



## STUDYING EMPLOYEES TURNOVER PROBLEMS AND SUGGESTING EFFECTIVE RETENTION POLICIES FOR TECHNICAL JOBS IN IT SECTOR

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### ABSTRACT

India has been one of the large market for the IT businesses in the present situation. Some of the major players such as INFOSYS and TCS are facing a huge problem concerned with the high rate of employee turnover over the recent years. The research aims at exploring the key ideas and the reasons behind the increasing employee turnover in the IT sector in India. The research also explores the perception of managers and employees on high turnover rate of employees in the organization. The research also has shown a relation between the theoretical and practical aspects to bring an effective retention strategy for IT sector in India. The research has been conducted among 50 employees in IT sector to get an idea on the perception of employee on the high turnover. The research finding demonstrates that pay package, career growth opportunities, access to training and development programs are some of the major aspects needed to bring employee satisfaction within the organization. Employee expectations have changed a lot and the organizations needs to meet those demands to minimize the problem of employee turnover. The research carves the various strategies that would help IT sector to reduce this high turnover of employees.

Index Terms—Employee Retention Strategies, IT Sector, Employee Engagemen

### 1. INTRODUCTION

The international economy is booming and has reached its peak due to the increased globalization scenario. In this context, the major challenge for the organizations is to hire the right professionals and keep them satisfied with the payroll to reduce employee turnover (Doherty, 2010; DeLong, 2004;

Frank, 2004; Jamrog, 2004). Most of the organizations are focused in keeping their expenses low to maximize their profits. One of the major factors that are being overlooked in this phase is the employee turnover of the organization. Therefore, the paper intends to find the reasons behind the high employee turnover rate and the ways that would be

helpful to decrease the employee turnover to reduce the hidden costs (Abbasi, 2000).

Employee turnover generally occurs when employees voluntarily quit their job due to dissatisfaction at their workplace (Mobley W. H., 1977). Mobley's (1997) research was focused on deriving the reasons behind the increasing turnover of employees in Infosys and moreover suggests efficient strategies to tackle and reduce these problems.

### 1.1 RESEARCH OBJECTIVES

The proposed aim of this research is to conduct a case study examination of high employee turnover rate in IT sector and identifying an effective employee retention strategy for the company.

This will be achieved by the following objectives:

1. Examine the academic literature on employee turnover in order to identify key trends and reasons found in technology-based jobs and providing a critique on the effectiveness of retention policies.
2. Examine manager's perceptions as to the effectiveness of the current employee retention process.
3. Examine employee perceptions as to the effectiveness of the current employee retention process.
4. To evaluate the reasons why individuals are leaving the organizations considering both managerial and employee perceptions.

5. To conclude the main strengths and weaknesses of current approaches pertaining to employee retention plans.

6. To make recommendations based on the findings to reduce employee turnover practice and to improve the retention plans at the company.

### 2. LITERATURE REVIEW

Employee turnover has now been able to gain special attention in the present scenario. The chapter brings a depth analysis on the relevant journals and authors who have made a great contribution on the effects of turnover of employees. The chapter also brings a linkage between the various theories and the research area topic.

Employee turnover defines the number of employees that are being replaced within the organization in a specific span of time (Price J. L., 1977). This has become one of the biggest concerns for most of the organizations in the present context where employee turnover is increasing in lower paying job roles. Prince and Muller (1981) in his research found out the fact that employee turnover is being related with several factors related to employee satisfaction.

Some of the major variables that affect the employee satisfaction are pay, career advancement opportunities, incentives and rewards, relations with the peer members and corporate culture within the organization. Additionally, Darmon (1990) stated in his research that one of the major disadvantages of turnover is the cost involved in selection and recruitment on new employees. Employee turnover

also has a major effect on the organizational effectiveness i.e. resulting an operational disruption. This loss to the organization is due to the absence of firm specific human capital that were present in the departing employees or the loss of social capital embedded in the workers (Dess, 2001). Another source of the indirect costs can be seen in the demoralization of the motivational level of the employees present in the organization (Steers, 1981). The significant question now does not remain whether the turnover has positive or negative outcomes on performance, but rather under what conditions it is beneficial or harmful to the organization (Huselid J. T., 1996).

Prince and Muller (1981) highlighted the fact that employee turnover is being related with several factors related to employee satisfaction. Some of the major variables that affect the employee satisfaction are pay, career advancement opportunities, incentives and rewards, relations with the peer members and corporate culture within the organization. While Magner et al. (1996) argued in his research that employees are satisfied to stay longer in an organization when they are involved in the decision-making process at any level.

