

**A STUDY ON THE EMPLOYEE RETENTION IN TECHSAKTHI SOLUTIONS
PVT LTD, CHENNAI**

By

JYOTHIRMAYI . K

Roll No. 0702MBA0688

Reg. No. 68107202047

A PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT STUDIES

in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION



CENTRE FOR DISTANCE EDUCATION

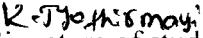
ANNA UNIVERSITY CHENNAI

CHENNAI 600 025

July, 2009

BONAFIDE CERTIFICATE

Certified that the Project report titled A STUDY ON THE EMPLOYEE RETENTION IN TECHSAKTHI SOLUTIONS PVT LTD, CHENNAI is the bonafide work of ~~Mr.~~ / Ms. JYOTHIRMAYI K who carried out the work under my supervision. Certified further that to the best of my knowledge the work reported herein does not form 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.


Signature of student

Name : JYOTHIRMAYI.K

Roll No. : 0702MBA0688

Reg. No. : 68107202047

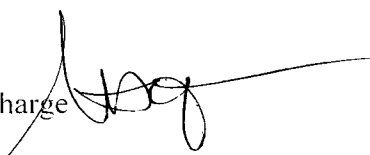

Signature of Guide

Name : Prof. V.S.ELAMURUGAN

Designation : **Professor**

Address : Kumaraguru College of
Technology,

Coimbatore-641 006, Tamilnadu.


Signature of Project-in-charge

Name : Dr. S. V. DEVANATHAN

Designation : Professor and Director

DIRECTOR
KCT BUSINESS SCHOOL
TECHNOLOGY



TechSakthi Solutions Private Limited

Block No 3K; 3rd floor
#1, M.G.Road
(Near Adyar Bus Depot)
Thiruvanmiyur, Chennai – 600 041.

Ph : 044 – 45511291
www.techsakthi.com
info@techsakthi.com

July 15, 2009

BONAFIDE CERTIFICATE

This is to certify that **Ms. K.JYOTHIRMAYI** , Roll. No. **0702MBA0688** ,
MBA student of Anna University Distance Education, Chennai, completed
her project report on "**A STUDY ON EMPLOYEE RETENTION** "
with the HR Team from April 30, 2009 to July 15, 2009.

Certified further that to the best of my knowledge, the work reported there
does not form part of any other thesis or work on the basis of which a
degree or award was conferred on earlier occasion on this or any other
candidate.

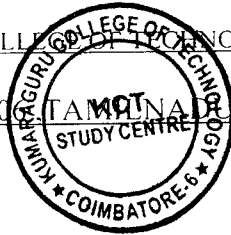
For TechSakthi Solutions


RAJKUMAR.K
(HR Manager)

Certificate of Viva-voce-Examination

This is to certify that ~~Thiru~~/Ms./~~Frmt.~~ JYOTHIRMAYI . K
(Roll No. 0702MBA0688 ; Register No. 68107202047) has been subjected
to Viva-voce-Examination on(Date) at(Time) at the
Study centre KUMARAGURU COLLEGE OF TECHNOLOGY

coimbatore - 641006



V.S. Elamurugan
Internal Examiner

Name : **Prof. V.S. ELAMURUGAN**

Designation: **Professor**

Address : Kumaraguru College of Technology,
Coimbatore-641 006, Tamilnadu.

N. Senthil Kumar
External Examiner 12/04/19

Name : **DR. N. SENTHIL KUMAR**

Designation : **THE ZONAL OFFICER**

Address: **ZONE VIII, TAHAL MOHAMMAD**

**COLLEGE CAMPUS,
TRICHY - 620 020-**

Coordinator

Study centre

Name : **Dr. S. SADASIYAM**

Designation : **Dean (Academic)**

Address : **Kumaraguru College of Technology,**

Coimbatore-641 006, Tamilnadu.

S. Sadasiyam

**CO-ORDINATOR,
KCT STUDY CENTRE,
CDE ANNA UNIVERSITY CHENNAI,
KUMARAGURU COLLEGE OF TECHNOLOGY,
COIMBATORE 641 006.**

Date :

ABSTRACT

The project work titled “A STUDY ON THE EMPLOYEE RETENTION IN TECHSAKTHI SOLUTIONS”

TechSakthi Solutions is a global diversified Software Solution Provider (SSP) company. TechSakthi Solutions brings offshoring to your doorstep. Our competencies lie in setting up dedicated offshore software development teams for outsourced product development, game development, software maintenance and independent software testing with a local project management team. Using our proven Project Management and mature development methodology we help emerging software leaders bring superior products to market.

TechSakthi Solutions works on the model of "Offshore Software Services with Local Presence". TechSakthi Solutions has locally available Project and Program Managers who interact closely with our clients in America, Europe and Asia. By being close to our clients and working in their time zones, the locally based team members ensure that optimal communication is maintained for the successful outcome of outsourced projects. Our project managers conduct onsite documentation of requirements. They ensure the offshore team has a pipeline of work orders to zero out idle time. They ensure consistent measurable delivery on or ahead of schedule throughout our engagement to bring great products to market in less time and at less cost.

The study may be conducted to find out the effectiveness of retention policy on human resource in the company. The secondary Objectives are

- ❖ to find out the current position of retention of human resource, and
- ❖ to give Feedback based on the study.

The study may give clear insight on the Relationship level of employees and the employers in the Organization. A well Structured Questionnaire will be prepared to collect data from the employees of the precision engineering section.

The statistical tool like Percentage Method. Weighted average method and correlation are used to analyze the data and to give suggestion for the study.

Research plan:

Data sources : Primary and secondary data.

Research approach : Survey Method.

Research instrument : Questionnaire.

Contact method : Direct Method.

The findings may give the effectiveness on the retention action of human resource at the company.

The suggestions may be given by the study are a proper relationship between top and bottom level employees and a proper counseling, motivation and providing them the right compensation and welfare measures.

The project may be concluded by giving good information which is helpful for the company to increase the retention of human resource in the future and have a good relationship with the employees.

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved **DIRECTOR, CENTRE FOR DISTANCE EDUCATION**, Anna University-Chennai and **Dr.S.SADASIVAM**, Coordinator, KCT Study Centre, Coimbatore.

Great honor and indebt gratitude to the Counselor **Mr.A.SENTHIL KUMAR**, Counselor-MBA Program, KCT Study Centre, Coimbatore. I wish to express our sincere thanks to **PROF.DR.S.V.DEVANATHAN**, Project in-charge, and other members of **PROJECT MONITORING COMMITTEE**, KCT Study Centre, Coimbatore and my inspiring guide **PROF.V.S.ELAMURUGAN** - MBA, who have taken great interest in helping me on and often in the successful pursuit of my project.

I express my sincere thanks to **Mr.RAJKUMAR.K**, HR Manager, TechSakthi Solutions, for granting permission to do my project work and also guide me to complete my project successfully.

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

Jyothirmay
JYOTHIRMAYI.K

TABLE OF CONTENTS

CHAPTER NO	CONTENTS	PAGE NO
1	INTRODUCTION	
	1.1 BACK GROUND OF THE STUDY	1
	1.2 COMPANY PROFILE	8
	1.3 PROBLEM IDENTIFIED FOR THE STUDY	14
	1.4 NEED FOR THE STUDY	15
	1.5 OBJECTIVES & SCOPE	16
	1.6 LIMITATIONS OF THE STUDY	17
	1.7 DELIVERABLES	17
2	LITERATURE SURVEY	
	2.1 REVIEW OF LITERATURE	18
3	METHODOLOGIES	
	3.1 TYPE OF PROJECT	25
	3.2 TARGET RESPONDENTS	25
	3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS	25
	3.4 PROPOSED SAMPLING METHODS	25
	3.5 DATA PROCESSING	26
	3.6 TOOLS FOR ANALYSIS	26
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 PROPOSED ANALYSIS AND INTERPRETATION METHODOLOGIES	29
	4.2 CALCULATIONS AND DIAGRAMMATIC REPRESENTATION	29
	4.3 DELIVERABLES - EXPECTED CONCLUSIONS	53
5	CONCLUSIONS	
	5.1 SUMMARY OF FINDINGS	54
	5.2 SUGGESTIONS & RECOMMENDATIONS	55
	5.3 CONCLUSIONS	55
	5.4 DIRECTIONS FOR FUTURE RESEARCH	56
	APPENDIX	57

LIST OF TABLES

TABLE NO	TITLE	PAGE NO
4.1	DISTRIBUTION OF AGE CONDITION OF THE RESPONDENTS	29
4.2	DISTRIBUTION OF EXPERIENCE OF THE RESPONDENTS	30
4.3	DISTRIBUTION OF EMPLOYEE ATTRACTION TOWARDS COMPANY	32
4.4	DISTRIBUTION OF EMPLOYEE EXPECTATIONS FROM THE COMPANY	33
4.5	DISTRIBUTION OF OPINION REGARDING PERFORMANCE APPRAISAL	35
4.6	DISTRIBUTION OF OPINION REGARDING REMEDIAL MEASURES	36
4.7	DISTRIBUTION REGARDING TIMELINESS AND ACCURACY IMPLEMENTATION OF SALARY CHANGES	38
4.8	DISTRIBUTION REGARDING RECOGNITION AND REWARD SYSTEM	39
4.9	DISTRIBUTION REGARDING EMPLOYEE'S RELATIONSHIP WITH SUPERVISORS	40
4.10	DISTRIBUTION OF EMPLOYEE'S RATING TO MANAGER/SUPERVISOR	42
4.11	DISTRIBUTION OF EMPLOYEE'S RATING TOWARDS GOAL	44
4.12	DISTRIBUTION OF EMPLOYEE'S SATISFACTION TOWARDS WORK ENVIRONMENT	46

4.13	DISTRIBUTION OF EMPLOYEE'S VIEW ON WORK LIFE	48
4.14	DISTRIBUTION OF APPROACHABILITY, FRIENDLINESS AND HELPFULNESS OF HR TEAM	50
4.15	DISTRIBUTION OF EMPLOYEE EXPERIENCE WITH HR TEAM	51
4.16	DISTRIBUTION OF RELATIONSHIP BETWEEN SERVICES AND ATTRACTION TOWARDS COMPANY	52

LIST OF FIGURES

FIGURE NO	TITLE	PAGE NO
4.1	BAR CHART OF AGE STATUS OF THE RESPONDENTS	30
4.2	BAR CHART OF EXPERIENCE OF THE RESPONDENTS	31
4.3	BAR CHART OF EMPLOYEE ATTRACTION TOWARDS COMPANY	32
4.4	BAR CHART OF EMPLOYEE EXPECTATION FROM THE COMPANY	34
4.5	BAR CHART OF OPINION REGARDING PERFORMANCE APPRAISAL	35
4.6	BAR CHART REGARDING REMEDIAL MEASURES	37
4.7	BAR CHART REGARDING TIMELINESS AND ACCURACY IMPLEMENTATION OF SALARY CHANGES	38
4.8	BAR CHART REGARDING RECOGNITION AND REWARD SYSTEM	39
4.9	BAR CHART REGARDING EMPLOYEE'S RELATIONSHIP WITH SUPERVISORS	41
4.10	BAR CHART OF EMPLOYEE'S RATING TO MANAGER/SUPERVISOR	43
4.11	BAR CHART OF EMPLOYEE'S RATING TOWARDS GOAL	45
4.12	BAR CHART OF EMPLOYEE'S SATISFACTION TOWARDS WORK ENVIRONMENT	47
4.13	PIE CHART OF EMPLOYEE'S VIEW ON WORK LIFE	49

4.14	PIE CHART OF APPROACHABILITY, FRIENDLINESS AND HELPFULNESS OF HR TEAM	50
4.15	PIE CHART OF EMPLOYEE EXPERIENCE WITH HR TEAM	51

CHAPTER 1 – INTRODUCTION

1.1 BACKGROUND OF THE STUDY

1.1.1 Employee retention

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 other more suitable job. In today's environment it becomes very important for organizations to retain their employees.

