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A Study on Effectiveness of Employee Retention Practices Followed At INNCON, Chennai

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ABSTRACT
Retaining employees talent is a direct function of how good are the HR practices in an organization and how sensitive an organization is to meet the employees needs both monetarily and psychologically. Building a strategy for retention requires identification of the factors that can lead to employee turnover and then developing a range of initiatives that will address retention strategy. This report is the result of the study undertaken based on primary objective to identify the broad reasons for employee/staff attrition and to identify ways to retain them at Inncon.

The study is carried out with the help of primary sources of data i.e. questionnaire method, from the responses given by employees and about their intention to leave the company. The study was based on primary and secondary data obtained from the HR department of Inncon. The statistical tools applied for this survey was the simple percentage method. The data collected were presented in the form of pie charts and bar charts and tables.

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I. INTRODUCTION

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joinee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stay in an organization for the maximum period of time.

Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance. A business cannot succeed if the human elements are neglected. Manpower management is most crucial job because "managing is the heart and essence of being a manager". Attrition is a problem almost all organizations are facing. This is a very brilliant idea of laying down the retention policy; followings are the few guidelines to do the same. Employee retention is crucial to the long-term success of the business and therefore the ability to retain employees is a primary measure of the health of the organization. Of significant concern is the fact that unplanned employee turnover directly impacts the bottom line of the business.

A career-oriented employee must experience opportunities for growth in order to feel valued by the organization. To help eliminate a sense of stagnation in the workforce, organizations can offer cross training, internal role related skills enhancement, relevant external course or seminar attendance, succession planning programmes to help groom employees for promotion, opportunities for employees for employees to sit on committees where their skills will be further developed, and encouragement for staff to read relevant books or periodicals to increase their knowledge base. In a transparent environment while employees get a sense of achievement and belongingness from a healthy

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work environment, the company is benefited with stronger, reliable work-force harboring bright new ideas for its growth the area of study is confined to employees of Inncon, Chennai. The questionnaire framed for the research study is a structured questionnaire in which all the questions are predetermined before conducting the survey. The form of question is of both closed and open type.

INDUSTRY PROFILE

India is the largest and fastest growing Information Technology and IT enabled services sourcing destination across the world. Contributing approximately 55% market share (US $185-190 Billion) to Global Services Sourcing Business in 2017-18, India continues to grow at a faster pace as compared to overall IT-BPM Industry of the world.

Indian IT exports has reached US$ 126 Billion in FY18, while domestic revenues recorded at US$ 41 billion making the total revenues reached to US$167 Billion in 2017-18. Indian IT and BPM Sector is expected to grow to US$ 350 billion by 2025, in which Business Processing Management (BPM) is expected to contribute US$ 50-55 Billion in total revenues.

Availability of highly qualified talent pool at lower rates helps in cutting the cost for about 60-70 % to source countries. This large pool of qualified skilled workforce has enabled Indian IT companies to help clients save US$ 200 billion in the last five years. Due to huge contribution of IT and ITes Services in the growth of Indian Economy, Government has recognized IT and ITes Services as an important Champion Service for promotion and development.

COMPANY PROFILE

Inncon is a global information technology (IT) Development firm started in the year of 2001 focusing on areas of specialization which includes strengths for vision of the future and an insight into the core technical concepts in the IT and BPO industry.

Inncon was founded on the principles of creating leadership and excellence in the industry, with value and wealth for the stakeholders that comprise of our investor, clients and employees. Initially it was started as a partnership firm and in 2015, transformed as a private limited organization as per companies' act of 2013. The promoters, Mr.Srinivasa Ramanan and Mukund Gopalan have extensive experience in the Information Technology industry and have done excellent pioneering work in the technology and successfully spearheaded different business strategies. Have participated the IT industry's growths in India in recent years, the management team brings rich domestic and international experience to the table at Inncon.

Ethics and fair play are the founding values of Inncon culture. Our corporate value system is based on the LEARN paradigm and is characterized by Leadership through empowerment, Excellence in delivery, Adaptable to client needs, Respect for client and employee and Nimbleness in responding to changing market needs.

This focus has already paid rich dividends in the last 3 years of our existence. The success and growth is underlined by negligible attrition, sustained business growth and establishment of operations in India. We have been profitable since our inception and have grown organically to a team of over 450 professionals. We pride ourselves with being able to retain motivated talent pool in an industry which is known for rapid attrition.

II. LITERATURE REVIEW

1. According to **Miller, Erickson & Yust (2001)** employees get benefited by work environment that provide a sense of belonging. They stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. They stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work environment. It was explained that in today's competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. Proper innovation, and assimilation of new knowledge is essential for survival in any work environment. This knowledge is the most expensive asset of any firm.

2. **Brunetto and Farr-Wharton (2002)** were of the view that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. They found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively.

