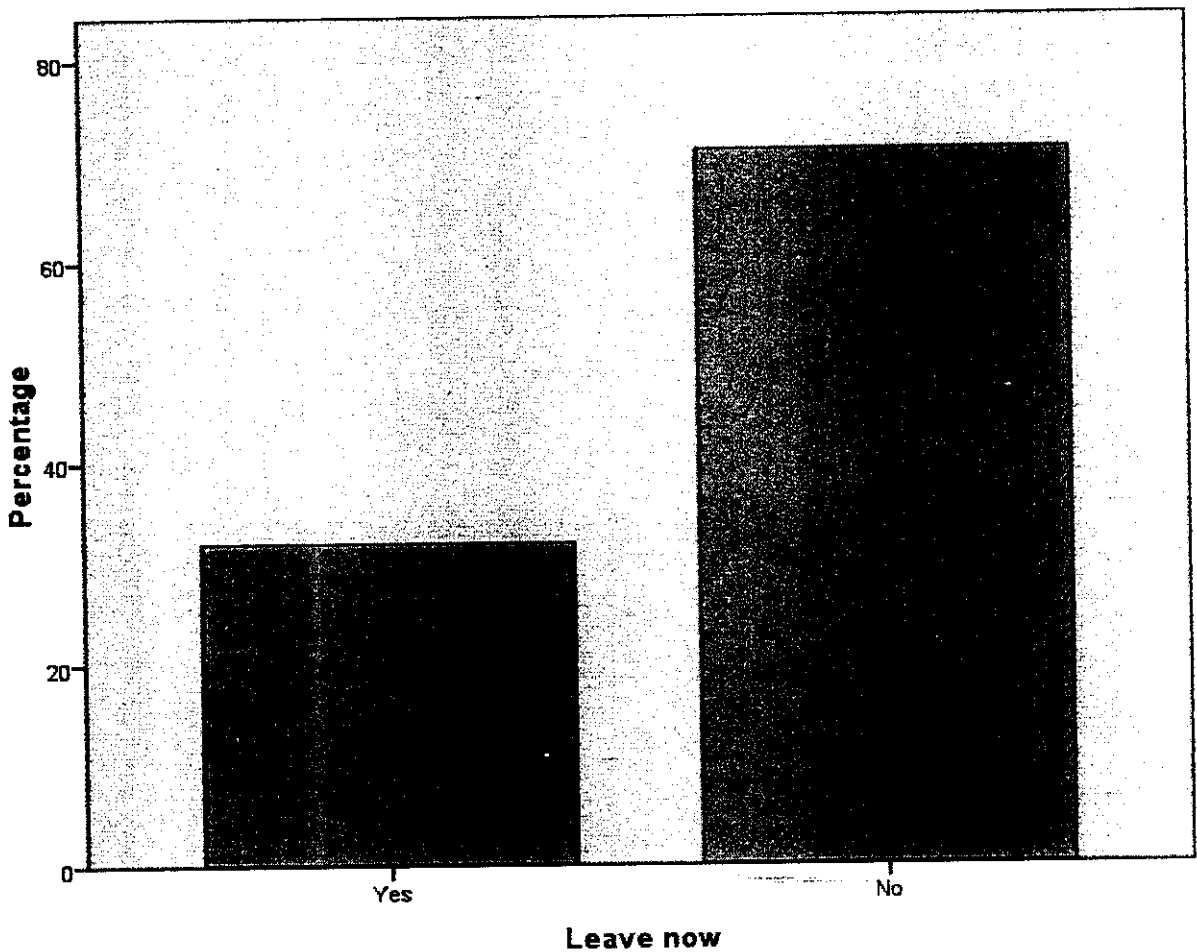
Table 12: Concern of the organization

Concern	No. of Respondents	Percentage
Yes	74	71.8
No	29	28.2
Total	103	100.0

From the above table it can be seen that the majority 71.8% of the respondents are said that the organization have concern for their well being.

Organization's Concern
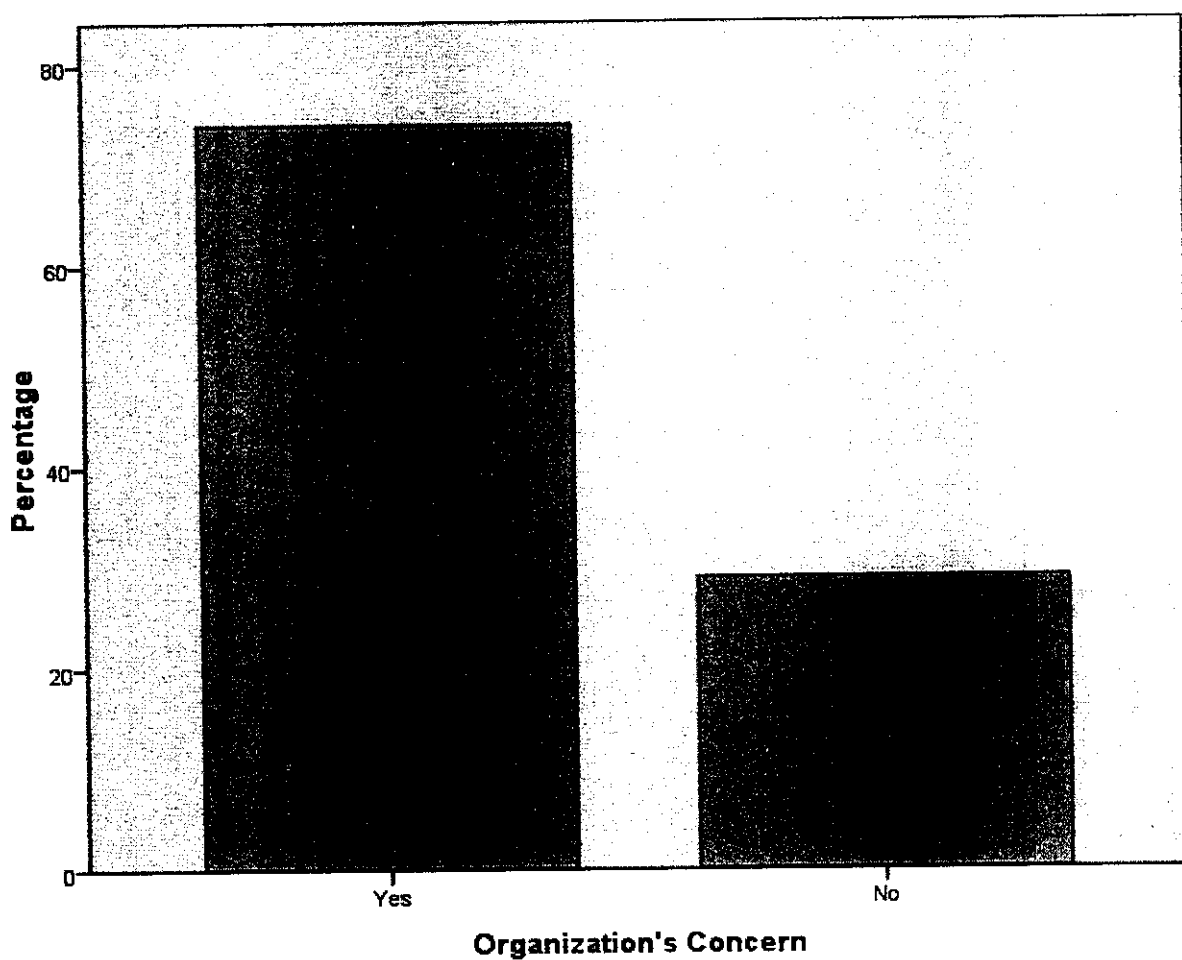
Table 13: Efforts by the organization