1.1.2 What Makes Employee Leave?

Employees do not leave an organization without any significant reason. There are certain circumstances that lead to their leaving the organization. The most common reasons can be:

1. Expectations not met

Expectations play a large part in determining whether an employee is satisfied or dissatisfied with the current state of affairs. On joining the firm the individual will have a range of expectations covering areas such as the style of management, the working hours, holidays, pay, bonus and so on. It is not unusual for employees to leave within the first six months when they discover that things aren't quite as they imagined they would be.

Employees expectations may have been unrealistic from day one, but each departure is yet more disruptive, harming productivity, adding unnecessary costs and making it more difficult to reach goals for sales, revenue and profitability. Few firms seem to appreciate the importance of expectations. They don't ask candidates about their expectations, giving them the opportunity to select someone who is unlikely to be disappointed, and therefore, more likely to stay.

2. Mismatch between the person and the role

Employee's who find themselves in roles which do not suit their individual strengths, tend to move quickly. A productive employee gets promoted into a position that requires skills that they do not possess. A role that exposes their weaknesses, and as a result, a role that they do not enjoy. Faced with the prospect of having to spend many months, perhaps years, in a job that is a struggle, a job that they find difficult, a job that is a mismatch for their specific talents, most of them choose to leave the company and go.

3. Mismatch between person and the culture of the firm

It is not so much that there is a single ideal culture, more that cultures vary, and as many departures show, not everyone is likely to be ideally suited to culture of your firm. Some workplaces are high pressured, fast paced, dynamic. Ideal for people who thrive on adrenaline, who enjoy this tempo, constantly being on the go. Others are caring, emotional, long discussions, shared views. Endless dialogue before action is taken. Everyone's opinion counts.

Put an employee in a culture that suits their temperament and they feel at home. It is an environment in which they can function to the best of their abilities. But put an employee in a firm whose culture does not suit their personality, their style or their approach and it rarely works. They don't settle, they under-perform, they miss the feel of previous employers where they were able to contribute more. They leave.

4. Insufficient opportunities for growth and advancement

Employees want to make progress, to get ahead. They want to make that next step up the career ladder. They think about where they would like to be in 5 years time, in 10 years time. Their loyalty is largely to themselves, to make the most out of the natural talents, the skills, and determination they possess. They recognize the importance of building new skills, refining current ones, getting new experiences. If the opportunities aren't available with their current employer, they will find look elsewhere.

5. Insufficient recognition or appreciation

The Employees who didn't receive adequate recognition for their contribution, that get little appreciation for their efforts, start to wonder why it happens. And it doesn't take much to tempt them away. Employees whom did not feel valued, felt that their efforts, their hard work, were not appreciated. That is their achievements, their contribution to the success of the business, were not recognized. Employees want to feel valued: as though their role is important, as though the business needs them. They want someone to say thank you. Thanks for that piece of work, thanks for helping out in a crisis, thanks for dealing with that problem.

6. Problems with direct manager

The state of the relationship between an employee and their direct manager goes a long way towards determining whether they stay or leave. Some employees stay far longer than might otherwise be expected because of the relationship they have with their supervisor. Others leave jobs in the first few months because they sense their manager is not someone who brings the best out of them. And they need to get away. Because the daily challenge of dealing with someone they dislike, someone that lacks basic people skills, is just too much to bear. Poor relationships between employees and their managers are one of the most common reasons for employee turnover.

7. Dissatisfaction with pay

Not receiving a fair salary, a fair pay rise, a fair bonus. Dissatisfaction with financial rewards is complex. Much of the dissatisfaction is due to comparisons. A previously adequate salary starts to feel insufficient when you have just learn't that a new arrival is receiving a higher wage for performing a similar role. Salaries rarely remain a secret. The information leaks out. If it isn't fair, if it isn't equitable, if the procedure for determining pay settlements is tainted, employees become dissatisfied. And in time many of them leave.

8. Stress

The stress of work, the stress from working long hours, and the stress related to pressure from above; employees can take only so much. Stress drives employees into the arms of alternative employers. They simply want to get away from the workplace, from the people involved, from the firm.

A stressful workplace is rarely a productive one. Attrition is high, people don't matter; there will always be someone else to fill the vacancy. And in time they too will probably leave for much the same reasons. Stressful work environments tend to be high turnover environments. If there is an alternative, people take it.

9. Lack of work life balance

Employees have responsibilities to their employer, to their families, to their friends. There are times when the demands of work require extra hours, staying late to get things finished, working during weekends to meet deadlines. For some employees the demands of work are no longer compatible with the needs of their family, the needs that exist beyond the workplace. Perhaps they coped better when they were younger, before they got married, before they had a family. But now the arrangement just isn't practical. They

need a better balance. They need to have time for themselves. Time to take care of loved ones. Free time not devoted to work.

10. Loss of confidence in the firm, particularly leadership

Confidence matters. Companies go bust; you just need to read the papers, watch the news, to realize the risk involved. When employees lose confidence in the firm's leadership they head towards the exit door. They know that confidence matters, that seemingly invincible companies can collapse in days, if not hours. They don't want to be left without a job, should the company go under, or be taken over.

Other factors for Retention being a challenge are

- A robust economy
- Shift in how people view their careers
- Changes in the unspoken "contract" between employer and employee
- Corporate cocooning
- A new generation of workers
- Changes in social morals

1.1.3 Manager Role in Retention

When asked about why employees leave, low salary comes out to be a common excuse. However, research has shown that people join companies, but leave because of what their manager's do or don't do. It is seen that managers who respect and value employees' competency, pay attention to their aspirations, assure challenging work, value the quality of work life and provided chances for learning have loyal and engaged employees. Therefore, managers and team leaders play an active and vital role in employee retention.

Managers and team leaders can reduce the attrition levels considerably by creating a motivating team culture and improving the relationships with team members. This can be done in a following way:

- **Creating a Motivating Environment:** Team leaders who create motivating environments are likely to keep their team members together for a longer period of time. Motivation does not necessarily have to come through fun events such as parties, celebrations, team outings etc. They can also come through serious events e.g. arranging a talk by the VP of Quality on career opportunities in the field of quality. Employees who look forward to these events and are likely to remain more engaged.
- **Standing up for the Team:** Team leaders are closest to their team members. While they need to ensure smooth functioning of their teams by implementing management decisions, they also need to educate their managers about the realities on the ground. When agents see the team leader standing up for them, they will have one more reason to stay in the team.
- **Providing coaching:** Everyone wants to be successful in his or her current job. However, not everyone knows how. Therefore, one of the key responsibilities will be providing coaching that is intended to improve the performance of employees. Managers often tend to escape this role by just coaching their employees. However, coaching is followed by monitoring performance and providing feedback on the same.
- **Delegation:** Many team leaders and managers feel that they are the only people who can do a particular task or job. Therefore, they do not delegate their jobs as much as they should. Delegation is a great way to develop competencies.
- **Extra Responsibility:** Giving extra responsibility to employees is another way to get them engaged with the company. However, just giving the extra responsibility does not help. The manager must spend good time teaching the employees of how to manage responsibilities given to them so that they don't feel overburdened.

- **Focus on future career:** Employees are always concerned about their future career. A manager should focus on showing employees his career ladder. If an employee sees that his current job offers a path towards their future career aspirations, then they are likely to stay longer in the company. Therefore, managers should play the role of career counselors as well.

1.1.4 Types of environment the employee needs in an organization

- Learning environment: It includes continuous learning and improvement of the individual, certifications and provision for higher studies, etc.
- Support environment: Organization can provide support in the form of work-life balance. Work life balance includes:
 - Flexible hours
 - Telecommuting
 - Dependent care
 - Alternate work schedules
 - Vacations
 - Wellness

1.1.5 Employee Retention Strategies:

- Appreciating and recognizing a well done job
- Special bonus for successfully completing firm-sponsored certifications
- Benefit programs for family support
- Child adoption benefits
- Flexible benefits
- Dependents care assistance
- Medical care reimbursement
- Individualized career guidance

1.2 COMPANY PROFILE

Techsakthi Solutions is a global diversified Software Solution Provider (SSP) company. Techsakthi Solutions brings offshoring to your doorstep. Our competencies lie in setting up dedicated offshore software development teams for outsourced product development, game development, software maintenance and independent software testing with a local project management team. Using our proven Project Management and mature development methodology we help emerging software leaders bring superior products to market.

Techsakthi Solutions works on the model of "Offshore Software Services with Local Presence". Techsakthi Solutions has locally available Project and Program Managers who interact closely with our clients in America, Europe and Asia. By being close to our clients and working in their time zones, the locally based team members ensure that optimal communication is maintained for the successful outcome of outsourced projects. Our project managers conduct onsite documentation of requirements. They ensure the offshore team has a pipeline of work orders to zero out idle time. They ensure consistent measurable delivery on or ahead of schedule throughout our engagement to bring great products to market in less time and at less cost.

Techsakthi Solutions has a unique Joint-Venture (JV) model of partnering with emerging companies to create their own dedicated delivery centers by leveraging our facilities, infrastructure, domain expertise, and expert engineers. We deliver business value - beyond mere offshore advantages; increased quality, lowered costs, and faster turnaround times. We align our people locally with our clients business to ensure they get greater value from their offshore experience and "make offshoring work for them".Techsakthi Solutions

is headquartered in New silicon valley TamilNadu – Chennai, with global delivery center in India.

1.2.1 Quality

We take every care to ensure that the software we build satisfies our client's requirements. The only way to ensure that is to perform quality assurance throughout the software lifecycle. We typically involve a lead quality engineer in the early phases of a project to participate in requirements elicitation and analysis, to ensure that our quality assurance team understands the business objectives and the detailed requirements. This understanding enables the team to develop a comprehensive quality assurance plan for the project that includes

i) Test Plan and Test Cases

We develop a complete testing plan based on the requirements. The test plan includes unit, integration and system testing. The test plan includes all the test cases that typically cover functionality, error handling, performance, scalability, and fail over, among other required tests. The test plan and test cases are validated with the client during the early stages of a project, and are refined and enhanced during the downstream activities (detailed design and coding).

ii) Traceability Matrix

During the software lifecycle we trace the requirements to the design components, to the code modules, and to the test cases. This enables us to track changes to the requirements and to validate the test plan covers all requirements and all design elements.

iii) Peer reviews of designs and code

Depending on the size and duration of a project, we conduct design and code reviews with architects and engineers from outside the project. These reviews provide an opportunity for valuable feedback and independent perspective.

iv) Acceptance Plan

At the beginning of each iteration of a project, we develop a detailed acceptance plan that describes all the expected deliverables during or at the end of the iteration. The client signs off on the acceptance plan to indicate agreement on the expected results.