3. **Chipunza and Samuel (2009)** highlight that it is not only the private sector, but governments are also facing difficulty in retaining skilled employees. Private sector managers admit this facts that retaining key employees of the organization is the most difficult aspect of their job. Most of the time when these employees move, they migrate to competing organizations with the knowledge and trade secrets acquired from their former employers, thus, creating a critical situation for the former bosses. This situation demands that management should identify the reason/s for frequent change of employment by employees. Once this reason/s has been identified, management can then devise retention strategies that would help in keeping essential employees for a longer tenure.

4. **Sengupta Santoshi (2010)** Carried Study on "Employee Attrition and Retention: Exploring the Dimensions in the Urban Centric BPO Industry". He tried to examine the enormous significance to practitioners as it provides with guidance related to factors associated with attrition and also gives suggestions on employee retention. The study provides practitioners with key information that can enable them to take robust managerial decisions. The study found that to Organizations should have a proactive retention strategy which helps in reducing employee turnover. Retention plan strategies should be different for different level of employees, because their roles are different; their needs are different; what motivates them are different and what makes them leave are also different. Based on the study it has been seen that dimensions of satisfaction and motivate are significantly different for employees on the basis of age, gender, marital status and education.

5. According to **Yuvraj R.Patil (2010)** in today's competitive business landscape, success hinges much on the retention of employees. In a knowledge driven economy, it is the people who are emerging as key competitive differentiators and retaining the talent has become a matter of paramount importance. But swelling attrition levels across the industries are straitjacketing the distraught HR practitioner's ability to come out with good retention strategies. Employees need to be retained because good, faithful, trained and hardworking employees are required to run business. They have acquired good product knowledge over the long run and a trained employee can handle customers better and also solve problems of peers who are new to the organization. Companies also play a vital role in curbing the attrition and retaining the talented pool. Increasing attrition is a serious concern for every company today and they are fighting with this problem by redefining their HR policies and practices. At a certain point we cannot stop attrition, but we can definitely reduce the rates by devising suitable retention strategies. The purpose of this study was to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave. In addition, the study sought to describe the importance of retaining critical employees and developing strategies to enhance employee retention practices.

6.]According to **Brijesh and Sushmitha (2012),** in today's fiercely competitive business landscape, success hinges much on the retention of employees. In a knowledge driven economy, it is the people who are emerging as key competitive differentiators and retaining the talent has become a matter of paramount importance. But swelling attrition levels across the businesses are strait-jacketing the distraught HR practitioner's ability to come out with good retention strategies. Willy-nilly, attrition is here to stay and is not a fringe concern for the companies any more. The trick lies in having sound human resource practices in place that can effectively combat the scourge of attrition. This article would provide an insight into the various issues surrounding the problem of attrition and what major challenges are being faced in retaining the employees. Acquiring skilled workforce is not just enough in today's changing economy; instead a lot needs to be done to retain them. Losing knowledgeable and trained employees can cause serious damage to the company's progress and performance in the market.

7. **Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013),** human resources are the life-blood of any organization. Even though most of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. They are the most vital and dynamic resources of any organization. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously

satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees

8. In the words of **Lavanya Latha (2013),** attrition is a critical issue and pretty high in the industry these days. It's the major problem which highlights in all the organizations. Though the term 'ATTRITION' is common, many would be at a loss to define what actually Attrition is, "Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be said as Employee Turnover or Employee Defection" Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. Retaining employees is a critical and ongoing effort. One of the biggest challenges in having managers in the place that understands it is their responsibility to create and sustain an environment that fosters retention. Staff requires reinforcement, direction and recognition to grow and remain satisfied in their positions. Managers must recognize this and understand that establishing such fundamentals demonstrates their objectives to support nature and motivate their employees. This study is an outcome of the topic called "A Study on Employee Attrition and Retention in Manufacturing Industries in Nellore District, Andhra Pradesh". The main objectives of this study is to know the reasons, why attrition occurs, to identify the factors which make employees dissatisfy, to know the satisfactory level of employees towards their job and working conditions and to find the areas where manufacturing industries in Nellore District is lagging behind.

9. **Amit Bijon Dutta & Sneha Banerjee (2014)** employee Retention refers to the ability of the organisation to retain its employees and it's emerging as a big challenge to organisations. Organisation culture, pay and remuneration, flexibility and job satisfaction highly influence the retention rate for any company. The paper provides the prevalent and potential reasons for an employee to leave his job and also talks extensively about the problems faced by an organisation associated with the high employee turnover. The paper elaborates on the retention factors such as training, skill recognition, career development, etc and helps in understanding the importance of effective communication and employee motivation for the cause of employee retention.