Ranks	No of Respondents	Percentage
1 (Lowest)	3	2.9
2	3	2.9
3	5	4.9
4	9	8.7
5	12	11.7
6	16	15.5
7	14	13.6
8	23	22.3
9	14	13.6
10 (Highest)	4	3.9
Total	103	100.0

From the above table it can be seen that the majority 22.3% of the respondents are ranking the organization efforts at 8th place.

Efforts Of The Organization
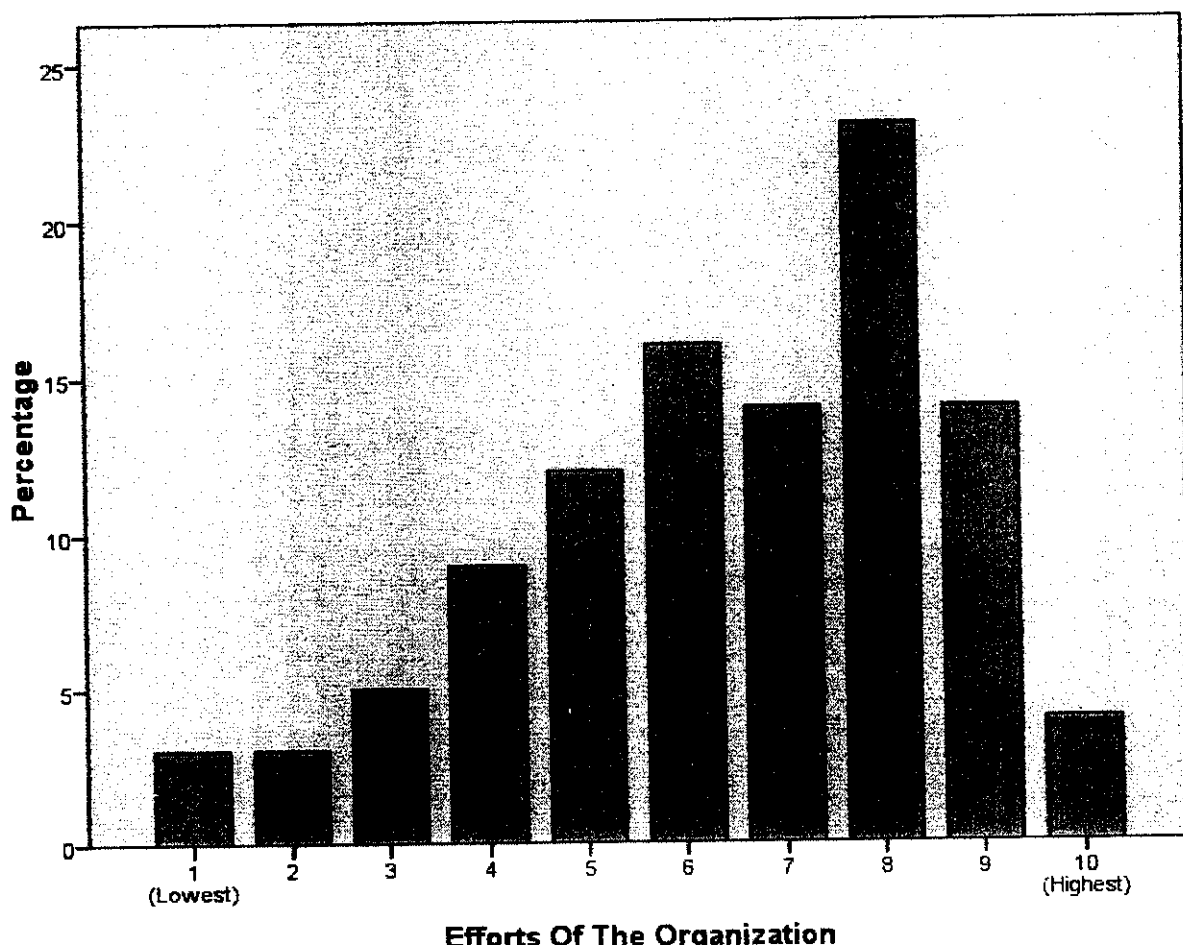
Table 14: Feel about peer relations

Feeling about peer relations	No. of Respondents	Percentage
1 (Less)	1	1.0
2	5	4.9
3 (Medium)	32	31.1
4	42	40.8
5 (More)	23	22.3
Total	103	100.0

From the above table it can be seen that the majority 40.8% of the respondents are felt the peers relations importance in between medium and more.