Likewise, Gooley (2001) examined in his research that employee retention can be done in various methods. The research suggested that retention wheel was a generic solution to retain the employees in the organization. The approach was found to be successful by interviewing the logistic employees in the organization. The wheel identified the reasons

that motivated the employees to stay in the organization. Supporting the above statement, Kaye and Jordan (2002) stated that home-work balance is one of the most important factors for employee retention. Most of the employees choose to work in an organization that helps them to balance their work and family lives, rather than forcing them to prefer one over the other. Moreover, Jamrog (2004) explained in his research that employees in an organization are not motivated by good salary and incentives. Apart from pay and benefits, employees look for challenging work in their respective field of work to feel motivated towards the job.

Presently one of the challenging situations for organizations remains the high turnover of the female employees. It has been found that female employee turnover rate has been higher as compared to that of men (Karen S. Lyness, 2001; Light, 1992). Most of the working females quit from their job because they are not able to keep a balance between their family and work life (Sana Suhail, 2013). Hsu, Chen, Jiang and Klein (2003) cited in their research that turnover can be reduced by keeping a work life balance among all the employees. Denison (1996) also defined that work place culture is one of the important aspect that influences the employees work characteristics. One of the major reasons behind female employee turnover is due to the male dominated culture that exists in most of the organizations (McCracken, 2000). Even after globalization, most of the organizations have remained male dominated. Having uncomfortable

situations of discrimination and harassment in the organizations are one of the major cause behind female employee turnover. Working women with families have a huge responsibility of both the family and their job. Relocation and flexibility remains very much limited in case of working women's after their marriage. All these factors have an important effect on the large female employee turnover in present scenario.

## **2.1 Various Theories and Models of Employee turnover**

### **2.1.1 Mobley's Model of Employee Turnover**

The model helps in describing the key critical stages that makes an employee take the decision quitting the organization. The turnover decision process is a sequence of cognitive stages that starts with the process of evaluation of the current job, followed by the emotional state of satisfaction level. The thought process of quitting a job takes place when there exists a sense of dissatisfaction at the initial stages of the model. The next stages follow the cost of quitting the job and finding alternatives for a suitable job. The next stage has the evaluation of the comparison between the current job and the future job scenario. The next stages then carve the way for the employees to quit an organization.

Source- (S.Janani, 2014) **Factors leading to Employee Turnover in IT Industry (Figure- 1)**

Push factors are the major reasons that make an employee push towards the thinking of quitting an organization. These factors are associated with the

organization that demotivates the employees to stay in an organization. Major organizational factors that demotivates the employees to stay in the organization are low pay package, less growth opportunities, work overload, no recognition at organizationa and a lot more factors. The above model shows the major reasons that pushes the employees to leave an organization. Pull factors are one of the major aspects that drives the attention of employees towards the thought of quitting the job. The various pull factors are high salary, career advancement opportunities, good corporate culture, better benefits and balanced work life situation. These are the major reasons that attracts an employee to move towards a better organization that is being able to provide range opportunities with a better work life. Apart from these factors, personal factors also seems to play a vital role in the decision making of quitting an organization. Some the major personal factors are the marital status of the employee, issues related to health and family and the geographical work location. The above model shows a clear description of the major factors that play a huge role in employee turnover in the IT industry in India.

Source- (S.Janani, 2014) **Mobley's Model of Employee Turnover (Figure- 2)**

**2.1.2 Management by objectives (MBO)** - This generally focusses on a process of outlining the objectives within an organization to make sure that management and the employees understand the organizational goals (Carroll, 1968). MBO consists

of a five-step process that can be defined as follows:

1-Reviewing and setting the organizational objectives- In this process, the organizational objectives are being reviewed and reassessed so as to setup an appropriate organizational goal. This allows the top management to gain a clear understanding on the future organizational goals.

2- Setting and aligning employee objectives- This is one of the key stages of the cycle where both manager and employees discuss on the objectives to be set for the organization. This helps in setting up the objectives that the employees are motivated to work upon for the organization.

3- Monitoring the progress- In this stage, the manager and employee need to check at various intervals whether the goals being set are being met within the period or not. Giving the freedom to employees to set up the organizational goals gives them a boost or motivation to work in the organization. This is the main reason behind the implementation of this cycle in various organizations.

Source- (Kenneth R. Thompson, 1981)**Model of Management by Objectives (Figure- 3)**

4- Monitoring the performance- In this stage, the performance of employees is seen so as to get a clear idea on the extent to which the objective is reached.

5- Rewarding the employees- In this stage, the employees are being given incentives or reward according to their performance in the work. This helps in motivating the employees to work further towards achieving the organizational goals.