10. In the words of **S. Batty Dorance Jeen (2014)**, Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover is highly detrimental to both the organization as well as the employees. How to reduce employee's turnover intention is a very pivotal challenge for today's HR managers. Pay better incentives and employee's motivational techniques have been useless and old practices of the human resource management. To analyze employee's turnover intention and its impact on organizational outcomes 100 questionnaires were distributed to the first and middle line employees in selected organized retail outlets in Bangalore. This is a qualitative research. The study was done through questionnaire. From the econometric analysis, it is found out that turnover intention has influence on attrition factors such as QWL, career growth, working hours, personal/family reasons, and relation with internal co – worker, welfare, working condition, and salary

11. According to **Vidya and Thakar (2014),** the most immediate concern facing the industry is the increasing levels of attrition. High attrition is big HR challenge faced by software industry. It gives sleepless nights to human resource manager. Most software companies suffer high attrition. It reflects a company‟s internal strength and weaknesses and Company‟s ability. Organization also faces difficulties in retaining the existing employees as well as attracting potential employees. Managing attrition is becoming increasingly important, not only because knowledge professionals, but also staffing costs are one of the largest expenses regularly charged to the budget of a company in the software companies. When one counts salaries, benefits, bonuses, training and other personnel costs, companies invest a great deal of resources in their employees. Thus, attrition becomes a two-fold issue, one that‟s cost related and the second, retaining much needed and often, experienced talent. This study is conducted to find out the main causes behind the increase in employee attrition in software Industries and to find out the ways to control attrition. The study was carried out in software companies in Pune. In this study opinion of 100 employees was taken for the analysis. The survey of 100 employees reveal that

those having average age of 24-28 years and the experience between 2to4 years are having higher percentage of attrition. Findings of the studies are attrition rate was increased because of dissatisfaction with pay, lack of career advancement, compensation& boss relation

12. **According to Marjan et.al., (2015),** this study examines the effects of the perceived work environment on public employee feelings of job satisfaction. Moreover, the paper will investigate the relationship between personal and job characteristics and job satisfaction. The data was collected from a sample of 169 employees working in one local government municipality in Macedonia. The results show that organizational climate and its components significantly predict job satisfaction among public administration employees. The results highlight that employee age acts as the most powerful predictor of job satisfaction. The analysis of the perceived work environment suggests that recognition is a significant predictor of job satisfaction among public administration employees, followed by opportunities for professional advancement and work itself. The significance of this research lies in its contribution to the knowledge and understanding of determinants that could improve job satisfaction among public administration employees in developing economies.

13. **Haider, et al. (2015),** this study examines the human resource (HR) practices that promote employee retention. Effective HR practices can reduce employee turnover and increase retention within an organization. Key employees are the instrument for overall growth and development of an organization. This study focuses on telecom sector of Pakistan. The most important HR practices have been identified with the help of literature. These practices are training and development, compensation and culture. A questionnaire was developed in this study with the help of literature to measure the identified HR practices and employee retention. The sample size of this study was 250. Regression analysis was performed to analyse the data. The results of multiple regressions revealed a significant impact of HR practices on employee retention. Compensation and culture has a positive relationship with employee retention whereas training and development has a negative one. This study guides the management to devise the effective strategies to improve the employee retention.

14. **Kossivi, B., Xu, M. and Kalgora, B. (2016)** employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term. This paper focuses on reviewing the findings of previous studies conducted by various researchers with the aim to identify determinants factors of employee retention. This research closely looked at the following broad factors: development opportunities, compensation, work-life balance, management/leadership, work environment, social support, autonomy, training and development. The study reached the conclusion that further investigations need to be conducted regarding employee retention to better comprehend this complex field of human resource management.

15. **Balaji Mathimaran & Ananda Kumar (2017),** human resources are the livelihood of all types of an organization. Even though all types of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role in any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees.

16. **Ednah Jepkemboi Rono, Dr Geoffrey Kimutai Kiptum, (2017)** many organizations do not consider the factors determining employee retention as a strategy in managing competition and are likely to become victims of industry competition. The purpose of the study was to find out the factors affecting employee retention in an organization in University of Eldoret. Specific objectives were to determine effects of compensation on employee retention. The study will be guided by Maslow's Hierarchy of needs theory, Equity theory and Herzberg's theory; the study adopted a descriptive research design. The research was carried out in University of Eldoret which is in Uasin Gishu

County. The target population for this study was 1500 respondents drawn from different levels of management in University of Eldoret. The researchers used purposive sampling method to sample top and middle level managers. Simple random method was used to determine sample size of other employees. Questionnaires will be used as data collection instruments. In this study, the validity of the instruments was tested through pilot testing conducted prior to the study and reliability was tested through test-retest technique by use of Cronbachs' Alpha. The data was analyzed using Chi square and presented in tables. The study findings indicated that compensation had significant relationship with employee retention. Based on the findings of this study, the following recommendations were made: University of Eldoret should ensure that the policy governing the level of compensation should be improved to enhance a higher rate of employee retention; they should ensure availability of comprehensive range of training, skill and career development which is a key factor of employee attraction and retention, a training program should be established as a regular practice for provision of training and retraining especially refreshment courses opportunities for their employees. This would not only satisfy employees' growth need but also enhance employee retention. lastly, the study suggested that there is a need for further research geared toward establishing the factors affecting employee retention in other industries like companying sector, manufacturing industries, as well as other educational institutions so that the area of study is equipped with more information and allow for generalization of results.