Feeling About Peer Relations
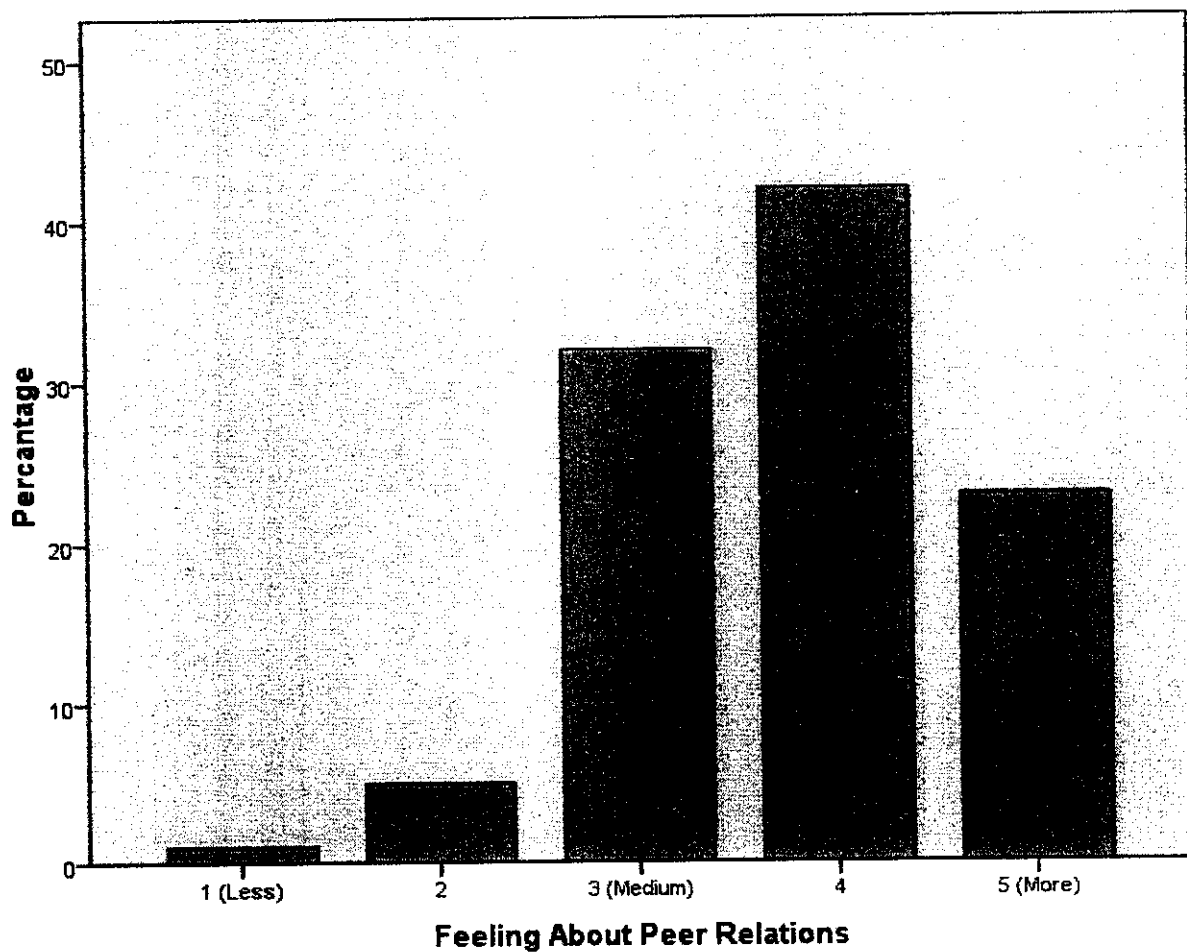
Table 15: Factors influencing retention

Factors	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree	
Equality	No	%	No	%	No	%	No	%	No	%
Performance based promotion	5	4.9	3	2.9	4	3.9	30	29.1	61	59.2
Fair rewards	1	1.0	6	5.8	11	10.7	40	38.8	45	43.7
Equal policies	12	11.7	26	25.2	22	21.4	23	22.3	20	19.4
Equal opportunities	4	3.9	20	19.4	26	25.2	31	30.1	22	21.4
Compensation and Benefits										
Satisfied with salary increase	5	4.9	14	13.6	24	23.3	30	29.1	30	29.1
Satisfied with health plans	3	2.9	11	10.7	14	13.6	35	34.0	40	38.8
Met my needs	4	3.9	10	9.7	35	34.0	31	30.1	23	22.3
Appraisal and Security										
Adequate feedback	2	1.9	6	5.8	27	26.2	34	33.0	34	33
Know expectations	6	5.8	11	10.7	24	23.3	33	32.0	29	28.2
Progress talk	5	4.9	20	19.4	20	19.4	28	27.2	30	29.1
Job security	-	-	3	2.9	14	13.6	37	35.9	49	47.6
Recognition and Respect										
Good job, better chance	-	-	-	-	23	22.3	38	36.9	42	40.8
Good job, recognized	2	1.9	4	3.9	20	19.4	46	44.7	31	30.1
Values honest answers	5	4.9	18	17.5	28	27.2	33	32.0	19	18.4
Others respect	1	1.0	8	7.8	28	27.2	45	43.7	21	20.4
Career, Resource, Training and Satisfaction										
Clear idea	3	2.9	5	4.9	25	24.3	44	42.7	26	25.2

balance									
Met my needs	9	8.7	20	19.4	32	31.1	24	23.3	18	17.5
Feel free to Express opinions	18	17.5	35	34.0	34	33.0	11	10.7	5	4.9
Career development	4	3.9	11	10.7	23	22.3	34	33.0	31	30.1
Effective utilization	3	2.9	9	8.7	28	27.2	32	31.1	31	30.1
Enjoy working	4	3.9	18	17.5	28	27.2	28	27.2	25	24.3

From the above table it can be seen that the performance based promotion, Health plans, Job security, providing chance for good job, Career development and Effective utilization of employee's knowledge are the major factors affecting the retention.

Table 16: Consistency in implementation

Consistent Implementation	No. of Respondents	Percentage
Yes	61	59.2
No	42	40.8
Total	103	100.0

From the above table it can be seen that the majority 59.2% of the respondents are said that the organization implementing the retention strategies consistently.