There are several number advantages of MBO and some of them are motivation of employee with common goal setting and rewarding. It also enhances good communication between both the employees and the managers. The organizational goals are being set within a united decision of managers and employees. This encourages the employees to give their views and ideas and work towards the fulfillment of organizational goals. The incentive and reward payment is also one of the most effective area that keeps the employees to motivate to work.

### 2.1.3 Maslow's hierarchy of needs

This is one of the motivational theories that can help in reducing the employee turnover. The hierarchy of needs is depicted in a pyramid structure that shows the different level of needs that are required by a person.(Figure-4)

The organizational pyramid shows the needs and expectations of an employee in an organization (Aswathappa, 2005). This will help to motivate the employees and improve their level of satisfaction towards work and thus reduce the employee turnover (Dam, 2004).

Previously the employees had lower expectations from the organization and demanded mostly a good amount of salary with small incentives, but the scenario has changed. Nowadays, employees are a lot more attached towards getting a recognition and growth in an organization. Salary and compensation benefits are a part of employee satisfaction, but the growing expectations has brought up needs such as corporate culture, recognition and advancement into

this segment. Working environment and corporate culture has been given an equal weightage with salaries nowadays by the employees (Chen, 2010).

To reduce the turnover, organizations need to understand the mindset of the employees and thus present needs. These goals are needing to be met to meet the satisfaction level of each employee. This is easiest way to reduce the turnover of the employees as well as motivate the workforce to work towards the fulfillment of organizational goals.

#### **2.1.4 Herzberg's two-factor theory**

This theory explains the necessary hygiene and motivational factors required by a person to get motivated.

##### **Job Satisfaction**

According to theory, hygiene factors are the basic necessities that an employee looks for an ordinary job. These factors cannot be used to motivate an employee until all the hygiene factors are met. Whereas if these hygiene factors are not met then it could lead to a huge dissatisfaction among the employees in an organization. **(Figure- 5)**

Source- (Worlu, 2012) **Herxberg's Dual Factor on** Hygiene factors are working conditions, salary and benefits, status and job security. Motivators factors the aspects that is useful in motivating the employees to stay longer and perform good for the organization. Some of the motivational factors are growth, advancement, responsibility, recognition within an organization.

#### **2.1.5 Expectancy theory**

The expectancy theory explains the behavioral process of the employees in different stages of cycle. The organization should make sure that employees are motivated on the fact that there is positive correlation existing between the efforts and rewards of the employee.

##### **Source- (Lunenburg, 2011) Stages of Expectancy Theory (Figure- 6)**

The three variables in the expectancy theory are valence (V), expentancy (E) and Instrumentality (I) (Lunenburg, 2011). Efforts leads to a positive influence on the performance and creativity of employees. This three stages are interrelated where the outcomes such as increment, promotion and bonuses are dependet on the effort of work done by the employee. Instrumentality is the faith present within the employees to receive a promotion or reward on the basis of performance evaluation.

The theory explains the fact that employees will put the amount of work and commitment that is equal to give them their expected returns in the job. Organization should have ensured that employees will be rewarded and given promotion on their work. This is the best way to keep them motivated towards the organizational tasks and goals. In the figure, it shows that second order outcomes can only be achieved when the necessary efforts are undertaken with hard work and dedication.

The above theories will be helpful in converging both the theoretical and practical aspects of research topic. Motivational strategies will help the organization to

reduce the turnover of employees as well as bring the maximum satisfaction level of work.

### 3. RESEARCH METHDOLOGY

The research was focused on collecting data from variety of sources to make an effective research on the employee turnover in IT sector in India. Most of the primary data was collected from surveys and semi-structured interviews being conducted among the IT employees in India. The secondary sources of information were collected from a wide range of sources that include the international journals, books and company website information's. The research studies was constructed by getting a good knowledge from both journals and theories about the topic so as to identify the trends behind high employee turnover rate in technological jobs. The research was more focused on formulating a few interviews with the team leader/managers in the starting phase to better understand the issue and to draft appropriate questions for the final questionnaire. The interview was possibly being made with a few people because of restricted frame of time. A research questionnaire was drafted that comprised of 10-12 questions and the existing employees of the company were being approached to collect research data. The questions were helpful in getting an insight into the employee perception and demands on the increasing turnover and the reasons behind it. The research was being conducted among 50 employees from the IT sector and the interview was only done with one team leader/manager. The research data was conducted

among these employees by keeping in a lot of ethical considerations. It was analyzed using MS-Excel and findings was discussed in a report format. The research was done within 25-30 which was difficult as getting a suitable time for doing survey and interviews needed to be done as per employee's suitable timings. The research was also focused on collecting high quality of data within a short frame of time. Additionally, the research also kept a high preference on getting key ideas on the current retention strategy at Infosys and its advantages and disadvantages.