The quality engineers staffed on a project are responsible for implementing, tracking and adjusting the quality assurance plan to make sure that it is completed successfully by the delivery date. They often use test automation tools to help them in conducting the required testing and establishing a complete regression test suite for the product that is as automated as possible.

1.2.2 Development Methodology

Managing complex software development projects is about efficient utilization of resources, risk management, accurate estimation of budgets and timelines, experienced selection of appropriate technologies, and scheduling feature development to meet time-to-market requirements. Risk is a reality in every project; Techsakthi Solutions's iterative methodology for software development is designed specifically to mitigate risk.

The most important question to answer before starting product development is: Why is this product needed in the marketplace? The answer to this question constitutes the

business objectives of the product that should drive its entire lifecycle. A software product's development lifecycle is comprised of four facts.

- **Requirements:** What features will the product have?
- **Design:** How will the product offer these features?
- **Coding:** How will the features be coded and unit tested?
- **Testing and delivery:** How will the product be tested and delivered to customers?

These four facts are managed by a project plan that determines when the software product will offer the required features.

In a traditional Waterfall lifecycle model, the project plan organizes the four phases in a strict serial order. A lot of time is spent up front to define and analyze requirements and to complete the design of the target system before a line of code is written. This model does not handle changes in requirements or design well. In addition, it creates an artificial separation between business analysts, architects, designers, and programmers, leading to the risk of miscommunication and divergence between the business objectives and vision of a software product and its implementation.

Using an Iterative lifecycle model, the four facts of a software product are integrated so that business objectives drive the entire process, and the requirements and design are continuously refined while the code evolves. The project plan arranges the development into small releases, and mandates continuing integration of all coded components, incremental builds, and periodic validation of refined requirements and design. By doing so, it encourages a shared ownership of the product among business analysts, software architects, designer, programmers, and testers; this shared ownership reduces the risk of miscommunication and divergence. It also enables continuing refinement and integration to avoid any unpleasant surprises before the delivery date.

1.2.3 The Benefits of TechSakthi Solutions's Iterative Methodology are the following:

- Quick feedback loop from business stakeholders to engineering back to business stakeholders.
- Rapid software product conceptualization and materialization through prototyping.
- Ability to refine requirements and design, and handle changes in both in the early phases of a product lifecycle.
- Focus on getting the highest priority features and the highest risk features implemented as fast as possible.
- Ability to validate pieces of design incrementally, providing continuous analysis and mitigating the risks.

1.2.4 Security Policy

TechSakthi Solutions security policy is aimed at maintaining greater levels of physical and information security.

1.2.4.1 Physical Security:

Photo ID cards and access cards with easy-to-identify bands are issued to all employees. Visitors are provided with separate ID cards and are not allowed beyond specific access points. They are accompanied by internal staff during their visit to the office premises. Restricted access for each employee. Presence of security guards and 24x7 surveillance system. We have fire protection and fire extinguishers available at comfortable distance. The entire office premise has been designated as a non-smoking zone.

1.2.4.2 Data Access Security:

Security Firewalls are installed to prevent unauthorized access to the network. Group policies in place for accessing PCs and workstations for authorized access. Access to

important files and directories is given only to specific personnel. GFS Backup policy in place. Monthly backups are stored at an off-site location and removable backups are kept safe with logs duly maintained. Daily backup are stored in fire-proof safe. External security audits are enforced to assess any breach with multi level security management in control. By default, all ports (USB, Serial, Parallel) are disabled on PCs. Enabling of the required ports is done only on specific requests by the client. Physical security ensures no CDs, Pen-drives, movable media goes in and out of the facility without written permission from the management.

1.2.4.3 Network Security:

Each client's process is run on a separate VLAN/VPN when run off-shore/off-site. Software defined secure tunnels through the internet. Only client authorized personnel is allowed to access the VNC/VLAN/VPN. This setup prevents others from accessing the project information. All email and web servers are located at an independent internet data center.

1.2.5 Software Development

At TechSakthi Solutions, we appreciate that each business has its own unique requirements. We develop and integrate a wide range of customized business solutions for our clients worldwide. From cutting edge business applications like ERP, SCM, CRM, HRM, & Integrated Accounting Systems to top B2B & B2C portals, Techsakthi Solutions Information Technologies has done it all. We provide complete business solutions in areas like intranet, extranet, internet, cluster-based implementation and client-server architecture.

Apart from developing customized solutions for our clients Techsakthi Solutions have the essential talent and expertise in off-the-shelf solutions which extends

beyond the requirements and practices of usual software development. At TechSakthi Solutions we offer complete Software Development Solutions.

At TechSakthi Solutions, we appreciate that each business has its own unique requirements. We develop and integrate a wide range of customized business solutions for our clients worldwide. From cutting edge business applications like ERP, SCM, CRM, HRM, & Integrated Accounting Systems to top B2B & B2C portals, TechSakthi Solutions Information Technologies has done it all. We provide complete business solutions in areas like intranet, extranet, internet, cluster-based implementation and client-server architecture.

- Hardware: HP, IBM, Sun, Intel
- Operating Systems: UNIX, Linux and Windows
- Database Management System: Oracle and SQL Server
- Application Server: Web logic, Web Sphere, Jboss
- Web Server: Apache and IIS
- Language: Java, .NET, C++

1.3 PROBLEM IDENTIFIED FOR THE STUDY

This study is intended to study on employee retention and analyze the factors influencing employee retention at "TechSakthi Solutions Limited".

- i) This project is entitled as "A STUDY ON EMPLOYEE RETENTION IN TECHSAKTHI SOLUTIONS LIMITED, CHENNAI".
- ii) The main objective of the study is to identify the factors influencing employee retention.
- iii) The research is related to descriptive research. The participants are the workers and employees of the company.

- iv) Sampling area is Techsakthi Solutions Ltd Company.
- v) It is done using RANDOM SAMPLING.
- vi) In the study primary data is collected through questionnaires.

1.4 NEED FOR THE STUDY

1.4.1 Reduces the cost of turnover:

The cost of employee turnover adds hundreds of thousands of money to a company's expenses. While it is difficult to fully calculate the cost of turnover (including hiring costs, training costs and productivity loss), industry experts often quote 25% of the average employee salary as a conservative estimate.

1.4.2 Prevents loss of Company Knowledge:

When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). Often much time and money has been spent on the employee in expectation of a future return. When the employee leaves, the investment is not realized.

1.4.3 Avoids interruption of Customer Service:

Customers and clients do business with a company in part because of the people. Relationships are developed that encourage continued sponsorship of the business. When an employee leaves, the relationships that employee built for the company are severed, which could lead to potential customer loss.

1.4.4 Maintains goodwill of the company:

The goodwill of a company is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organization.

1.5 OBJECTIVES OF THE STUDY:

1.5.1 Primary Objective:

- To identify the factors influencing employee retention.

1.5.2 Secondary Objective:

- To analyze employee retention level in TechSakthi Solutions
- To study the employee retention strategies in TechSakthi Solutions.
- To evaluate employer-employee relationship.

1.5.3 SCOPE OF THE STUDY:

The scope of the study is to understand the present retention strategies practiced in the organization and how TechSakthi Solutions can enhance the present retention strategies to retain their employees. The study can be extended to the employees of any organization, especially those in the middle and lower management levels. This study benefits the organization to improve their retention level to high within the organization, their which ultimately results in improved retention level.

1.6 LIMITATIONS OF THE STUDY

1. Employee detail may not be accurate.
2. Some respondents or employee will not co-operate or refuses to answer.
3. The findings and conclusion drawn out of the study will reflect only existing trends in the organization.
4. The time period may be a limiting factor.
5. This research is confined to the TechSakthi solutions only.

1.7 DELIVERABLES:

The survey may reveal interesting facts about the employee retention strategies adopted by the TechSakthi Solutions. It may give new insight to improve the same by overcoming the problems.

CHAPTER 2 – LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

2.1.1 Introduction:

This project study mainly focuses on various factors that influence the employee retention among the employees of TechSakthi Solutions. In order to get relevant primary data mainly close ended questionnaire was designed and administered for a sample size of 130 respondents also an informal interview discussion was undertaken with selective few management representatives in the company. Company's human resource policies procedures and other documents also were referred as secondary source of data.

TechSakthi Solutions are currently experiencing the effects of increased employee turnover rates. Rather than being an isolated issue, employee turnover faces the nation as a whole. This issue costs companies millions in the expenses needed to recruit and train new employees. Employee turnover rates are linked to corporate structure and environment and can therefore be modified through changes in policy.

2.1.2 Major findings of the study are:

The majority of employee selected the job considering good salary offered by TechSakthi Solutions. Majority of sales employee consider team rewards play a vital role in increasing individual efficiency.

2.1.3 Some of the existing retention practices are:

- ✓ System of flexible benefits can be adopted which will give wider menu to choose according to their personal needs.
- ✓ Job rotation system should be used to reduce boredom.

TechSakthi Solutions is very keen to find out the degree of retention among employees resulting from the existing practices adopted. Retention is deemed of great importance we find that firms should consider the employee's individual demands, where challenging work, opportunities for learning and substantive rewards are usually deemed most valuable.

2.1.4 Researcher views:

Khatri, Budhwar and Fern. (2001) indicated that there is dearth of research studies examining employee turnover in Asian and developing countries contexts where this problem has given sleepless nights to HR managers and they put emphasis on the need to carry out research in Asian countries contexts. They further reported that there are very few research studies examining the issue of turnover in Asian context and such investigations have used a limited number of variables with small samples, thus this raises concerns of model specification and generalization.

In a more recent article Baruch & Budhwar (2006) repeated the call to widen perspectives of turnover research beyond the boundaries of western cultures. Khilji (2001) argues that despite the unique cultural, social, religious and economic set-up, large and capable workforce well versed in English, Pakistan has been ignored in management research. In a most recent study Khilji and Wang (2007) argue that Pakistan with its current socio-economic and cultural traditions presents a rich context to investigate turnover and its relationship with HR practices, organizational and demographic factors.

Based on 508 self-administered questionnaires in 12 different Pakistani organizations, authors reveal that HR is negatively related to turnover whereas some demographic factors and performance moderate this relationship significantly.

A study conducted by Khawaja and Nansey (1999) indicated that nursing turnover from 1996 to 1999 has remained above 30%. The major reasons for turnover were migration to USA and UK, resignations and family responsibilities. Attrition is the biggest problem faced by BPOs these days. Attrition rate in BPOs is more than the attrition rate in any other sector. It is very important to control this attrition rate. Many retention schemes are applied in BPOs for retention.

A single tool like training alone is not sufficient for employee retention. The best results for employee retention can be achieved by applying different tools strategically. Let us now learn about various strategies which can boost successful employee retention in BPOs.