Consistent in Implementation
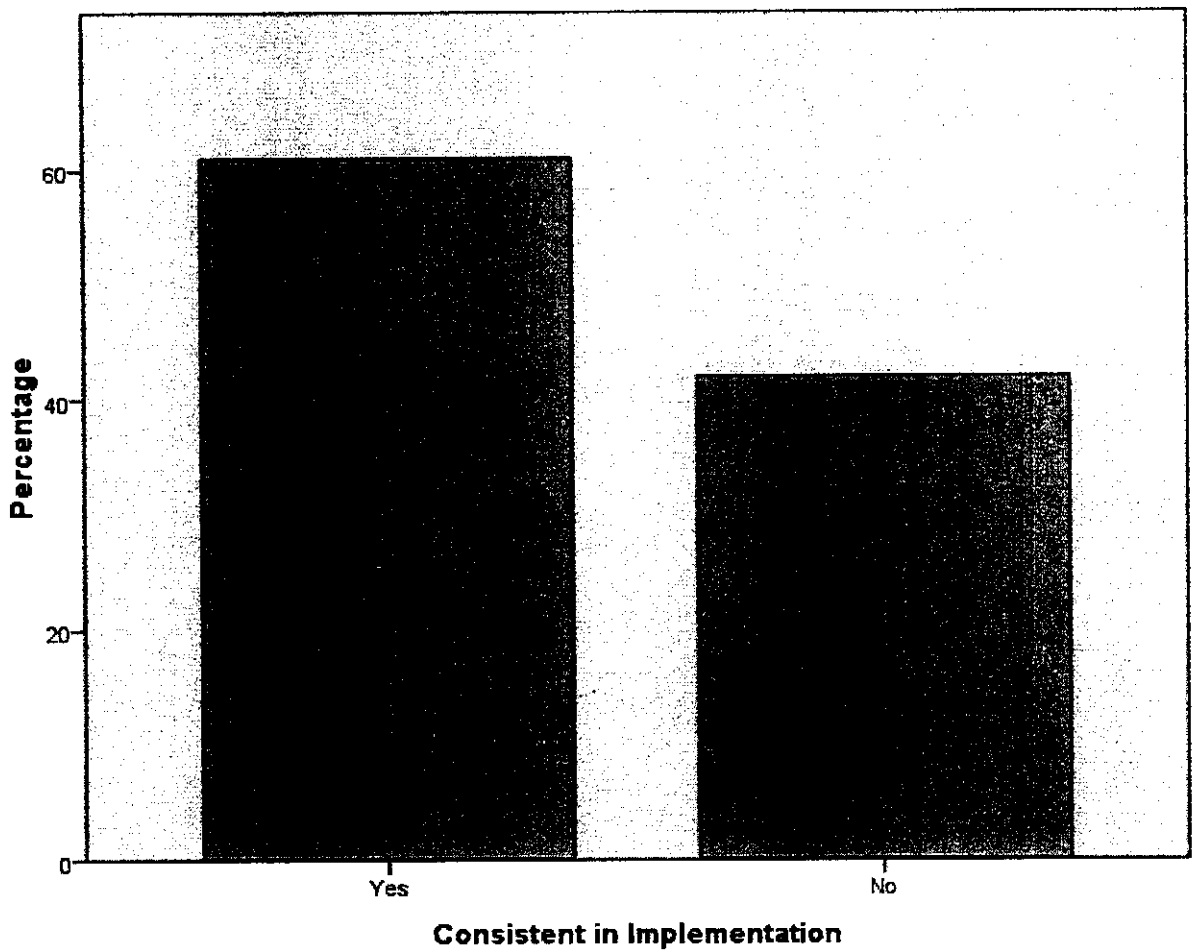
Table 17: Retention experience

Retention Experience	No. of Respondents	Percentage
Excellent	4	3.9
Good	26	25.2
Neutral	33	32.0
Bad	29	28.2
Poor	11	10.7
Total	103	100.0

From the above table it can be seen that the majority 32% of the respondents are ranking their retention experience is neutral.
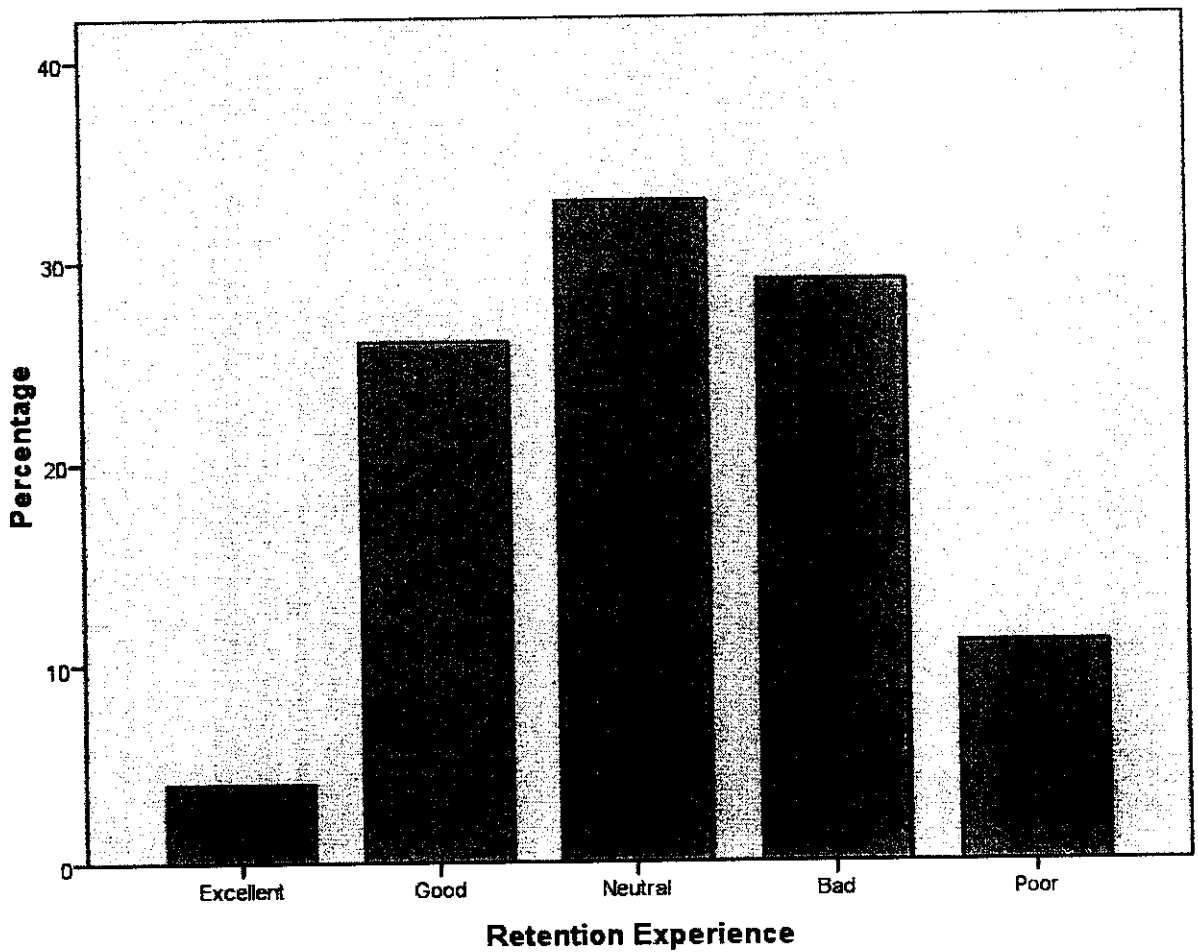
Table 18: Use of retention survey