### 4. FINDINGS

This section deals with a focused analysis on findings that are being extracted from the survey and interviews conducted in the phase of research. Surveys and interviews were being conducted within the employees of Infosys so as to get insights on their expectations from their current job and the reasons that leads to employee turnover. A good amount of data is also being collected on the managerial and employee perception on the issue of employee turnover.

The table shows the number of male and female respondents in the various age groups. The data shows that research is being conducted among employees from different range of age groups. Gender also has an influence over the turnover of the employees in an organization. Most of female employees leave their jobs within the age group of 25-35.

The main reasons behind female employee turnover are rigid work timings, unethical corporate culture, no compensated maternity leaves, less opportunities for career development and good relations within peer members, managers (Funston, 2008). Whereas some of the major reasons behind male employee's turnover are low pay package, low benefits and increments, less opportunities to grow, less or no recognition within the organization and less challenging work at the organization. The survey was taken among 28 males and 22 female employees at Infosys. Most of the respondents in the survey are youth employees ranging from 20-30. It was evident that most of the youth employees feel motivated with their current pay package but have more expectations of benefits from the organization.

Marital status is one of the major component that plays a significant role in the reasons behind high employee turnover. Maintaining a balanced work life is one of the important expectations that is being demanded by the employees in an organization. In the survey conducted in this research, there are 44% of the married employees of Infosys. It has been seen in the previous research that most of working women tend to leave their jobs because they are not able to maintain a balance between their work and family life. It has also seen that most of females want or need to work as a fulltime employee, but they need is some amount of flexibility. **(Figure- 7)**

Majority of the respondents feel that marital status influences the employee turnover in an organization. However, some of the respondents feel that flexible

working hours, maternity leaves and other benefits can be helpful in reducing this turnover of employees (Sana Suhail, 2013). It is evident that a married employee expectation needs to be looked by the organizations to tackle this problem. Having continuous relocation and awkward shift hours demotivates the performance level of the employees.

**(Figure- 8)**

Nowadays, a huge number of female employee turnover can be seen in an organization as compared to that of male employees. Marital status is one of the main reasons that has a vital role in these types of turnover. Employee turnover can be achieved when an employee in an organization are happy and satisfied. **(Figure- 9)**

The survey was conducted mostly among the employees who had been in the company for 0-5 years. Young employees within the age group of 20-30 give more importance to career advancements and opportunities to learn. Employee turnover is seen heavily in these group of employees where their shift the organizations due to higher pay package and growth opportunities. Employee look to work in challenging projects where they would be able to implement their innovative ideas. It was evident from the survey conducted that employees within their initial period of joining an organization look for career advancement opportunities. Survey also had questions that helped in knowing the perception of employees on the relation of employee turnover with the tenure. The survey results revealed the fact that around 68% of the employees think of quitting from

their current job within 1-4 years of service. **(Figure- 10)**

Employees tend to have large amount of expectations from the organization while joining an organization. With the growing experience in the organization, employees look from more opportunities to grow and excel in their career.

Survey was designed to extract the top reasons of employees behind the high turnover rate in IT industry. The breakdown of the top reasons is shown in the table below. Pay package or salary remains the top reason that attracts an employee to change their organization. About 82% of the employees rank salary as one of the top reasons behind employee turnover. Employees give a higher preference to job offers with higher pay package and benefits. Employees are also looking for a heavy package salary with the growing demands of skilled employees in the markets. It is one the aspects that helps in increasing the motivational of employees to stay longer in an organization. **(Figure- 11)**

Apart from economic benefits, employees look for some career growth opportunities in an organization. IT sector in India consists of several small and medium sized It firms along with the big players in the market. This allows the employees to move from one organization to the other in search of growing opportunities. Survey results shows that 70% of employees rank career advancement as one of reasons behind employee turnover.

Maslow needs of hierarchy depicts the fact that people look for higher levels of needs with the

achievement of the basic needs. Salary and benefits are the necessities for an employee, but the employee expectation levels have increased. The employees are looking for security benefits, recognition in the organization and the freedom to implement their ideas. Around 48% of employees have listed job recognition as one of the major components that employees look in an organization to stay longer. Apart from these top reasons, employees also look for some other factors that would motivate them to stay longer in an organization. Some of the other reasons behind the employee turnover are the work load, corporate culture and the job content in an organization.