1. **First know the cost.** This is the most basic and initial part of the retention process. A good retention plan needs all the facts. The turnover cost includes cost of selection process, hiring, induction, training, lost productivity, etc.
2. **Hire from known sources** like employee referrals through trustworthy employees.
3. **Hire the right people.** Retention starts with recruitment itself. Identify the characteristics of the people you want to hire who fit in organization's culture. To retain employees, the people who are productive and are likely to stay for a longer time should be hired.
4. **Focus on employee orientation.** It is the first impression that the employee takes home with him. A proper welcome form the management will encourage the employee to stay with the organization.
5. **Individual development.** Develop career plans for employees. Initiate mentorship and higher education programs to keep the learning and development moving.

6. **Training for managers.** An important factor that keeps the employee in the organization is the manager. Employees need a manager who manages them well. A manager should be a good listener and motivator. Proper training should be given to the managers.

2.1.5 Khilji and Wang (2007) view of Managing Employee Retention:

The task of managing employees can be understood as a three stage process:

1. Identify the cost of employee turnover
2. Understand why employees leave
3. Implement retention strategies

1. Identify the cost of employee turnover:

The organizations should start with identifying the employee turnover rates within a particular time period and benchmark it with the competitor organizations. This will help in assessing the whether the employee retention rates. Secondly, the cost of employee turnover can be calculated. According to a survey, on an average, attrition costs companies 18 month's salary for each manager or professional who leaves, and 6 month's pay for each hourly employee who leaves. This amounts to major organizational and financial stress, considering that one out of every three employees plans to leave his or her job in the next two years.

2. Understand why employees leave:

Why employees leave often puzzles top management. Exit interviews are an ideal way of recording and analyzing the factors that have led employees to leave the organization. They allow an organization to understand the reasons for leaving and underlying issues. However employees never provide appropriate response to the asked

questions. So an impartial person should be appointed with whom the employees feel comfortable in expressing their opinions.

3. Implement retention strategy:

Once the causes of attrition are found, a strategy is to be implemented so as to reduce employee turnover. The most effective strategy is to adopt a holistic approach to dealing with attrition. An effective retention strategy will seek to ensure:

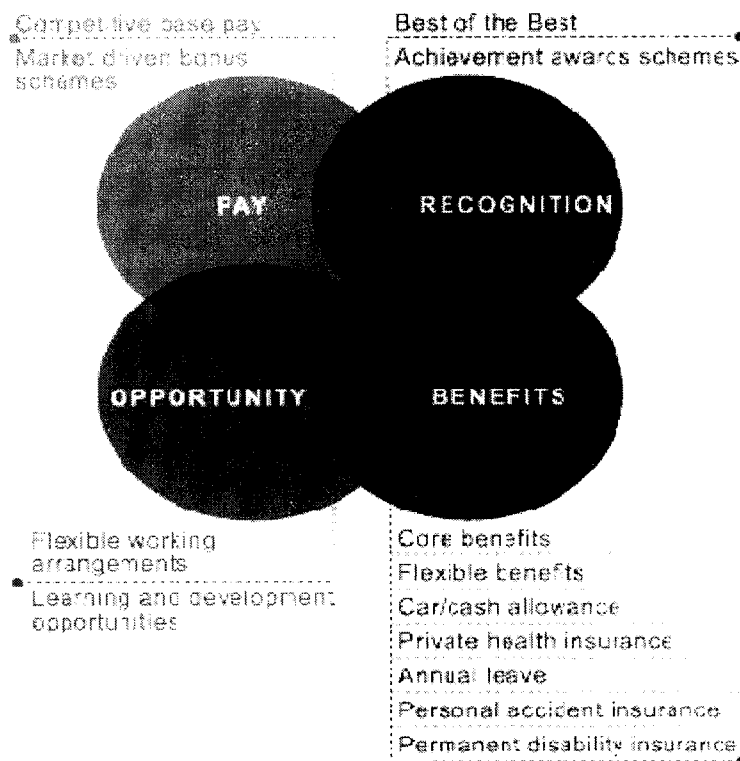
- Attraction and recruitment strategies enable selection of the ‘right’ candidate for each role/organization.
- New employees’ initial experiences of the organization are positive.
- Appropriate development opportunities are available to employees, and that they are kept aware of their likely career path with the organization.
- The organization’s reward strategy reflects the employee drivers.

2.1.6 How to Increase Employee Retention:

Companies have now realized the importance of retaining their quality workforce. Retaining quality performers contributes to productivity of the organization and increases morale among employees. Four basic factors that play an important role in increasing employee retention include salary and remuneration, providing recognition, benefits and opportunities for individual growth. But are they really positively contributing to the retention rates of a company? Basic salary, these days, hardly reduces turnover. Today, employees look beyond the money factor. Employee retention can be increased by inculcating the following practices:

1. **Open Communication:** A culture of open communication enforces loyalty among employees. Open communication tends to keep employees informed on key issues. Most importantly, they need to know that their opinions matter and that management is 100% interested in their input.

2. **Employee Reward Program:** A positive recognition for work boosts the motivational levels of employees. Recognition can be made explicit by providing awards like best employee of the month or punctuality award. Project based recognition also has great significance. The award can be in terms of gifts or money.



3. **Career Development Program:** Every individual is worried about his/her career. He is always keen to know his career path in the company. Organizations can offer various technical certification courses which will help employee in enhancing his knowledge.
4. **Performance Based Bonus:** A provision of performance linked bonus can be made wherein an employee is able to relate his performance with the company profits and hence will work hard. This bonus should strictly be productivity based.

5. **Recreation facilities:** Recreational facilities help in keeping employees away from stress factors. Various recreational programs should be arranged. They may include taking employees to trips annually or bi-annually, celebrating anniversaries, sports activities, et al.
6. **Gifts at Some Occasions:** Giving out some gifts at the time of one or two festivals to the employees making them feel good and understand that the management is concerned about them.

CHAPTER 3 – REASEARCH METHODOLOGY

3.1 TYPE OF PROJECT

This study is DESCRIPTIVE in nature. The study on “**Employee Retention**”, identifies the major factors influencing the employee retention and attempts to capture the areas of improvement if any so as to increase and fine tune the benefits of employee retention.

3.2 TARGET RESPONDENTS

The target respondents are the employees of the organization. Questionnaire has been designed and the responses from the employees are obtained and analyzed.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

- This study is limited to the TechSakthi Solutions (India) Private Limited and the findings will not be applicable to any other industry or organization.
- The study may not reveal real facts, since it has conducted with small sample size rather than exhaustive survey.
- The respondents (samples) were chosen based upon their availability.
- The staff might not disclose all the details as they may be afraid of their superiors.

3.4 SAMPLING METHODS

Since purposive selection of particular units will be involved, deliberate sampling may be used. Random sampling may be used for selecting the samples. A

sampling size of 130 respondents will be taken for this research among all the categories of employees.

3.5 DATA PROCESSING

3.5.1 Primary data:

The primary data is collected using a well structured questionnaire consisting of both closed ended and open ended questions.

3.5.2 Secondary data:

Secondary data is collected from magazines, books, journals and company's website.

3.6 TOOLS FOR ANALYSIS

Processed data will be analyzed and interpreted using appropriate tools like Percentage Analysis, Weighted Average and Correlation.

3.6.1 SAMPLING DESIGN

- i) Sampling unit : Employees of TechSakthi Solutions
- ii) Sampling size : 130
- iii) Sampling procedure : random sampling method.

3.6.2 STATISTICAL TOOLS

For this study the following Statistical tools are used.

- Percentage Analysis
- Weighted Average
- Correlation

3.6.2 .1 SIMPLE PERCENTAGE

Simple percentage refers to a special kind ratio, percentage is used in making comparison between two or more data, and percentage is used to describe relationships. Simple percentage can all terms. The distribution of two or more services of data. It is easy to analysis all kinds at games with percentage rate.

3.6.2 .2 CORRELATION:

The degree of relationship between the variable consideration in the correlation analysis deals with the association between two or more variables. This correlation is a statistical device which helps us in analyzing the correlation of two or more variables. The formula for correlation coefficient is

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}$$

The variable of the co-efficient of correlation as obtained by the above formula shall always be between ± 1 . When $r = +1$ it means there is Positive correlation between the variables. When $r = -1$ it means there is Negative correlation between the variables.

3.6.2 .3 WEIGHTED AVERAGE:

This was used to analysis ranking questions. By this method, rank given certain, points as weight ages and total is considered here. If some this in distribution is more important other then under their points must be born in mid in order that average completed in representation of the distribution.

In such case proper weight ages is to be given to various items the weighted attend to each item being professional to the importance of the items be in the distribution it gives weighted average formula.

$$\text{Weighted average} = \frac{\text{Total weight}}{\text{No. of respondents}}$$

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

4.1 PROPOSED ANALYSIS AND INTERPRETATION METHODOLOGIES

All that have been presented in this chapter are descriptive and analytical analysis. In this analysis, at the first step, there is condition of sample about their work experience, age, gender and also their opinion regarding the HRD practices in the organization. Then frequency distribution of each option has been explained.

4.2 CALCULATIONS AND DIAGRAMMATIC REPRESENTATION

4.2.1 Analyzing the condition of Respondents sample

A) Frequency table and Bar chart of Age of the respondents

Table 4.1: Distribution of age condition of the respondents

Age (in yrs)	No of Respondents	Percentages (%)
20-25	26	20
26-30	78	60
31-35	18	13.8
36-40	5	3.8
Above 40	3	2.4
Total	130	100

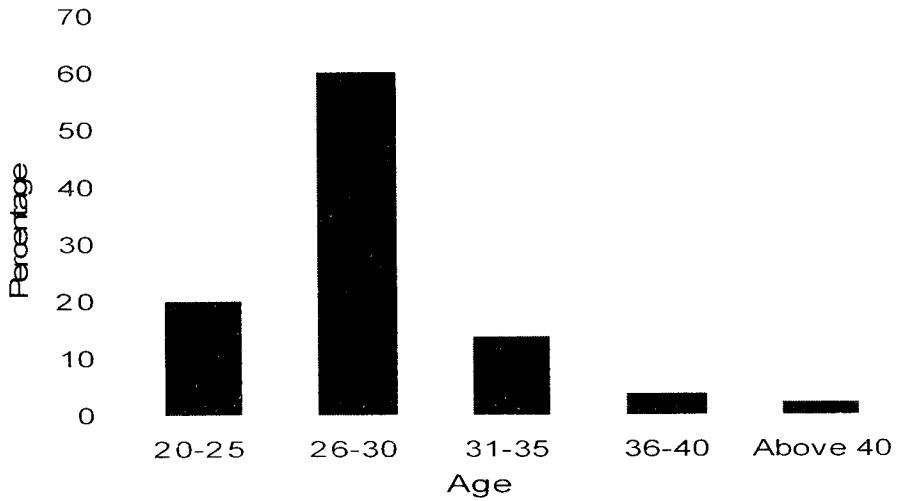


Figure 4.1: Bar chart of age status of the respondents

Inference:

According to table 4.1, majority of the people working in the Organization are age group between 26 to 30 years.