Use of satisfaction survey	No. of Respondents	Percentage
Yes	83	80.6
No	20	19.4
Total	103	100.0

From the above table it can be seen that the majority 80.6% of the respondents are said that the organization use the satisfaction survey to improve employee satisfaction.


Use of Survey
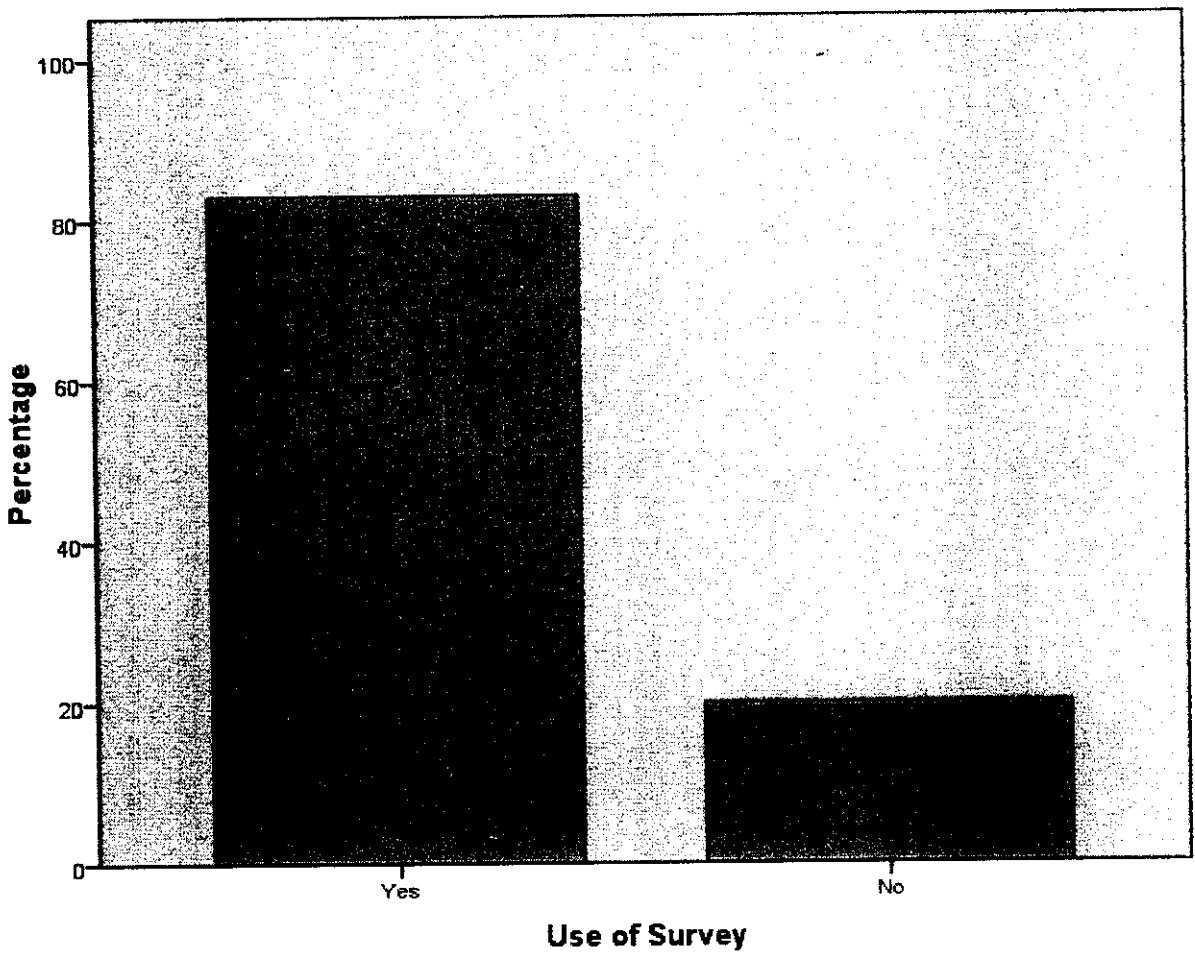
Table 19: Feel about following factors

Feel about following factors								
Factors	Need improvement		Benefit from development		Capable and effective		Role model	
	No	%	No	%	No	%	No	%
Communication	24	23.3	38	36.9	32	31.1	9	8.7
Performance	10	9.7	23	22.3	34	33.0	36	35.0
Teamwork	15	14.6	31	30.1	32	31.1	25	24.3
Security	25	24.3	44	42.7	30	29.1	4	3.9
Appraisal	15	14.6	43	41.7	40	38.8	5	4.9
Compensation	26	25.2	32	31.1	35	34.0	10	9.7
Recognition	23	22.3	27	26.2	38	36.9	15	14.6
Rewards	23	22.3	36	35.0	33	32.0	11	10.7
Respect	17	16.5	42	40.8	38	36.9	6	5.8
Satisfaction	16	15.5	33	32.0	37	35.9	17	16.5
Training	20	19.4	32	31.1	34	33.0	17	16.5
Flexibility	12	11.7	33	32.0	38	36.9	20	19.4
Trustworthy	16	15.5	34	33.0	36	35.0	17	16.5

From the above table it can be seen that the majority 35% of the respondents are said that their performance in the organization is the role model and 25.2% said that the compensation needs improvement.