17. According to **Narayana Rao and Subbarayudu (2017),** the Business Process Outsourcing (BPO) industry in India is progressing with an incomparable speed. Despite its significant growth and brilliant prospect, the BPO industry has experienced high attrition rates since its very beginning. Expansions and progress in global telecommunications set-up the establishment of a relatively new brand of services termed as the Information Technology Enabled Services (ITES). Because of modernization, huge demands for various products and services are increasing day by day, there is an extensive opportunity's for customers care executive jobs. District like Visakhapatnam is booming for new avenues for wide varieties of investments in different sectors. After the state bifurcation and diverse global investments more opportunities are created for technology-enabled services. Telecommunication service is creating huge employment opportunities for youngsters and many young people are turning towards to grab these jobs which creats huge job opportunities for them. There is a lot of research has taken place to arrest the attrition rates in BPO's in this research paper we are focused on factors to identify the root causes of attrition in BPO's Visakhapatnam

18. In the words of **Sreenivas Mahesh (2017)**, a growing number of organizations are figuring out on how to win the war for talent. They are committed to keeping their valuable employees because they know that those are the people who keep them in business. They realize that if people stay longer, they get better at what they do, build stronger relationships with their most valued customers leading to long-term success in the market place. In this paper, an attempt is made to know the concept of employee attrition, the models of employee turnover/attrition and measurement of attrition

19. According to **Ruchira and Akankssha (2018),** the purpose of this study is to examine the impact of H.R. practices on the Employee Attrition in Defence PSUs in India. Basically, Hiring Practices and Performance Appraisal & Training Practices are the two major aspects of the H.R. Practices that have been researched upon in this paper. The Indian Government has recently allowed Private Sector participation in the Defence Industry. This decision led to the entry of the private companies to Defence Sector and it also proved to be an end of monopoly of Public Sector Undertakings (PSUs). Now, the DPSUs are very much concerned about the employee switch over to the private companies - their competitors. The major research question was who is more likely to switch over, Junior / Middle Level Executives or Senior Level Executives? Hence, it became a compulsion for the researcher to conduct a comparative research on attrition in DPSUs from the perception of Junior / Middle Level and Senior Level Executives. The research concentrated on the relationship between Designation Level and the Hiring Practices as well as Performance Appraisal & Training Practices. Researcher also investigated the correlations among Hiring Practices, Performance Appraisal & Training Practices, Satisfaction Level of the executives and Reasons of Attrition.

20. **Raminder Kaur (2019),** employee Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Retention Strategies helps organizations provide effective employee communication to

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improve commitment and enhance workforce support for key corporate initiatives. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place. It is tempting, as a new small business owner, to focus on the concerns of the business at hand, and put off the task of writing up a human resource policy. This study will attempt to study the various issues related to employee retention in IT companies operating in India.

21. **Galhene Arachchillage (2020)** in today's dynamic business environment, increased globalization, with social, economic and technological developments has resulted with a fierce competition among companies. Talent shortage being identified as a salient issue globally; had caused competition even in the labour market. Thus, this had made it crucially important and mandatory for companies to retain their existing employees, although it is a challenging issue encountered by firms across the globe. Thus, the sole purpose of this study is to identify and analyze the major factors that affect employee retention. The initial chapter introduces this study, by providing the background and scope of the study, problem statement and justification, research objectives and the significance of this study. Secondly, through the gathering of a vast literature, a literature review is presented, where it initially provides an idea on what employee retention is, and through the gathered articles, four commonly identified factors were selected; compensation, work-life-balance, working environment and superior-subordinate relationship, and are comprehensively analyzed with literature and thereafter this finally concludes, with the conclusion that if the aim of employee retention is to be achieved, all these factors will have to be put into practice together, rather than individually, because only if all four are implemented together, will the objective of achieving employee retention be successful, both in the short and long term. This report has utilized journal articles and books mainly, to critically and comprehensively analyze and evaluate the factors in different views.

OBJECTIVES

- People : Be a great place to work where people are inspired to be the best they can.
- Integrity : Be real and simple
- Accountability: If it is to be, it's up to me.
- Leadership: Be honest to admit the wrong and show the courage to change.
- Passion: Committed in heart and mind
- Quality: What we do, we do well
- Customers: Know, Understand and Implement Customer needs.
- Entrepreneurship: Encourage to implement the dreams.
- Innovation: Central to our culture.
- Societies: Give back to Societies

III. RESEARCH METHODOLOGY

RESEARCH DESIGN

Descriptive Research includes surveys and fact. The major purpose of descriptive research is descriptive of state researcher had no control over the variables; research can only report what has happened or what is happening. A descriptive study is undertaken in order to ascertain and be able to describe are also undertaken to understand the characteristics of organization that follower certain common practices.

SAMPLING DESIGN

The sampling used in this study was convenient sampling.

CONVENIENT SAMPLING

The subjects are selected just because they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population. In all forms of research, it would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This report involves the sample collection based on convenience sampling, the most common of all sampling techniques.