B) Frequency table and Bar chart of Experience of the respondents

Table 4.2: Distribution of Experience of the respondents

Experience(in yrs)	No. of Respondents	Percentages (%)
1-2	48	37
3-4	42	32
5-6	22	17
7-8	13	10
Above 8	5	4
Total	130	100

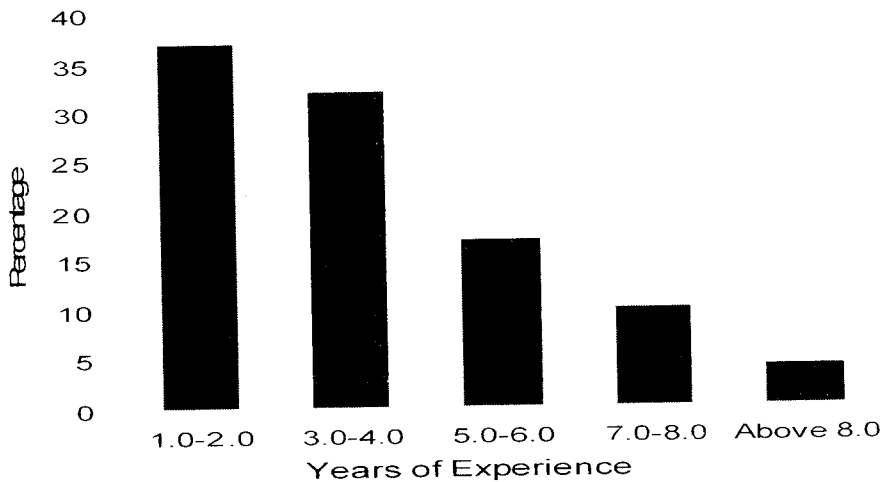


Figure 4.2: Bar chart of experience of the respondents

Inference:

According to table 4.2, 37% of the respondents services 1 to 2years. 32% of the respondents services 3to4years. 17% of the respondents service 5to6years. 10% of the Respondents services 7to 8 years. And remaining 4% of the Respondents Services more then 8 years.

C) Frequency table and Bar chart of Employee attraction towards company

Table 4.3: Distribution of Employee attraction towards company

Attractive options	No of Respondents	Percentages (%)
Pay	41	32
Personal growth opportunity	35	27
Good employer	40	31
Work environment	11	8
Others	3	2
Total	130	100

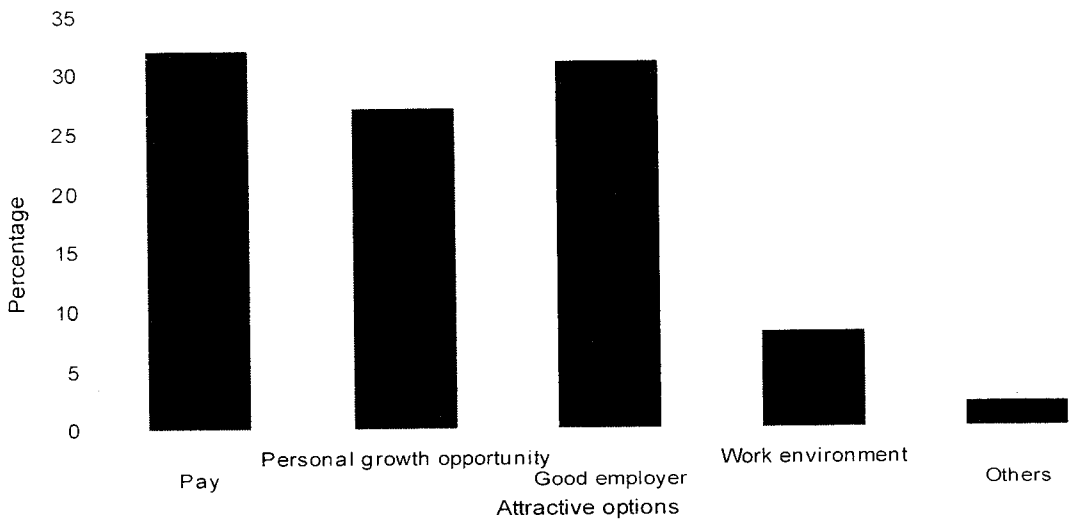


Fig 4.3: Bar chart of employee attraction towards company

Inference:

The data table shows that 32% of the respondents Pay Basis. 31% of the respondents are Good employer Basis. 27% of the respondents are Personal growth opportunity basis. 8% of the respondents are work environment basis. And remaining 2% of the respondents are others.

D) Frequency table and Bar chart of Employee expectations from the company

Table 4.4: Distribution of Employee expectations from the company

Expectation Level	No of Respondents	Percentages (%)
Encourage team work	32	24
Provide stable employment	14	11
Job security	26	20
Good pay	31	24
Motivation	14	11
Career growth	13	10
Total	130	100

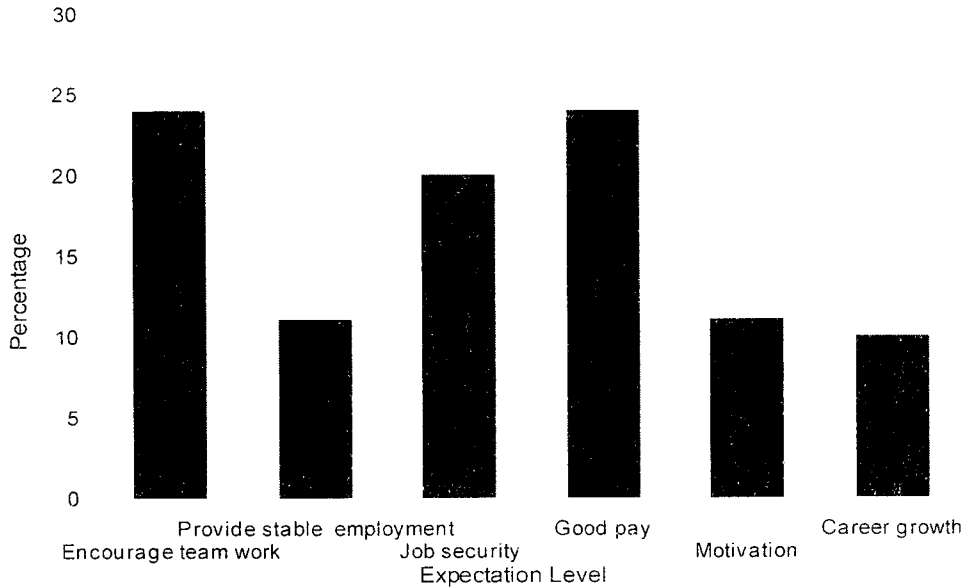


Fig 4.4: Bar chart of employee expectation from the company

Inference:

The data table shows that 24% of the respondent's expectation is encouraging team work. 24% of the respondents are expectation good pay. 11% of the respondent's expectation provides stable employment and motivation. And remaining 10% of the respondents are expectation career growth.

E) Frequency table and Bar chart of opinion regarding performance appraisal

Table 4.5 Distribution of opinion regarding performance appraisal

Existing Performance Appraisal	No of Respondents	Percentages (%)
Fair	27	21
Accurate	24	18.3
Relevant	41	31.5
Satisfactory	35	26.9
Dissatisfactory	3	2.3
Total	130	100

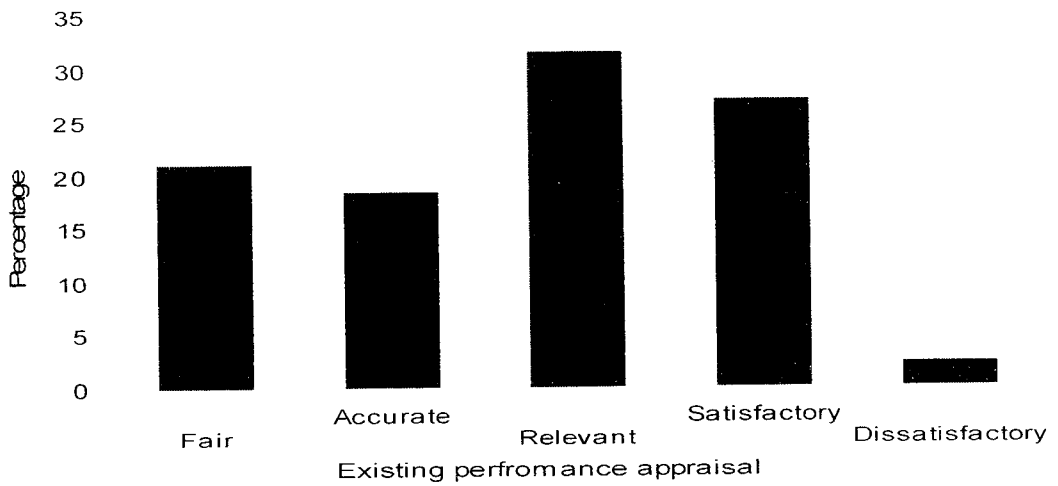


Fig 4.5: Bar chart of opinion regarding performance appraisal

Inference:

The data table shows that 31.5% of the respondents are Existing Performance Appraisal in Relevant. 26.9% of the respondents are Existing Performance Appraisal in Satisfactory. 21% of the respondent's Existing Performance Appraisal in Fair. 18.3% of the Respondents Existing Performance Appraisal in Accurate. And remaining 2.3% of the respondents are Existing Performance Appraisal in Dissatisfactory.

F) Frequency table and Bar chart of opinion regarding remedial measures

Table 4.6: Distribution of opinion regarding remedial measures

Remedial measures available	No of Respondents	Percentages (%)
Rest the goals	12	9.3
Refresher training	43	33.0
With holding increments	37	28.4
Giving warnings	38	29.3
Total	130	100

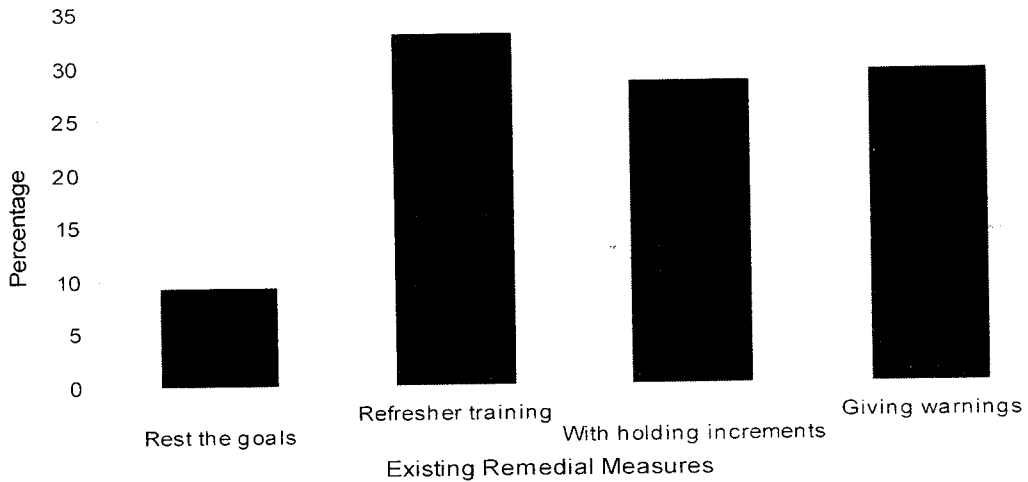


Fig 4.6: Bar chart regarding remedial measures

Inference:

The data table shows that 33% of the respondent's remedial measures available in form of Refresher training, 29.3% of the respondent's remedial measures are in the form of giving warnings, 28.4% of the respondent's remedial measures are in the form of holding increments, and the remaining 9.3% of the respondent's remedial measures are in the form of rest the goals.