Table 20: Overall satisfaction

Overall Satisfaction	No. of Respondents	Percentage
Strongly disagree	4	3.9
Disagree	15	14.6
Somewhat agree	25	24.3
Agree	33	32.0
Strongly agree	22	21.4
Not applicable	4	3.9
Total	103	100.0

From the above table it can be seen that the majority 32% of the respondents are agreed their overall satisfaction in the organization.
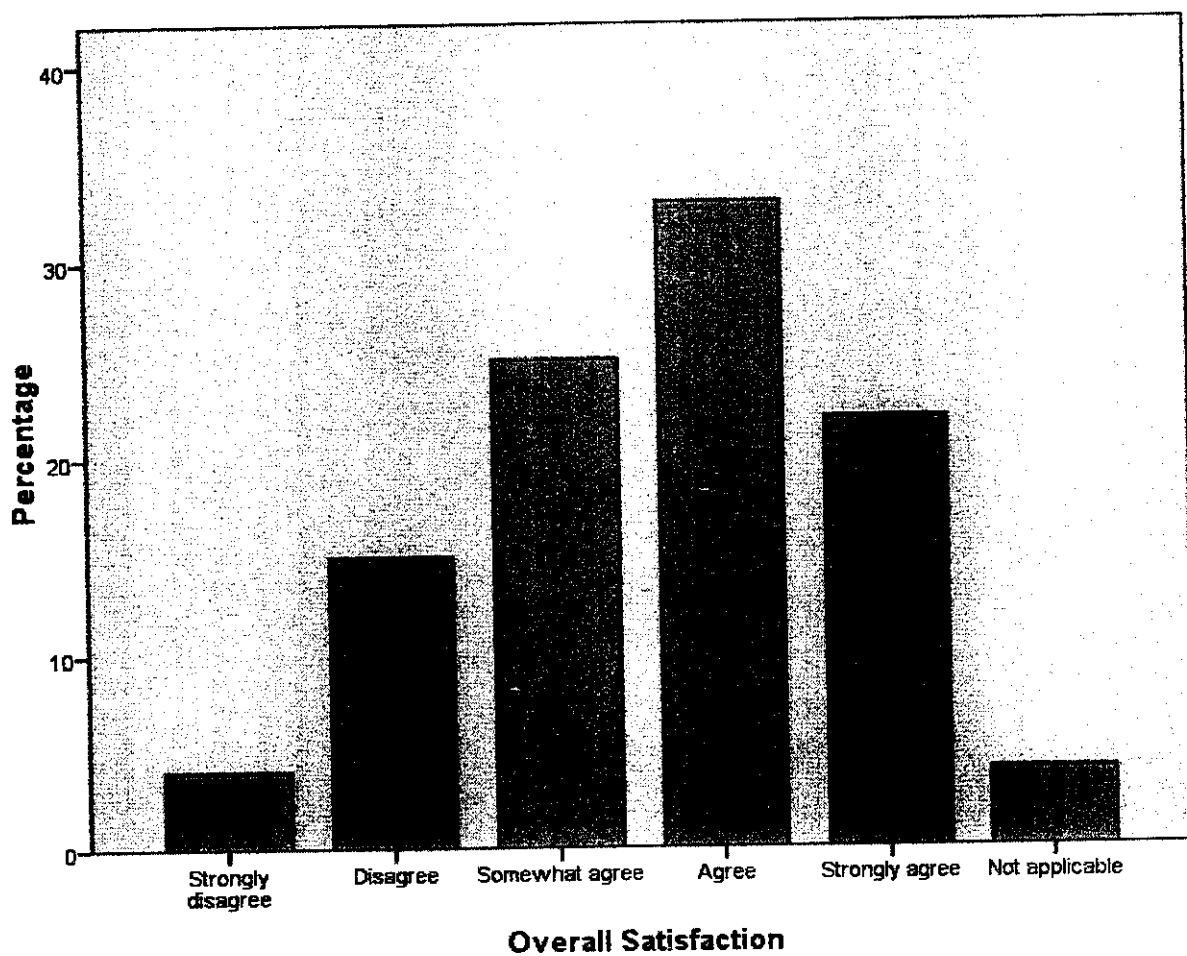
CHI SQUARE ANALYSIS

Chi square analysis tests enable us to test whether more than two population proportions can be considered equal. If we classify a population into several categories with respect to two attributes, we can use chi square test to determine whether the two attributes are independent of each other.

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: There is no significant relation between the retention factors and the feelings of the employees.

H_1: There is significant relation between the retention factors and the feelings of the employees.

Level of significance = 0.05

Contingency table

Factors	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model	Total
Communication	24	38	32	9	103
Performance	10	23	34	36	103
Team work	15	31	32	25	103
Security	25	44	30	4	103
Appraisal	15	43	40	5	103
Compensation	26	32	35	10	103
Recognition	23	27	38	15	103
Rewards	23	36	33	11	103
Respect	17	42	38	6	103
Satisfaction	16	33	37	17	103
Training	20	32	34	17	103
Flexibility	12	33	38	20	103
Trustworthy	16	34	36	17	103
Total	242	448	457	192	1339

Interpretation:

At 0.05% level of significance and 15 degrees of freedom, the expected chi square value is 24.996. Since the observed chi square value (98.2976) is greater than the expected value (24.996), we reject the null hypothesis (Ho). Thus we can conclude that there is significant relation between the retention factors and the feelings of the employees.

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: The Equality Factors do not have a significant influence on the employee's decision.

H_1: The Equality Factors have a significant influence on the employee's decision.