#### **Ranking of Top 5 reasons of Employee Turnover**

The research also gave a clear idea on the views of the employees on the benefits that would be helpful in motivating them to work in Infosys. On analyzing the survey results, the factors of motivation are being ranked in a sequential manner in a tabular format. From the analysis, it was found that the top five reasons found to motivate employees from the survey were by giving salary increments, incentives bonus, family benefits, training programs and by providing growth in the organization. Employees feel that these benefits were comparatively more helpful in motivating the workforce. Individual performance analysis was more helpful in giving a clear analysis on promoting employees based on their performance. **(Table- 1)**

The survey also enquired from the employees of Infosys about the improvements that would help the

organization to tackle this problem. Areas such as increments in pay package, benefits, career growth opportunities and recognition are some of the major aspects that's needs to be improved so as to tackle the issue of employee turnover. Organizing exit interviews was one the important issue being that was extracted from the analysis of the research area. Exit interviews is seen as a positive sign to all its existing employees as it helps in enhancing the corporate culture. The results derived from these interviews are very useful as it helps in knowing the key areas of development in an organization. It helps in improving the recruitment and selection of the employees as well as gives information's on the necessary training programs that should be imparted to the employees in the organization. Retaining high skilled employees is an important aspect to be looked. Employee turnover are generally the invisible costs that hampers the organization as well as the performance of the organization. **(Figure- 12)** The survey also brought a deep view on the satisfaction level of employees in the organization. It was found from the analysis that 28% of the employees were satisfied, whereas 52% of employees were found to be dissatisfied with their current role in the organization. These high levels of dissatisfaction are the initial stages that lead to the decision of quitting the organization. **(Figure- 13)** However, 20% of the employees feel neither satisfied nor dissatisfied with their current job role in the organization. These are some of the key issues that Infosys must look upon so as to reduce this growing

attrition rate. Employee turnover has been increasing at very high rate and this can be only controlled by taking some measures to control it.

The survey was also able to conclude the fact that employees in the organization feel that there exist several key areas that the organization has to work upon to reduce the growing turnover issues. Involving the employees in the decision-making process is helpful in increasing the motivational level of workforce. Setting up of organizational goals, strategies by mutual decision making of employees and managers is helpful enough in reducing these issues. Apart from these, recognition and giving full freedom to employees to implement their own ideas is one of the other aspect that was needed to boost the satisfaction level of employees. **(Figure- 14)**

## 5. LIMITATIONS OF RESEARCH

One the major limitations is the restricted amount of time allocated towards the research. Time management was one of the major issues to be kept in mind to bring down effective results from research. Getting access to higher level manager from survey and interview is one of the difficult task to be implemented for the research. Personal bias should be avoided to carry out research from an authentic point of view (Ihantola Eeva-Mari, 2011). The mix of survey and interviews was being made to bring down a lot of data in large volume that was rich in quality. The major problem was to bring out the major issues out of the whole findings. The analysis of all the data was one of the major challenge in the

whole period of research. Making a logical connection between the employee turnover theories and finding was difficult enough to be made within a restricted frame of time. The key theories and findings was helpful to bring down the effective strategies so as to solve the research topic of employee turnover.

## 6. CONCLUSION AND RECOMMENDATIONS

Recommended strategies will help Infosys build an employee retention plan that will be helpful in reducing the growing rate of employee turnover. Organizations needs to implement models that are helpful in improving the satisfaction level employees. Kennedy and Diam (2010) in their research developed a unique approach to collect data in relation to the attitudes and opinions of the employees regarding employee engagement and retention. The model describes the various aspects that would be helpful in motivating the employees.

Source- (Elizabeth Kennedy, 2010) **Employee Engagement and Retention Model (Figure- 15)**

In order to engage the employees in the workplace and bring a high level of satisfaction, the companies needs to meet the expectations of the employees. The various factors that helps in motivating the employees are providing a desired salary, benefits, recognition, and career growth opportunities to the employees in the organization. All the factors in this model are being interrelated and have an interdependence on each other. Job satisfaction has

direct or indirect relationship with factors such as corporate culture and working conditions in the organization. The productivity and performance of employees needs to be enhanced with the growing span of time and this can be only done when all the expectations of employees are met. Career development opportunities and access to training, development programmes brings in positive influence on performance level of employees.

Employee turnover can only be controlled by enhancing both the controllable and uncontrollable factors in an organization. Controllable factors in an organization are the incentives and benefits that are being offered to the employees. Whereas the uncontrollable factors consist of reasons such as relocation of employees to another geographical location and employee quitting job for higher education. Employee nowadays also expect to have a role in decision making process in an organization. To reduce this employee attrition in Infosys, organization needs to undertake sufficient steps to tackle this problem.

Source- (A.J., 2012) **Employee Engagement Model (Figure- 16)**

The model of employee engagement model shows up the major drivers that are helpful in motivating the employees in an organization. Engagement components such as good corporate culture, recognition, challenging work and peer member behavior helps in engaging the employees to improve organizational performance. The model splits up the

engagement of employees in different segments such as job, team, manager and the organization. An enhancement in the components will be helpful in improving the employee engagement in the various components of organization. These are some of models that would help in motivating the employees to work towards the fulfillment of organizational goals.