SAMPLE POPULATION

Among the 450 around professionals at Inncon, Chennai, a sample of 115 employees is taken for the study. Using the method of proportional allocation, the numbers of samples are selected from each stratum.

SAMPLING TECHNIQUE

Non-probability sampling was used in this investigation. Sampling is the use of a subset of the population to represent the whole population or to inform about (social) processes that are meaningful beyond the particular cases, individuals or sites studied.

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PERCENTAGE ANALYSIS

It is used to find the percentage values for all different questions used in making comparison between two or more series of data.

$$\text{Percentage Analysis} = \frac{\text{No. of respondents}}{\text{Total No. of respondents}} \times 100$$

KARL PEARSON'S CO-EFFICIENT OF CORRELATION

It is a statistical measurement of the relationship between two variables

$$r = \frac{N\sum XY-(\sum X)(\sum Y)}{\sqrt{N\sum X^2-(\sum X)^2} * \sqrt{N\sum Y^2-(\sum Y)^2}}$$

CHI-SQUARE TEST (Ψ^2)

Karl Pearson first used chi square test in the year of 1990.

Chi - Square is a non-parametric technique, most commonly used way a research to test the analysis. The main objective of chi-square is to determine whether significant difference exist among group of data.

RANK ANALYSIS

Assigning rank for the attributes is the first step then the frequencies are to be multiplied with its respective rank then sum up the entire items

Rank Analysis = F1R1 + F2R2 + F3R3 + F4R4 +F5Rn

DATA ANALYSIS AND INTERPRETATION

SATISFACTION WITH THE WELFARE MEASURES PROVIDED

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	46	41	41
	Agree	43	37	78
	Neutral	15	13	91
	Disagree	8	7	98
	Strongly Disagree	3	2	100.0
	Total	115	100.0	

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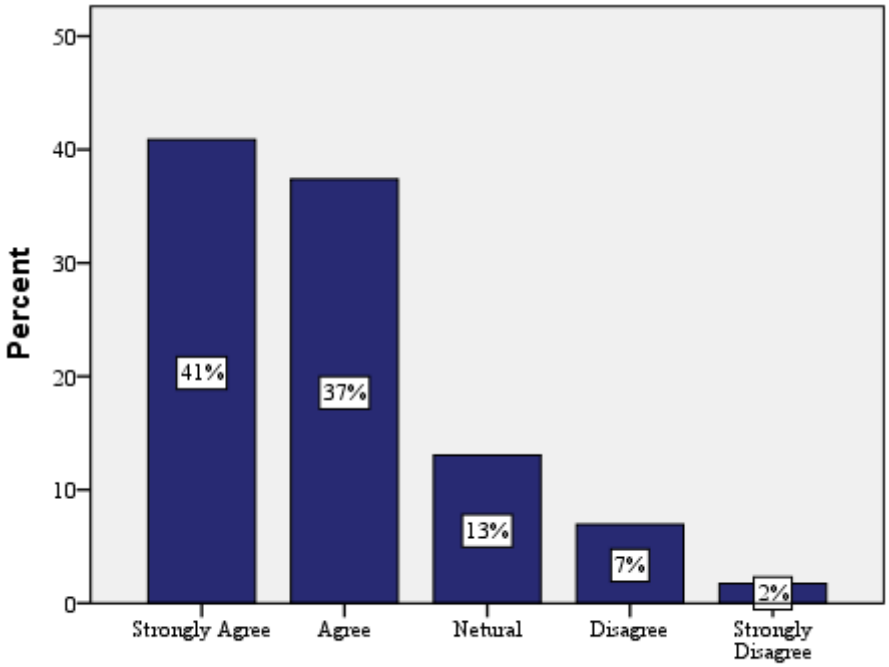
SATISFACTION WITH THE WELFARE MEASURES PROVIDED



Interpretation:
41% of the respondents strongly agree that they are satisfied with welfare measures provided by Inncon, 37% of them agree with this, 13% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this

COMPANY HAS POLICIES AND PRACTICES THAT ARE HELPFUL IN BALANCING THE WORK AND PERSONAL LIFE

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	44	38.3	38.3
	Agree	43	37.4	75.7
	Neutral	15	13.0	88.7
	Disagree	10	8.7	97.4
	Strongly Disagree	3	2.6	100.0
	Total	115	100.0	