G) Frequency table and Bar chart regarding remedial timeliness and accuracy implementation of salary changes

Table 4.7: Distribution regarding timeliness and accuracy implementation of salary changes

Levels	No of Respondents	Percentages (%)
Delayed but not accurate	12	9
Timely but not accurate	24	19
Delayed and accurate	42	32
Timely and accurate	52	40
Total	130	100

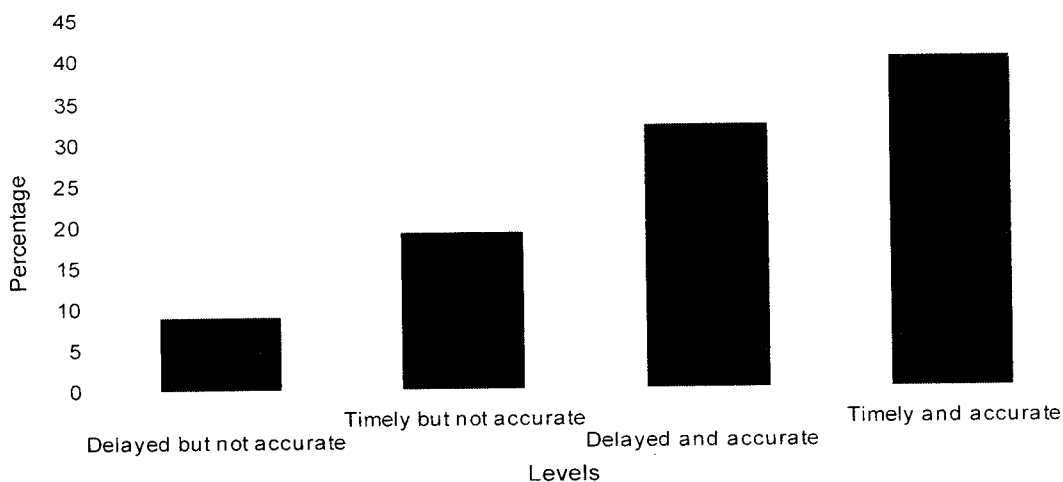


Fig4.7: Bar chart regarding timeliness and accuracy implementation of salary changes

Inference :

The data table shows that the 40% of the respondents are in the timely and accurate level. 32% of the respondents are in the delayed and accurate level. 19% of the

respondents are in the timely but they are not in accurate level. And the remaining 9% of the respondents are in the delayed but they are not in accurate level.

H) Frequency table and Bar chart regarding recognition and reward system

Table 4.8: Distribution regarding recognition and reward system

Parameters	Strongly Disagree	Neutral	Agree	Strongly Agree	Total Weight	Average	Rank
Recognized/reward when you out perform	0(0)	15(45)	26(52)	89(89)	186	1.43	2
Feel Valued at TechSakthi Solutions	12(48)	18(54)	22(44)	96(96)	242	1.86	1

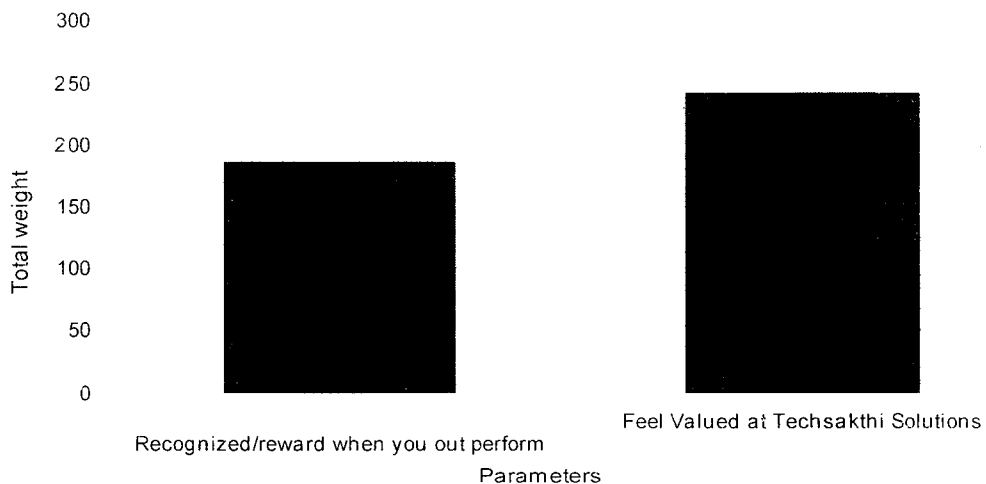


Fig4.8: Bar chart regarding recognition and reward system

Inference:

The data table shows that the 186 of the total respondents are recognized/reward when you out perform And the total of 242 respondents are feel valued at TechSakthi solutions.

1) Frequency table and Bar chart regarding employee's relationship with supervisors

Table 4.9: Distribution regarding employee's relationship with supervisors

Relationship	No of Respondents	Percentages (%)
Dissatisfactory	0	0
Satisfactory	42	32.3
Good	54	41.6
Excellent	34	26.1
Total	130	100



Fig 4.9: Bar chart regarding employee's relationship with supervisors

Inference:

The data table shows that the 41.6% of the respondents have the good relationship with your supervisors. 32.3% of the respondents have the satisfactory relationship with your supervisors. 26.1% of the respondents have the excellent relationship with your supervisors. And the remaining 0% respondents have the dissatisfactory relationship with your supervisors.

J) Frequency table and Bar chart of employee's rating to manager/supervisor

Table 4.10: Distribution of employee's rating to manager/supervisor

Rating Factors	Not At All	Sometimes	Mostly	Always	Total	Average	Rank
Resolve complaints	0(0)	13(39)	49(98)	68(68)	205	1.58	9
Listen to suggestion	2(8)	22(66)	42(84)	64(64)	222	1.71	6
Encourage Cooperation	0(0)	5(15)	70(140)	55(55)	210	1.61	8
Treat you fairly	0(0)	18(54)	58(116)	54(54)	224	1.72	5
Provide Leadership	0	2(6)	39(78)	89(89)	173	1.33	12
Clearly communicated Expectations	1(4)	28(84)	46(92)	55(55)	235	1.81	4
Is honest	8(32)	31(93)	59(118)	32(32)	275	2.12	1
Give Performance feed back	0(0)	13(39)	27(54)	90(90)	183	1.41	11
Coached, Trained and Developed	0(0)	17(51)	33(66)	80(80)	197	1.51	10
Recognize accomplishment	2(8)	17(51)	42(84)	69(69)	212	1.63	7
Provide appropriate and challenging Assignment	8(32)	22(66)	42(84)	58(58)	240	1.85	3
Build team work	10(40)	32(96)	41(82)	47(47)	265	2.03	2

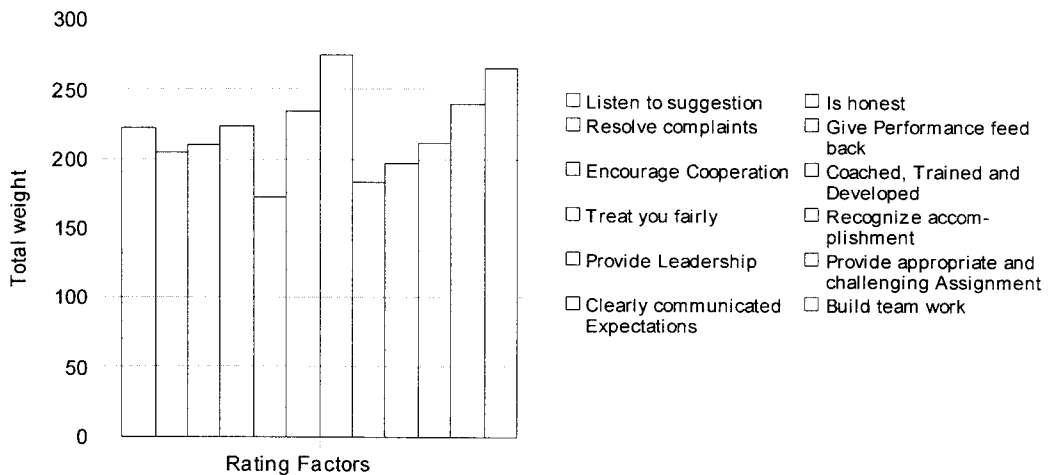


Fig 4.10 Bar chart of employee's rating to manager/supervisor

Inference:

The data table shows that the total of 205 respondents feel manager/supervisors resolves complaints. The total of 222 respondents feel manager/supervisor listen to suggestion. The total of 210 respondents feel manager/supervisors encourages cooperation. The total of 224 respondents feel manager/supervisors treats you fairly. The total of 173 respondents feel provides leadership. The total of 235 respondents feel manager/supervisors clearly communicated Expectations. The total of 275 respondents feel manager/supervisors is honest. The total of 183 respondents feel manager/supervisors gives performance feedback. The total of 197 respondents feel manager/supervisors are coached, developed and trained. The total of 212 manager/supervisor respondents feels recognized accomplishment. The total of 240 respondents feel manager/supervisors provides

appropriate and challenging assignment .And the remaining of 265 respondents feel manager/supervisor build team work.

K) Frequency table and Bar chart of employee’s rating towards goal

Table 4.11: Distribution of employee’s rating towards goal

Rating factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total weight	Average	Rank
I feel part of team working toward a shared goal	0(0)	3(9)	41(123)	29(58)	57(57)	247	1.9	1
There is mutual respect for one another	0(0)	0(0)	23(69)	42(84)	65(65)	245	1.88	2
“politics” at Techsakthi solutions are kept to a minimum	0(0)	6(18)	35(105)	31(62)	58(58)	243	1.87	3
Individual initiative is encouraged at Techsakthi solutions	0(0)	0(0)	0(0)	76(152)	54(54)	206	1.58	4

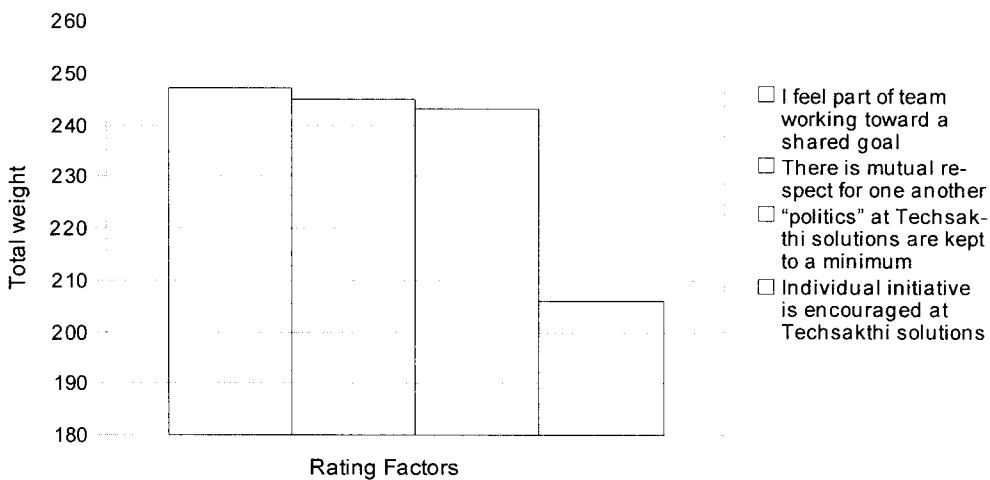


Fig 4.11: Bar chart of employee’s rating towards goal

Inference:

The Table shows that the total of 247 respondents feels as a part of team working toward a shared goal .The total of 245 respondents says that there is mutual respect for one another. The total of 243 respondents says politics at TechSakthi solutions are kept to a minimum. And the remaining of 206 respondents says individual initiative is encourage at TechSakthi solutions.