Organizations needs to provide the employees a good environment where they able to innovate their ideas by interacting with their peer members and managers. Performance appraisal is needed to be done in an effective manner to enhance further motivation in all its employees. Conducting exit interviews is also one the important solution to this major problem. These interviews will be helpful in knowing the exact reasons behind employee turnover in an organization. A board of members should be imparted into an organization to conduct interviews among the employees while leaving the organization. The employees should be free and frank enough about their views on the reasons behind leaving the organization. Getting views from the employees will be helpful in knowing the inner reasons behind employee turnover in Infosys. Employers must motivate their managers to be more involved with their employees in the process of exchanging of ideas within each other. Motivating employees to come up with new ideas helps in gaining a satisfaction in social support from their managers. Giving the employee to think and experiment their own ideas will have a positive influence on the performance of

the employee. Giving recognition and decision-making powers to the employees is also one of the important factors that would be helpful in improving the employee satisfaction. Apart from motivation and good corporate culture, employers must also do smart hiring of employees to choose the right candidate for right position in an organization. Infosys does a bulk of hiring each year from different parts of India. The selection procedures should be efficient enough to bring out the best skilled candidates for the organization. Hiring the right candidates allows the employees to get involved in their work deeply and moreover come up with innovative strategies that would be beneficial for the organization in coming future. Whereas failure in recruiting the right candidates can have negative impacts on the organization leading to stunted growth of the organization (Schervish, 1983). Recruitment of new employees and retaining valuable employees are both important aspects in an organization. Organization needs to look at both these issues to tackle the problem of employee turnover. Giving the female employees a flexible work timing and maternity benefits will be helpful in retaining these talents. Female employee turnover is most often seen as a huge problem occurring due to problems in the working timings that often leads to an imbalance in family and work life. By providing a flexible work timing to all the female employees will motivate them to work effectively as well as find a balance between both their work and family life. Effective leadership is also one of the key points that

is needed to be done to keep the employees motivated in an organization. Transformational leadership style has been successful in organization such as in Google and Apple where the employees have been given the full freedom to do their work by their own way. This allows the employee to get motivated as these powers allows them to be a part of decision making panel. Giving the full freedom to employees has its own advantages and disadvantages but a leader plays a vital role in converging these all aspects towards fulfilling organizational goals. Apart from these the above analysis on the current employee retention strategy will give a brief idea on the modifications needed to motivate the employees. The implementation of strategies to motivate the employees will be helpful for IT companies to tackle the problem of employee turnover.