Level of significance = 0.05

Contingency Table

Equality Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Employees are usually promoted based on performance	5	3	4	30	61	103
I believe that rewards are given fairly	1	6	11	40	45	103
Policies and Procedures are applied equally to all employees	12	26	22	23	20	103
Committed to ensuring equal opportunities for all employees	4	20	26	31	22	103
Total	22	55	63	124	148	412

Interpretation:

At 0.05% level of significance and 7 degrees of freedom, the expected chi square value is 14.067. Since the observed chi square value (93.53) is greater than the expected value (14.067), we reject the null hypothesis (Ho). Thus we can conclude that the Equality Factors have a significant influence on the employee's decision.

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: The Compensation and Benefit Factors do not have a significant influence on the employee's decision.

H_1: The Compensation and Benefit Factors have a significant influence on the employee's decision.

Level of significance = 0.05

Contingency Table

Compensation and Benefit Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I am satisfied with the increases in compensation.	5	14	24	30	30	103
I am satisfied with my health insurance plan.	3	11	14	35	40	103
I feel the company's benefits meet my needs.	4	10	35	31	23	103
Total	12	35	73	96	93	309

Interpretation:

At 0.05% level of significance and 6 degrees of freedom, the expected chi square value is 12.592. Since the observed chi square value (15.459) is greater than the expected value (12.592), we reject the null hypothesis (Ho). Thus we can conclude that the Compensation and Benefit Factors have a significant influence on the employee's decision.

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: The Appraisal and Security Factors do not have a significant influence on the employee's decision.

H_1: The Appraisal and Security Factors have a significant influence on the employee's decision.

Level of significance = 0.05

Contingency Table

Appraisal and security Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
My supervisor provides me with adequate feedback.	2	6	27	34	34	103
I know what is expected of me in my job.	6	11	24	33	29	103
In the last 12 months my Manager has talked to me about my progress.	5	20	20	28	30	103
Job security is of prime importance.	0	3	14	37	49	103
Total	13	40	85	132	142	412

Interpretation:

At 0.05% level of significance and 7 degrees of freedom, the expected chi square value is 14.067. Since the observed chi square value (36.56) is greater than the expected value (14.067), we reject the null hypothesis (Ho). Thus we can conclude that the Appraisal and Security Factors have a significant influence on the employee's decision.

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: The Recognition and Respect Factors do not have a significant influence on the employee's decision.

H_1: The Recognition and Respect Factors have a significant influence on the employee's decision.

Level of significance = 0.05

Contingency Table

Recognition and Respect Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
If I do a good job I have a better chance of getting ahead.	--	-	23	38	42	103
I am recognized whenever I do a good job.	2	4	20	46	31	103
I feel the company values honest answers.	5	18	28	33	19	103
I am treated with respect by others with whom I work.	1	8	28	45	21	103
Total	8	30	99	162	113	412

Interpretation:

At 0.05% level of significance and 7 degrees of freedom, the expected chi square value is 14.067. Since the observed chi square value (47.39) is greater than the expected value (14.067), we reject the null hypothesis (Ho). Thus we can conclude that there is significant

Defining the problem:

The chi square test is used to find whether there is a relation between those two attributes.

Stating the hypothesis:

Ho: The Career, Resource, Training and Satisfaction factors do not have a significant influence on the employee's decision.

H_1: The Career, Resource, Training and Satisfaction factors have a significant influence on the employee's decision.

Level of significance = 0.05

Contingency Table

Career, Resource, Training and Satisfaction Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I have a clear idea of my job responsibilities.	3	5	25	44	26	103
I am able to balance work priorities with my personal life.	7	14	21	32	29	103
My training meets my needs for my current job.	9	20	32	24	18	103
I feel free to express my opinions without worrying about negative consequences.	18	35	34	11	5	103
I believe there are adequate ways for me to develop my career	4	11	23	34	31	103
My skills and abilities are utilized effectively by the company.	3	9	28	32	31	103
I enjoy working at and intend staying for the foreseeable future.	4	18	28	28	25	103
Total	48	112	191	205	165	721

Interpretation:

At 0.05% level of significance and 10 degrees of freedom, the expected chi square value is 18.307. Since the observed chi square value (109.84) is greater than the expected value (18.307), we reject the null hypothesis (Ho). Thus we can conclude that the Career, Resource, Training and Satisfaction factors have a significant influence on the employee's

CHAPTER – 5

CONCLUSION

CHAPTER – 5

CONCLUSIONS

5.1 Results and Discussions

The findings of the study are summarized below

- Majority of the respondents are between the age group 31 to 45 years.
- Majority of the respondents are male.
- Most of the respondents are associates.
- Most of the respondents are belongs to the IT infrastructure providing department.
- Majority of the respondents' salary are ranges from 5001 to 15000.
- Majority of the respondents have to 3 to 4 years experience in this organization.
- Most of the respondents think that the work life balance is the major reason for the attrition.
- Majority of the respondents states the cash incentives as their motivational strategy.
- Most of the respondents prefer the salary, rewards and the flexible working hours.
- Majority of the respondents appreciates the peer relationship in the organization.
- Majority of the respondents feel job security as most important.
- Majority of the respondents accepts that the brain drain can be prevented by using the effective retention strategy.
- Both the exposure and the experience got the equal importance from the respondents.
- Majority of the employees accepts the salary is the main reason to stay and also to leave the organization.
- Most of the respondents are not ready to leave the organization now.
- Majority of them accepts the organization have concern for their well being.
- Majority of the respondents are ranking the organization efforts at 8th place (highest is 10th place).
- The most of the respondents also accept that the organization consistently implementing its retention strategies.
- The factors like equality, compensation, security, etc. have a great influence on the employee's decisions regarding their retention experience.
- The relation between the feelings of the employees and the retention strategies are

Recommendations

The following recommendations emanate from the study

- Analysis regarding the level of satisfaction reveals that the employees are only satisfied with respect to work timings, relationship with the co-workers, growth opportunities and working conditions etc., In order to enhance the employee retention, management should frame suitable strategies to elevate the employees from the satisfied zone to highly satisfied zone with respect to the variables identified.

- Findings regarding the employees' preference show the following factors as most important such as salary, job security and flexible working hours. The management should keep these variables into consideration to frame the retention strategy.

- Analysis shows that there is an increase in the attrition behavior among the employees. The management should take adequate steps to control the same by considering the strategies recommended in the study.