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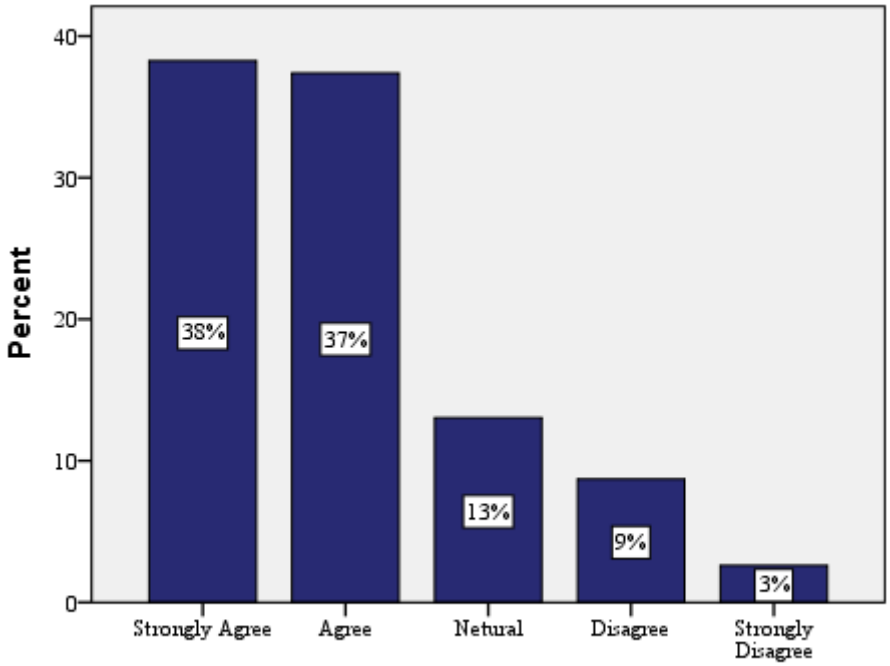
COMPANY HAS POLICIES AND PRACTICES THAT ARE HELPFUL IN BALANCING THE WORK AND PERSONAL LIFE



Interpretation:
38% of the respondents strongly agree that the company have policies and Practices that are helpful in balancing the work and personal life, 37% of them agree with this, 13% of them neither agree nor disagree with this, 9% of them disagree with this and the rest 3% of them strongly disagree with this

SATISFIED WITH JOB OPPORTUNITIES AND LOVE TO STAY

		Frequency	Percent	Cumulative Percent
Valid	Strongly Agree	46	40.0	40.0
	Agree	44	38.3	78.3
	Neutral	17	14.8	93.0
	Disagree	6	5.2	98.3
	Strongly Disagree	2	1.7	100.0
	Total	115	100.0	

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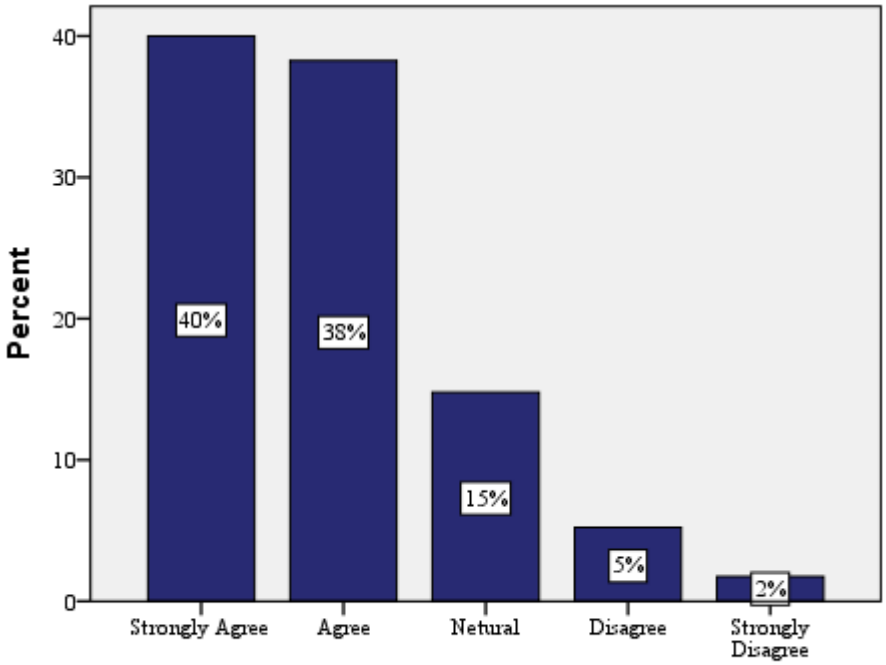
SATISFIED WITH JOB OPPORTUNITIES AND LOVE TO STAY



Interpretation:
40% of the respondents strongly agree that they are satisfied with job opportunities provided and love to stay with the company, 38% of them agree with this, 15% of them neither agree nor disagree with this, 5% of them disagree with this and the rest 2% of them strongly disagree with this

CHI SQUARE TEST
H_0 (Null hypothesis) = There is no association between gender of the respondents and their opinion on flexibility of work schedule compared to other companies helps them to continue working for Inncon
H_1 (Alternate hypothesis) = There is an association between gender of the respondents and their opinion on flexibility of work schedule compared to other companies helps them to continue working for Inncon

Gender * Flexible Crosstabulation								
			Flexible					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	Count	25	22	13	5	1	66
	Female	Count	18	22	5	3	1	49
Total		Count	43	44	18	8	2	115

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.742[a]	4	.602
Likelihood Ratio	2.811	4	.590
Linear-by-Linear Association	.271	1	.603
N of Valid Cases	115		
a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .85.			