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## LIST OF FIGURES

Figure- 1

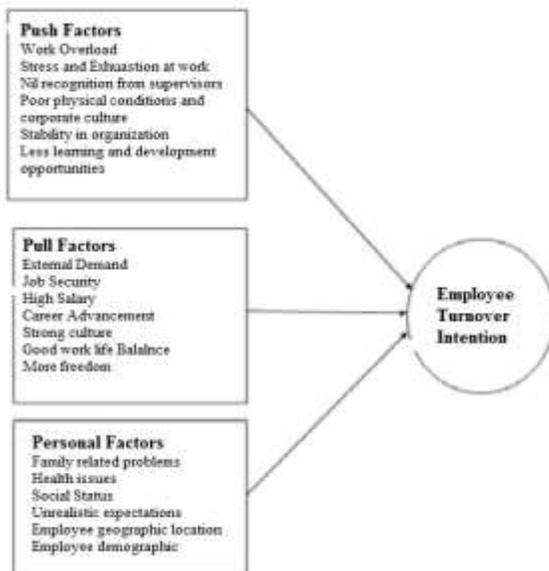


Figure- 2

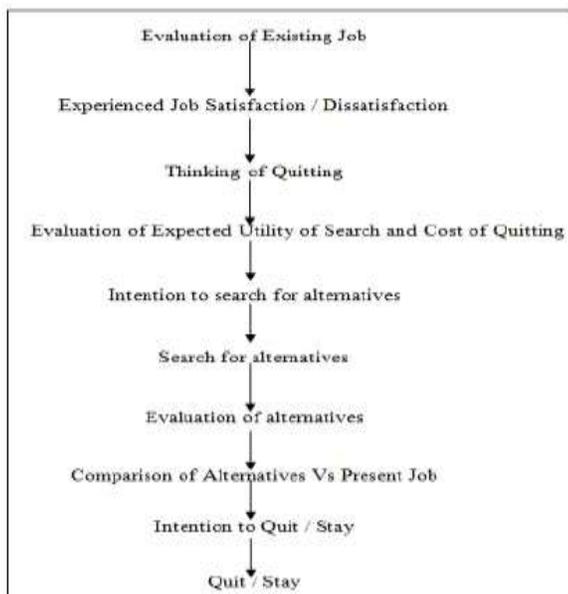


Figure- 3



Figure- 4

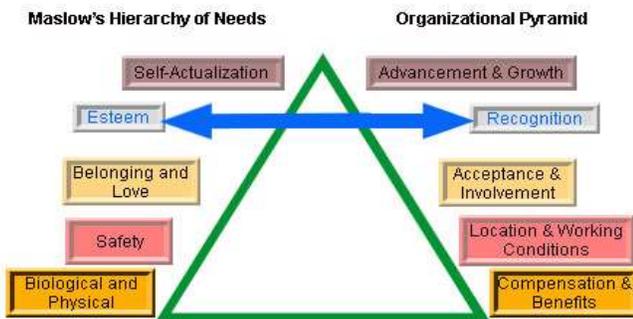


Figure- 5

**Herzberg's Hygiene and Motivational Factors**



Figure- 6

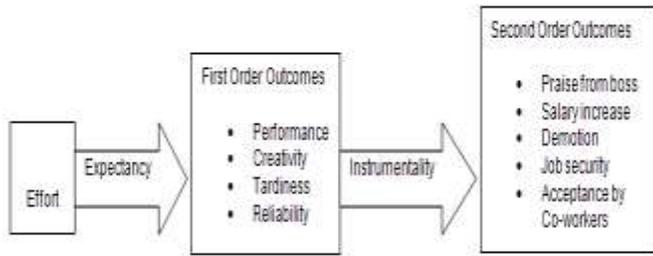


Figure- 7

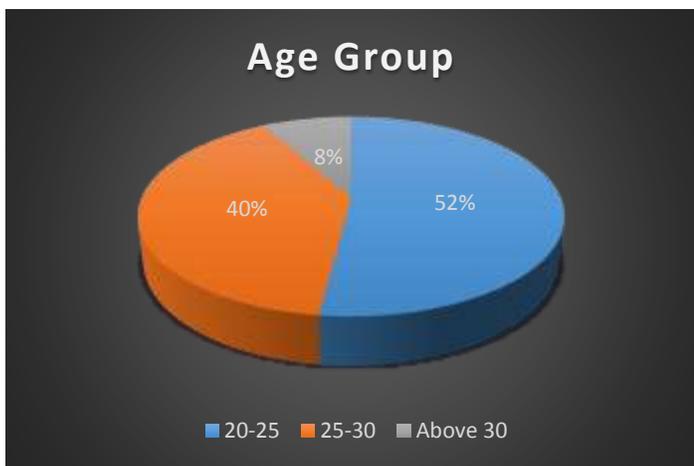


Figure- 8



Figure- 9



Figure- 10

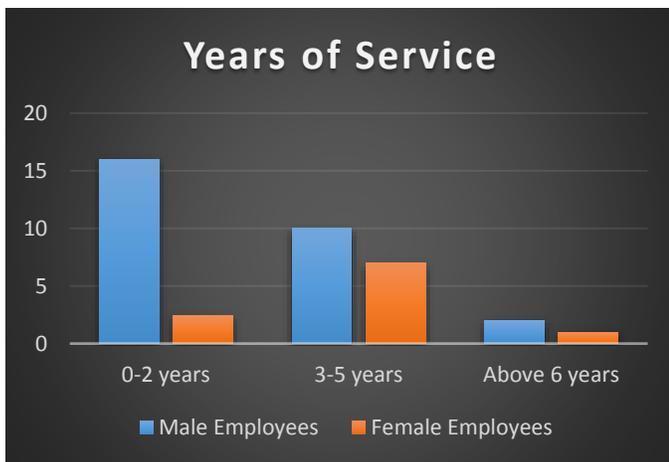


Figure- 11

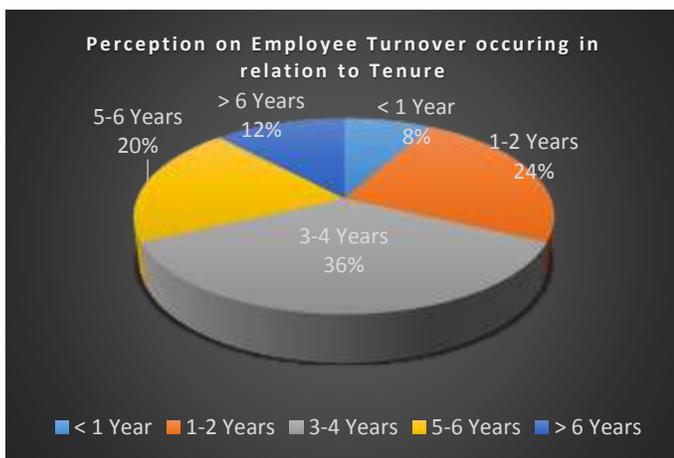


Figure- 12



Figure- 13