- Findings also show that the significant relation exists between feelings of the employees and the retention strategies they experience with. So the management should concentrate more on the psychological behavior of the employee too.

- Analysis reveals that the employee's decision is very much dependent on the retention factors. It includes the leave out decision of the employee also based on these factors; organization should work more to know the factors highly responsible for attrition and must act quickly to prevent it soon.

- While formulating the retention strategies to meet the expectations of the employees and to enhance the level of satisfaction, the demographic variables like gender, age, income, job nature, etc. should be considered. These factors have significant influence on level of expectation and satisfaction hence customizing the policies based on the identified variables will lead to increasing the rate of employee retention.

CONCLUSION:

There is an increase in the attrition in ORIGIN Infosys private limited. This will lead to decrease of productivity, profitability and efficiency of the organization. Further, it also has a negative impact on the morale of the employees. Hence this study is undertaken to identify the factor leading to employee retention and to understand the employees' response on the retention strategies followed by the organization. The study also highlights the influence of demographic variables on the factors, leading to the expectation and satisfaction regarding various variables. The findings of the study will enable the management to frame suitable strategies to enhance the rate of employee retention.

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ANNEXURE

Employee response on retention strategies adopted by ORIGIN INFOSYS

<u>QUESTIONNAIRE</u>

M	F

1) Which age group do you belongs to?

☐ 0 – 15   ☐ 16 – 30   ☐ 31 – 45   ☐ 46 – 60   ☐ 60 & above

2) In which Services you are working?

☐ Software ☐ Business Infra Structure Solutions   ☐ Others

3) Please indicate your job level.

☐ Clerk ☐ Associate   ☐ Manager ☐ Secretary ☐ Supervisor ☐ Executive

4) What is your income level per month?

☐ Below Rs. 5000   ☐ Rs. 5001- Rs.15000   ☐ Rs.15001 – Rs.25000   ☐ Rs.25001 & above

5) Please indicate how long you have worked at [This Company]:

☐ < 1 year   ☐ 1-2 Years   ☐ 3-4 Years   ☐ 5-10 Years   ☐ 11-15 Years

☐ 16-20 Years ☐ 21-25 Years ☐ More than 25

6) What do you think the main causes for attrition?

☐ No growth opportunity / lack of promotion

☐ Work environment   ☐ Organisational and Job matters

☐ Lack of work life balance   ☐ Personal reasons

☐ Salary and other benefits   ☐ Low brand image associated with the job

7) Could retention strategies helpful in preventing brain drain?

☐ Yes   ☐ No

8) Among the 3E's which one is very much needed for the employee to feel motivated?

☐ Exposure   ☐ Experience   ☐ Education

9) What are the reasons you STAY at your present job?

☐ Career Guidance ☐ Good Working Environment ☐ Growth Opportunities

☐ Cash Incentives ☐ Flexible Working Hours ☐ Bonding ☐ Others

10) What are the primary reasons you would LEAVE your present employer for another?

☐ No growth opportunity/lack of promotion ☐ No personal life

☐ For higher Salary ☐ Physical strains

☐ For Higher education ☐ Uneasy relationship with peers or managers

☐ Misguidance by the company ☐ Policies and procedures are not conducive

11) Are you presently considering leaving your job for another?

☐ Yes ☐ No

12) Do you feel your organization is concerned about your well being?

☐ Yes ☐ No

13) On a scale of 1 (Lowest) to 10 (Highest) how would you rate the efforts of your company to retain good people?

1	2	3	4	5	6	7	8	9	10

14) According to your preference, Rank the given retention strategies?

Strategies/Ranks	1	2	3	4	5	6	7	8	9	10
Housing										
Flexible Working Hours										
Appropriate Salary										
Stronger Career Path										
Career Guidance										
Growth Opportunities										
Good Environment										
Education (learn while you earn)										
Incentives and Rewards										
Others (_____)										

15) How important is feeling appreciated for your work by your co-workers and superiors?

Less		Medium		More
1	2	3	4	5

16) How far you agree with the following Equality factors?

Equality Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees are usually promoted based on performance					
I believe that rewards are given fairly					
Policies and Procedures are applied equally to all employees					
Committed to ensuring equal opportunities for all employees					

17) How far you agree with the following Compensation and Benefit factors?

Compensation and Benefit Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the increases in compensation.					
I am satisfied with my health insurance plan.					
I feel the company's benefits meet my needs.					

18) Your company consistently following the implemented retention strategies?

☐ Yes   ☐ No

19) How far you agree with the following Appraisal and Security factors?

Appraisal and security Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My supervisor provides me with adequate feedback.					
I know what is expected of me in my job.					
In the last 12 months my Manager has talked to me about my progress.					
Job security is of prime importance.					

20) How far you agree with the following Recognition and Respect factors?

Recognition and Respect Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
If I do a good job I have a better chance of getting ahead.					
I am recognized whenever I do a good job.					
I feel the company values honest answers.					
I am treated with respect by others with whom I work.					

21) How far you agree with the following Career, Resource, Training and Satisfaction factors?

Career, Resource, Training and Satisfaction Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have a clear idea of my job responsibilities.					
I am able to balance work priorities with my personal life.					
My training meets my needs for my current job.					
I feel free to express my opinions without worrying about negative consequences.					
I believe there are adequate ways for me to develop my career					
My skills and abilities are utilized effectively by the company.					
I enjoy working at and intend staying for the foreseeable future.					

22) On a scale of Excellent to Poor, how would you rate your retention experience with your company?

☐ Excellent   ☐ Good   ☐ Neutral   ☐ Bad   ☐ Poor

23) Do you think the usage of job satisfaction or engagement survey in order to understand the requirements of employees to frame the retention strategy?

☐ Yes   ☐ No

24) How do you feel with respect to the following factors in your company ?

Factors	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
Communication				
Performance				
Team work				
Security				
Appraisal				
Compensation				
Recognition				
Rewards				
Respect				
Satisfaction				
Training				
Flexibility				
Trustworthy				

25) Overall I am very satisfied with the retention strategy of my company?

☐Strongly Disagree   ☐Disagree   ☐Somewhat Agree

☐ Somewhat Agree   ☐ Agree   ☐ Strongly Agree   ☐ Not Applicable

*****THANK YOU*****