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At 5% level of significance and df (4) the table value is 2.742
Calculated value = 0.602
Significance value = 0.05

Significance (0.05) is < calculated value (*p*)

Inference: H_1 is accepted.
Interpretation:
Hence, there is a significant relationship between gender of the respondents and their opinion on flexibility of work schedule compared to other companies helps them to continue working for Inncon

ONE WAY ANOVA
Hypothesis set between educational qualification of the respondents and their opinion on Company's encouragement in training processes to help them become more effective at work

Null Hypothesis:
Ho = There is no statistically significant relationship between educational qualification of the respondents and their opinion on company's encouragement in training processes to help them become more effective at work

Alternate Hypothesis:
H_1 = There is a statistically significant relationship between educational qualification of the respondents and their opinion on company's encouragement in training processes to help them become more effective at work

Descriptives								
Training process								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
HSC	1	1.0000	.	.	.	.	1.00	1.00
UG	90	2.0000	1.03858	.10948	1.7825	2.2175	1.00	5.00
PG	21	1.8095	.87287	.19048	1.4122	2.2069	1.00	4.00
Others	3	1.3333	.57735	.33333	-.1009	2.7676	1.00	2.00
Total	115	1.9391	1.00251	.09348	1.7539	2.1243	1.00	5.00

ANOVA					
Training process					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.669	3	.890	.883	.453
Within Groups	111.905	111	1.008		
Total	114.574	114			

Interpretation:
This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.453 (*p* = .453), which is more than 0.05, therefore, there is a statistically significant relationship between educational qualification of the respondents and their opinion on Company's encouragement in training processes to help them become more effective at work.

IV. FINDINGS, SUGGESTION AND CONCLUSION

FINDINGS

- ✓ 14% of the respondents are in the age group of 18-25 years, 74% of the respondents are in the age group of 26-30 years, 10% of the respondents are in the age group of 31-35 years and rest 2% of them are having more than 36 years and above
- ✓ 57% of the respondents are male respondents and the rest 43% of them are female respondents
- ✓ 87% of the respondents are married respondents and the rest 13% of them are unmarried respondents
- ✓ 1% of the respondents are higher secondary qualified respondents, 78% of them are graduates, 18% of them are post graduates and rest 3% of them

are having other educational qualification

✓ 47% of the respondents are having less than 2 years of experience, 47% of them are having 3-5 years of experience and rest 6% of them are having more than 5 years of experience

✓ 47% of the respondents are earning less than 15,000 per month, 30% of them are earning 15,001-30,000 per month, 10% of the respondents are earning 30,001-45,000 per month and rest 3% of the respondents are earning more than 45,000 per month

Work Environment

✓ 41% of the respondents strongly agree that they are satisfied with welfare measures provided by Inncon, 37% of them agree with this, 13% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this

✓ 37% of the respondents strongly agree that they have flexible work schedule compared to other companies helps to continue working for Inncon, 38% of them agree with this, 16% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this

✓ 37% of the respondents strongly agree that the culture of the company is very much attractive, 39% of them agree with this, 15% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 3% of them strongly disagree with this

✓ 40% of the respondents strongly agree that the work environment create better industrial relations, 39% of them agree with this, 12% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this

✓ 38% of the respondents strongly agree that they have greater loyalty to the company, 40% of them agree with this, 14% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 2% of them strongly disagree with this

Training and Development

✓ 40% of the respondents strongly agree that the company encourages in training processes to help employees become more effective at work, 37% of them agree with this, 13% of them neither agree nor disagree with this, 8% of them disagree with this and the rest 2% of them strongly disagree with this.

✓ 42% of the respondents strongly agree that the quality and quantity of information provided during training is excellent, 36% of them agree with this, 15% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 2% of them strongly disagree with this.

✓ 41% of the respondents strongly agree that the training program is interesting and highly interactive, 36% of them agree with this, 13% of them neither agree nor disagree with this, 8% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 40% of the respondents strongly agree that the manager in charge for the training is taken care of the entire process smoothly, 40% of them agree with this, 13% of them neither agree nor disagree with this, 5% of them disagree with this and the rest 2% of them strongly disagree with this.

✓ 39% of the respondents strongly agree that they are encouraged to participate in various seminars and workshops, 37% of them agree with this, 14% of them neither agree nor disagree with this, 8% of them disagree with this and the rest 2% of them strongly disagree with this.

Work Life Balance

✓ 39% of the respondents strongly agree that they have the ability to balance work and personal life, 40% of them agree with this, 12% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this.

✓ 38% of the respondents strongly agree that the company have policies and Practices that are helpful in balancing the work and personal life, 37% of them agree with this, 13% of them neither agree nor disagree with this, 9% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 42% of the respondents strongly agree that utilizing the company's policies are aiming to balance work and personal life, 34% of them agree with this, 14% of them neither agree nor disagree with this, 8% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 39% of the respondents strongly agree that they spend quality time with their family/friends, 34% of them agree with this, 18% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this.