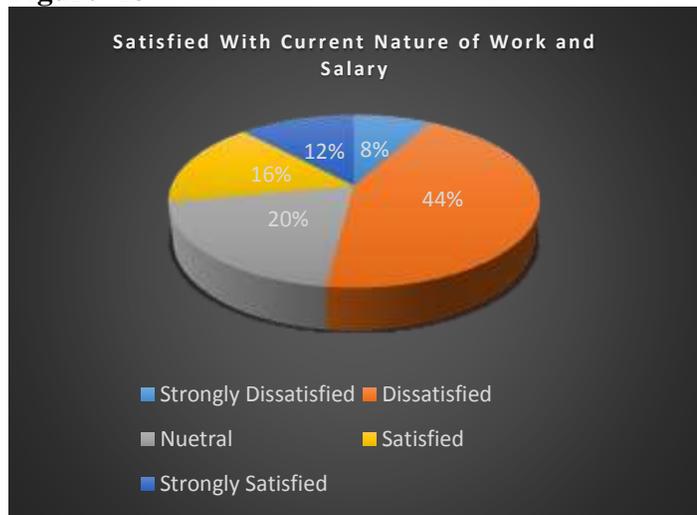


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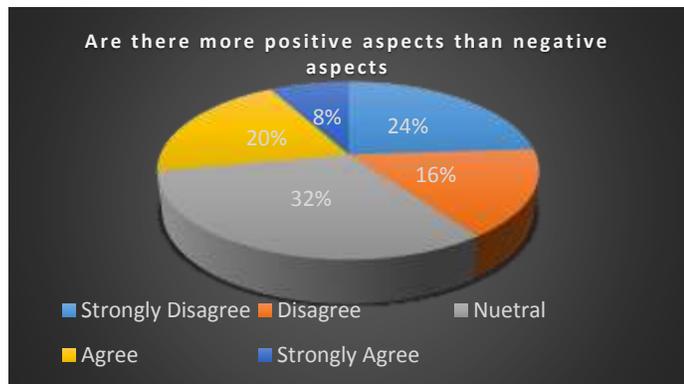


Figure- 15

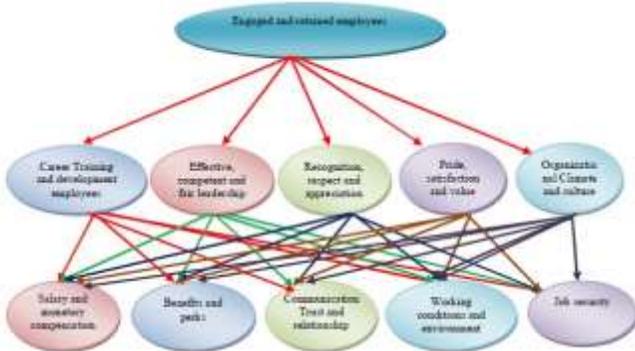
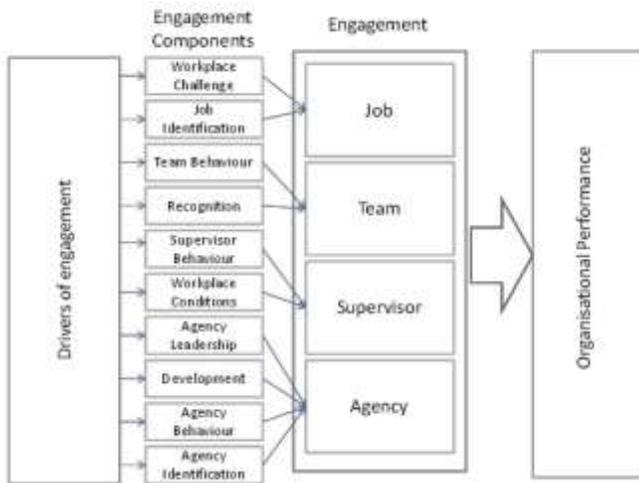


Figure- 16



List of Table-

Table- 1

Rankings	Benefits to Motivate Employees	Percentage (%)
1	Salary Increments	78
2	Incentive Bonus	70
3	Family Benefits	68
4	Training Programs	66

5	Growth in the organization	60
6	Improvisation in corporate culture	52
7	Medical Benefits	42
8	Housing allowance	40
9	Provision for meals and transportation	20
10	Others	8