L) Frequency table and Bar chart of employee’s satisfaction towards work environment

Table 4.12: Distribution of employee's satisfaction towards work environment

Satisfaction level	Dissatisfactor y	Satisfactor y	Good	Excellent	Total	Average	Rank
Job	0(0)	8(24)	45(90)	77(77)	191	1.47	7
Team Work	0(0)	4(12)	25(50)	101(101)	163	1.25	9
Supervisor	0(0)	25(75)	63(126)	42(42)	243	1.87	1
Management	0(0)	13(39)	46(92)	71(71)	202	1.55	6
Leadership	0(0)	34(102)	15(30)	81(81)	213	1.64	2
Motivation	0(0)	21(63)	33(66)	76(76)	205	1.57	4
Ambiance	0(0)	8(24)	45(99)	77(77)	200	1.54	8
Space Management	0(0)	26(78)	24(48)	80(80)	206	1.58	3
Comfort level when at Workstation	0(0)	13(39)	47(94)	70(70)	203	1.56	5

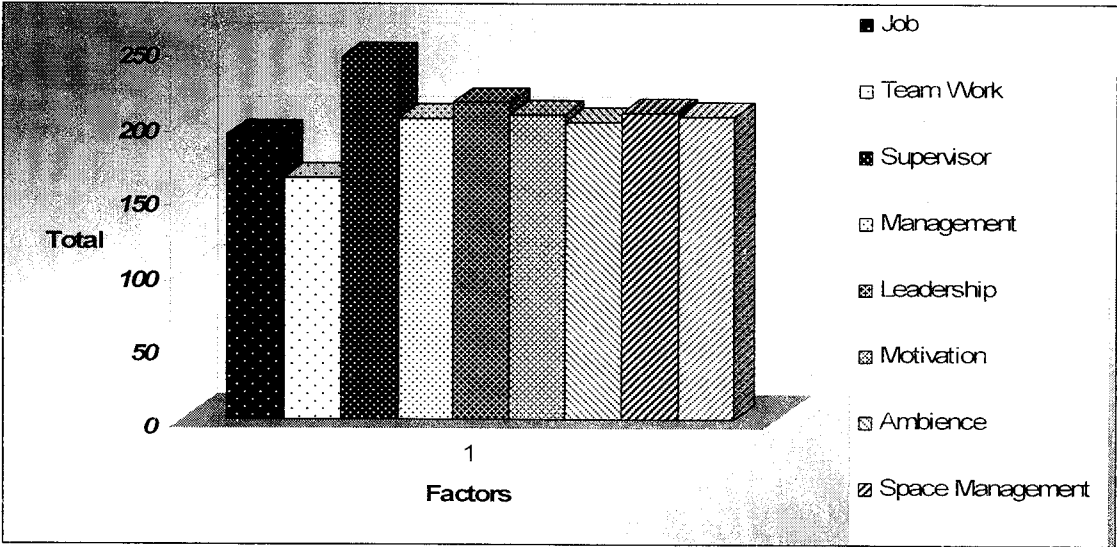


Fig 4.12 Bar chart of employee’s satisfaction towards work environment

Inference:

The table shows that the total of 191 respondents gives the rank 7 for the job with the average of 1.47. The total of 163 respondents gives the rank of 9 for the team work with the average of 1.25. The total of 243 respondents gives the rank of 1 for the supervisor with the average 1.87. The total of 202 respondents gives the rank of 6 for the management with the average of 1.55. The total of 213 respondents gives the rank of 2 for leadership with the average 1.64. The total of 205 respondents gives the rank of 4 for the motivation with the average of 1.57. The total of 200 respondents gives the rank of 8 for the ambience with the average 1.54. The total of 206 respondents gives the rank of 3 for the space management with the average for 1.58. And the total of 203 respondents gives rank of 5 for the comfort level when at workstation.

M) Frequency table and Pie chart of employee's view on work life

Table 4.13: Distribution of employee's view on work life

Levels Factors	Not at All	Rarely	Sometimes	Often	Alwa ys	Total	Aver age	Ra nk
Establish career path at TechSakt hi solutions	0(0)	17(68)	21(63)	42(84)	50(50)	265	2.04	2
Existing growth opportunities at Techsakt hi solutions	0(0)	12(48)	18(54)	50(10 0)	50(50)	252	1.93	3
I get a sense of great professional & Personal accomplishment from the work I do	2(10)	8(32)	38(114)	28(56)	56(56)	268	2.06	1

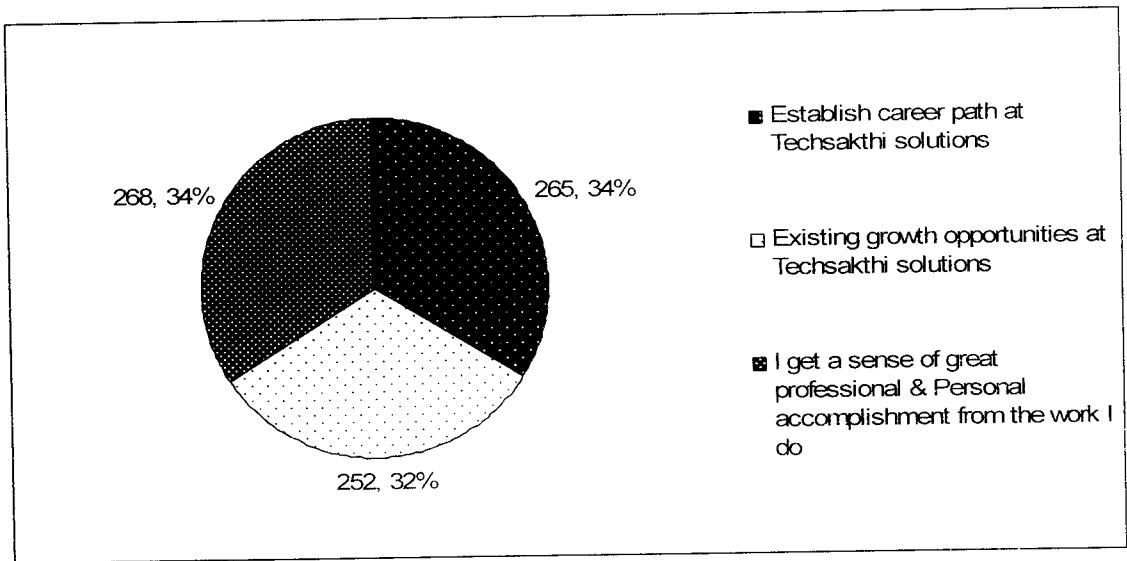


Fig 4.13: Pie chart of employee's view on work life

Inference:

The table shows that the total of 265 respondents establishes career path at TechSakthi solutions. The total of 252 respondents existing growth opportunities at TechSakthi solutions. The total of 268 respondents gets a sense of great professional & personal accomplishment from their work.

N) Frequency table and Pie chart of approachability, friendliness and helpfulness of HR team

Table 4.14: Distribution of approachability, friendliness and helpfulness of HR team

Particulars	No of Respondents	Percentages (%)
Poor	0	0
Average	30	23
Good	73	56
Excellent	27	21
Total	130	100

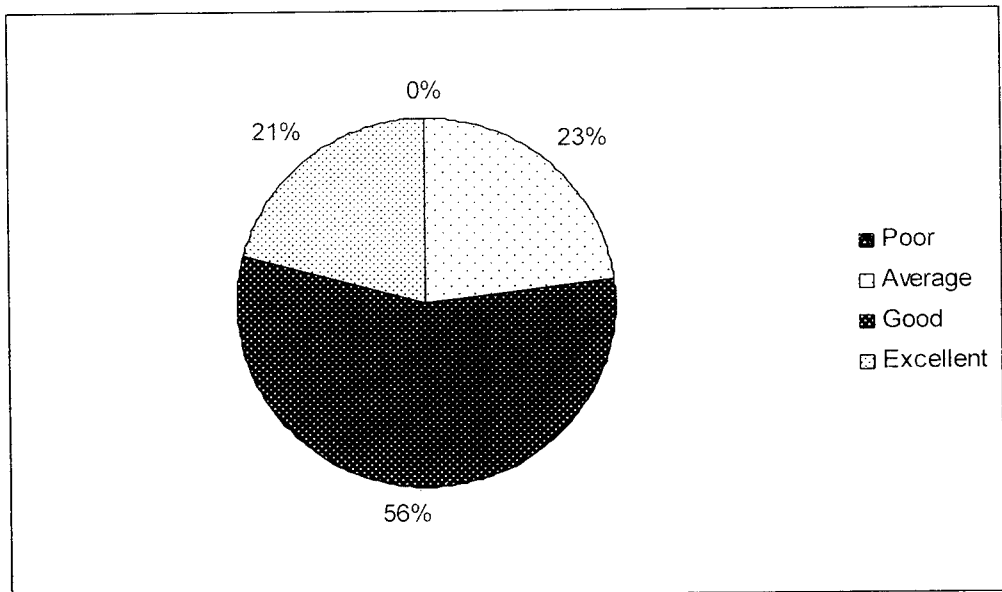


Fig 4.14: Pie chart of approachability, friendliness and helpfulness of HR team

Inference:

The table shows that 73 respondents are good in approachability, friendliness and helpfulness of HR team with 56%.30 respondents are average in approachability, and friendliness and helpfulness of HR team with 23% .27 respondents are excellent in approachability, friendliness and helpfulness of HR with 21% team. None of them are poor.

O) Frequency table and Pie chart of employee experience with HR team

Table 4.15: Distribution of employee experience with HR team

Particulars	No of Respondents	Percentages (%)
Poor	0	0
Average	32	25
Good	41	32
Excellent	57	43
Total	130	100

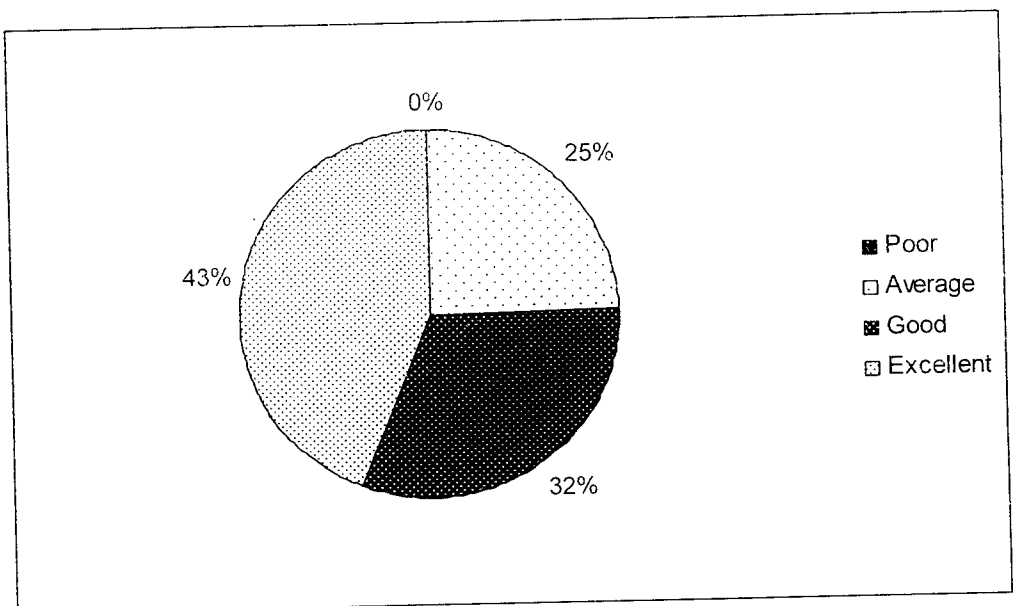


Fig 4.15: Pie chart of employee experience with HR team

Inference:

The table shows that the 32 respondents are average in overall experience with HR with 25%.41 respondents are good in overall experience with HR with 32%.57 respondents are excellent in overall experience with HR 43%. And none are poor with HR.