✓ 40% of the respondents strongly agree that work life balance policies motivate to get retained with the company, 36% of them agree with this, 16% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 37% of the respondents strongly agree that relationship with the superiors will lead to high retention, 32% of them agree with this, 23% of them neither agree nor disagree with this, 5% of them

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disagree with this and the rest 3% of them strongly disagree with this.

✓ 40% of the respondents strongly agree that they are motivated to work collectively towards achieving common goals, 35% of them agree with this, 17% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 34% of the respondents strongly agree that rewards and incentives are fairly distributed, 35% of them agree with this, 22% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 38% of the respondents strongly agree that compensation policy attracts and retains employees, 31% of them agree with this, 20% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 3% of them strongly disagree with this.

✓ 33% of the respondents strongly agree that rewards offered motivates to work hard and enhances productivity, 36% of them agree with this, 23% of them neither agree nor disagree with this, 7% of them disagree with this and the rest 2% of them strongly disagree with this.

Career Development

➢ 39% of the respondents strongly agree that they are satisfied with career advancement option offered, 39% of them agree with this, 14% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 2% of them strongly disagree with this

➢ 35% of the respondents strongly agree that they emphasizes employees to seek assistance from professionals, 42% of them agree with this, 16% of them neither agree nor disagree with this, 6% of them disagree with this and the rest 2% of them strongly disagree with this

➢ 37% of the respondents strongly agree that they have opportunities to apply their expertise and skills, 40% of them agree with this, 16% of them neither agree nor disagree with this, 5% of them disagree with this and the rest 2% of them strongly disagree with this

➢ 39% of the respondents strongly agree that they receive regular development through workshops, 37% of them agree with this, 17% of them neither agree nor disagree with this, 5% of them disagree with this and the rest 2% of them strongly disagree with this

➢ 40% of the respondents strongly agree that they are satisfied with job opportunities provided and love to stay with the company, 38% of them agree with this, 15% of them neither agree nor disagree with this, 5% of them disagree with this and the rest 2% of them strongly disagree with this.

SUGGESTIONS

1. Pay/ Salary structure should be reviewed and appropriate action should be taken. Possible actions include:

➢ Offer fair and competitive salaries on the basis of market surveys.

➢ Tailoring benefits to individual requirements and preference.

➢ Ensuring that employees understand the link between performance and reward.

➢ Reviewing performance-related pay schemes to ensure that they operate fairly.

2. Career opportunities for employees in Inncon needs to be revised in an effective and satisfactory way for the employees.

Inncon can plan to provide career opportunities by:

➢ Implement a career ladder and make sure employees know what they must do to earn a promotion.

➢ Conduct regular performance reviews to identify employees strengths and weaknesses, and help them improve in areas that will lead to job advancement. A clear professional development plan gives employees an incentive to stick around.

➢ Encouraging promotion from within.

➢ Providing advice and guidance on career paths.

➢ Conduct employee satisfaction surveys periodically.

3. Recognize outstanding achievements of employees promptly and publicly, but also take time to comment on the many small contributions that staff makes every day to the organization's mission.

4. Inncon can provide Medi claim for employees and their family members, as many employees said it as a factor for leaving the company and taking up the new assignment in another company.

5. The long term of agreement can to be reduced to a certain period. The company has to take more steps in being lenient to the candidates on agreement issues.

6. The company can make travel arrangements for employees, as most of the employees feel distance matters.

7. Annual increment for the employees can be made still more attractive to make employees satisfied.

8. The communication channels between the employees and management needs to be made still more effective and make sure that the employees feel

their concerns reach the management and the management cares for them.
9. Companies can look into various options like good rewards, bonding programme, flexible working hours and stronger career path.
10. Management also needs to consider other aspects like secure career, benefits, perks and communication.
11. Making work a fun place, having education and ongoing learning for the workforce and treating applicants and an employee in the same way as one treats customers.
12. Companies need to go in for a diverse workforce, which does not only mean race, gender diversity, but also include age, experience and perspectives.

CONCLUSION

Attrition can be defined as "A reduction in the number of employees through retirement, resignation or death". Employees are the most valuable assets of every organization. Employees do leave their job for many reasons. Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Retention of key employees is critical to the long-term health and success of any organization. Since Attrition is a serious issue, the company needs to give proper care to the drawbacks found and take corrective actions to make employees retain in the organization. With these objectives in mind the study has been conducted.

This report is the result of the study undertaken by among the work force of Inncon. The primary objective of the study is to identify the broad reasons for employee/staff to get retained and to identify ways to improve Employee retention in Inncon.

The study is carried out with the help of primary sources of data i.e. questionnaire method, from the responses given by employees and about their intention to leave the company. The study was based on primary and secondary data obtained from the HR department of Inncon. The statistical tools applied for this survey was the simple percentage method. The data collected were presented in the form of pie charts and bar charts and tables.

The study has concentrated on finding the reasons for Attrition and developing Employee Retention strategy in Inncon, The study has been conducted using a structured questionnaire from the employees. The company seems to be moving it right lines in many factors, however a few drawbacks were found and remedies are suggested.

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