P) Finding out relationship between services and attractions towards company

Table 4.16 Distribution of relationship between services and attraction towards company

Services	No of Respondents (X)	Attraction towards company	No of Respondents (Y)	X ²	Y ²	XY
1-2 years	48	Pay	40	2304	1600	1920
3-4 years	42	Personal growth opportunity	35	1764	1225	1470
5-6 years	22	Good employer	41	484	1681	902
7-8 years	13	Work environment	11	169	121	143
More than 8 years	5	Others	3	25	9	15
Total	130		130	4746	4636	4450

Calculate correlation coefficient:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}$$

$$r=0.81$$

Inference:

The above correlation coefficient value 0.81 shows that the relationship between Services and Attraction towards company is good.

4.3 DELIVERABLES - EXPECTED CONCLUSIONS

The study has helped the subordinates to share their views. This has helped the managers to understand what the employees expecting from the organization. The subordinates can also understand what the expectation of the management. Suitable recommendations are made for the betterment, which in turn can be used by the organization to identify any areas of improvement and results in increasing employee retention.

CHAPTER 5 – CONCLUSIONS

5.1 SUMMARY OF FINDINGS

The study was an effort to analyze and to understand the employee retention strategies that are prevailing in the company and the following were inferred.

- Majority of the 60% of respondents are age groups 25 – 30 years
- Majority of the 37% of respondents services in 1 to 2 years.
- Pay is considered to be the main factor to join Techsakthi Solutions.
- Majority of the 60% of respondents are age groups 25 – 30 years
- Most of the respondents are satisfied with existing Performance Appraisal.
- Refresher training has to be remedial measure for deficiency in performance.
- Majority of the 32.3% of respondents are delayed and accurate in Timeliness and accuracy of implementation of salary changes
- The 186 of the total respondents are recognized/reward when you out perform And the total of 242 respondents are feel valued at TechSakthi solutions
- Majority of employees in TechSakthi Solutions having satisfactory relationship with the supervisors.
- Most of them felt manager/supervisor is honest and they help in build in team work.
- The employees of Techsakthi Solutions feel team work leads to better achievement of organization goals.
- Employees feels Supervisors is the important factor in Retaining employees.
- Majority of respondents are good in approachability, friendliness and helpfulness of HR team with 56.2%.
- There is a positive correlation; hence there is a relationship between Services and Attracted of Respondents.

5.2 SUGGESTIONS AND RECOMMENDATIONS

From the analysis, most research findings shows that most of the responses are positive. If the organization takes into consideration the following suggestions it may achieve its targets through the available manpower successfully in a better manner.

- Motivation and Career growth opportunities can be concentrated for better retention of employees.
- Working environment can be given more attention.
- The managers and senior heads in the organization can form a retention committee.
- Clear identification of training needs i.e., requirements and existing skills and knowledge have to be formulated.
- Activities like resolving complaints, feedback, fair treatment of employees can be improved.
- The roles and responsibilities has to be clearly specified and communicated
- Individual initiative has to encouraged and career succession planning to the employees has to be formulated, identified and communicated
- Proper mode of recognition to the real performers has to be identified and facilitated.
- Team work and ambience has to be improved.

5.3 CONCLUSIONS

The research shows that there is a relationship between Positional benefits and employee retention in the organization. It also concluded that internal advertisement cannot be used in the small and medium scale software enterprises. Though there is an association between benefit structure and employee preference for staying the company, the research

reveals that this relationship is not conducive for implementing the variable benefit structure strategy. The research was highly informative and supportive to gain knowledge of conducting study of human resource function in an organization.

Many HR professionals feel that work performance is a contemplation of how employees feel about themselves and their work, If an employee experience a sense of pride in the job then the work quality, efficiency, and retention increases significantly. Employees who suffer from low self esteem and display lack of enthusiasm exhibits negative feelings at the work place. Protecting the self esteem of the employee will be top agenda for future organization. One of the best ways to achieve this is by providing socially acceptable positions titles to the employees.

5.4 DIRECTIONS FOR FUTURE RESEARCH

The research can be done on

The parameters utilized in certain other organizations and the outcome may be studied.

The study can be done taking an HR consultancy and with the parameters to measure the satisfaction level and areas for improvement can be identified.

The study can be done for identifying obstacles affecting Employee Retention in all companies.

APPENDIX

QUESTIONNAIRE

TO IDENTIFY THE FACTORS INFLUENCING EMPLOYEE RETENTION
BASED ON THE EMPLOYEES PERCEPTION

Dear Respondent,

This questionnaire is part of an academic study being carried out in partial fulfillment of an MBA degree in correspondence at Anna University, Chennai . Please take few minutes to complete this survey. Your views, in combination with those of others, are extremely important. Your survey responses will be strictly confidential and data from the survey will be reported only in the aggregate. Your information will be coded and will remain confidential. Thank you very much for your time and support.

Name (Optional):

Qualification:

Name of TL:

-
1. What is your Occupation?
 2. How long were you in your final position? (Yy/mm).
 3. How long were you employed by your prior company? (Yy/mm).
 4. What is your Industry?

5. Age in years (please tick mark in the relevant box)

- | | | | |
|------------------|--------------------------|----------------|--------------------------|
| 1. 20-25 years | <input type="checkbox"/> | 2. 26-30 years | <input type="checkbox"/> |
| 3. 31-35years | <input type="checkbox"/> | 4. 36-40years | <input type="checkbox"/> |
| 5. above 40years | <input type="checkbox"/> | | |

6. Number of years of service at TechSakthi Solutions, (Please tick mark in the relevant box)

- | | | | |
|------------------|--------------------------|--------------|--------------------------|
| 1. 1-2 years | <input type="checkbox"/> | 2. 3-4 years | <input type="checkbox"/> |
| 3. 5-6years | <input type="checkbox"/> | 4. 7-8 years | <input type="checkbox"/> |
| 5. above 8 years | <input type="checkbox"/> | | |

7. What attracted you towards this company?

- | | | | |
|------------------|--------------------------|--------------------------------|--------------------------|
| 1. Pay | <input type="checkbox"/> | 2. Personal growth opportunity | <input type="checkbox"/> |
| 3. Good employer | <input type="checkbox"/> | 4. Work environment | <input type="checkbox"/> |
| 5. Others | <input type="checkbox"/> | | |

8. Rank your expectations from the company?

- | | | | |
|------------------------|--------------------------|------------------------------|--------------------------|
| 1. Encourage team work | <input type="checkbox"/> | 2. Provide stable employment | <input type="checkbox"/> |
| 3. Job security | <input type="checkbox"/> | 4. Good pay | <input type="checkbox"/> |
| 5. Motivation | <input type="checkbox"/> | 6. Career growth | <input type="checkbox"/> |

9. How do you read the existing performance appraisal system in the company (please tick mark in the relevant box)

- | | |
|-------------|--------------------------|
| 1. Fair | <input type="checkbox"/> |
| 2. Accurate | <input type="checkbox"/> |
| 3. Relevant | <input type="checkbox"/> |

10. If there happens to be performance deficiency, what are the remedial measures available in the organization? (please tick mark in the relevant box)

- | | |
|-----------------------|--------------------------|
| 1. Rest the goals | <input type="checkbox"/> |
| 2. Refresher training | <input type="checkbox"/> |
| 3. with holding | <input type="checkbox"/> |

11. Timeliness and accuracy of implementation of salary changes. (please tick mark the relevant box)

- | | |
|-----------------------------|--------------------------|
| 1. Delayed but not accurate | <input type="checkbox"/> |
| 2. Timely but not accurate | <input type="checkbox"/> |
| 3. Delayed and accurate | <input type="checkbox"/> |
| 4. Timely and accurate | <input type="checkbox"/> |

12. Please tick mark the relevant box

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Recognized/reward when you
out Perform | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Feel valued at TechSakthi
Solutions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. Your relationship with your supervisors

- | | |
|-------------------|--------------------------|
| 1. Unsatisfactory | <input type="checkbox"/> |
| 2. Satisfactory | <input type="checkbox"/> |
| 3. Good | <input type="checkbox"/> |
| 4. Excellent | <input type="checkbox"/> |

14. Please rate your manager/supervisor. (please tick mark in the relevant box)

- | | All | Sometimes | Mostly | Always |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| i) Resolve complaints and concerns
Promptly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ii) Listen to suggestions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| iii) Encourage cooperation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| iv) Treat you fairly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| v) Provide leadership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| vi) Clearly communicated expectations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- vii) Is honest
- viii) Give performance feed back
- ix) Coached, trained and developed
- x) Recognize accomplishment
- xi) Provide appropriate and challenging Assignment
- xii) Build team work

15. Rate the following.(please tick mark in the relevant box)

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I feel part of team working toward a shared goal | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. There is mutual respect for one Another | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. "Politics" at TechSakthi Solutions. are kept to a minimum | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Individual initiative is encouraged at TechSakthi Solutions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

16. Are you satisfied with the existing work environment? Rate the following

- | | Unsatisfactory | Satisfactory | Good | Excellent |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| i) Job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ii) Team Work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| iii) Supervisor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| iv) Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| v) Leadership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| vi) Motivation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| vii) Ambience | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| viii) Space Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ix) Comfort level when at your workstation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

17. Rate the Following

	Not at all	Rarely	Sometimes	Often	Always
➤ Establish career path at TechSakthi Solutions,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Existing growth opportunities at TechSakthi Solutions,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ I get a sense of great professional & personal accomplishment from the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Approachability, friendliness and helpfulness of HR team. (Please tick mark in the relevant box)

- 1. Poor
- 2. Average
- 3. Good
- 4. Excellent

19. Your overall experience with HR (please tick mark in the relevant box).

- 1. Poor
- 2. Average
- 3. Good
- 4. Excellent

20. Suggestion to improve employee retention at your company.

Thank you.

REFERENCES

Books

1. K.Aswathappa Human Resource Management
2. Kothari C.P Research methodology methods & techniques
3. V.S.P.Rao Human resources management, 2004

E-Resources

1. www.citehr.com
2. www.employeeretentionstrategies.com
3. www.highretention.com
4. www.employeeretention.com