IMPACT OF COVID – 19 ON EMPLOYEE ATTRITION TRENDS IN INDIAN COMPANIES

by

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Dedication

To my dearest parents, the first embers of curiosity I hold were ignited by your unwavering encouragement to explore and question. This journey would not have been possible without the seeds you sowed, nurturing my thirst for knowledge, and setting me on the path of research.

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… and to my precious daughter, your boundless pride in seeing your father learn at the age of forty-six is a constant source of motivation. Your innocent enthusiasm for discovery is a beautiful reminder of the joy inherent in the pursuit of knowledge. You inspire me to reach new heights and pave the way for your own future explorations in the vast realm of research.

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ABSTRACT

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COMPANIES

ANS RAJA JOSEPH

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Employee attrition is a major worry for organizations globally, affecting productivity, morale, and eventually, profitability. This research intends to examine the organizational elements that lead to employee turnover in Indian organizations,' with a specific emphasis on social issues and retention measures. The study investigates how the COVID-19 pandemic has affected attrition rates and suggests successful techniques for retaining individuals. Mixing numeric polls and qualitative conversations to get detailed information is what the study does. Employees from several Indian firms took part in the survey, offering perspectives on their experiences, attitudes, and satisfaction levels.

The results uncover many important aspects that contribute to employee turnover. Leadership effectiveness, communication, openness, and conflict resolution are key characteristics that determine employee retention in terms of social aspects. Because employee turnover in Indian organizations is quickly growing, human resources department are frantically trying to find ways to boost employee satisfaction and in turn increase retention. If there is a high rate of employee turnover in an Indian company, the immediate implications are substantial.

The outbreak of the COVID-19 pandemic in late 2019 had unleashed an unprecedented global crisis, impacting virtually every aspect of human life, society, and the economy. As the world grappled with the immediate health implications of the virus, it became increasingly evident that the pandemic's far-reaching effects extended to encompass all spheres. The business landscape, in particular, witnessed substantial disruptions, forcing companies to swiftly adapt to the rapidly changing environment. Among the various challenges posed by the pandemic, its influence on employee attrition trends within organizations emerged as significant concern.

Employee attrition, or turnover, has always been a subject of paramount importance for businesses, as it directly affects operational stability, productivity, and financial performance. However, the confluence of COVID-19 related factors such as remote work arrangements, economic uncertainties, and altered job dynamics has potentially introduced new dimensions to the already intricate landscape of attrition.

Employees appreciate a clear vision and accessible leadership, emphasizing the significance of open decision-making and dispute resolution methods in creating a healthy

work environment. Compensation, perks, job positions, autonomy, and work-life balance have a substantial impact on attrition rates, highlighting the need for organizations to focus on these areas to successfully retain people.

The report also analyses how the COVID-19 pandemic has affected employee turnover. The results indicate that the pandemic has worsened pre-existing difficulties, resulting in higher attrition rates. Employee loyalty and retention are greatly impacted by remote work arrangements, job security beliefs, and organizational reactions to the crisis. The report highlights successful approaches used by organizations to reduce attrition as part of their retention initiatives. The offerings include of mentoring programs, training and development opportunities, flexible work arrangements, recognition and incentive programs, and transparent communication of retention activities. Organizations' that focus on employee well-being, provide growth and development opportunities, and cultivate a supportive work culture are more effective in keeping talent.

The report provides the historical attrition trends in Indian companies for the last decade and how it has altered pre and post pandemic. The report also suggests several solutions for organizations to enhance staff retention based on these results. These involve improving leadership skills, establishing clear communication pathways, updating compensation and benefits systems, creating chances for career progression, and providing assistance for employee welfare, especially in light of the difficulties brought about by the COVID-19 pandemic.

This research enhances comprehension of organizational elements that impact employee attrition in Indian organizations. This helps not only in the empirical understanding of the pandemic induced attrition trends but also to the formulation of strategic workforce management approaches. By offering insights into effective retention strategies, the research equips organizations with practical tools to navigate attrition challenges in the face of crisis. Furthermore, the study contributes to the broader discourse by bridging a knowledge gap in crisis-driven attrition literature, underlying the significance of contest specific insights.

The study provides significant insights for organizations' aiming to enhance employee retention and cultivate a happy work environment by identifying crucial social determinants, analyzing the effects of the COVID-19 pandemic, and assessing successful retention tactics.

The shift has been gradually seen from just managing performance to inspiring employee impact, leading to overall satisfaction, higher retention and focus on strong organization culture building. The study also provides guidance and steer for future research orientations which can deep-dive into other available facets. To summarize:

Social factors affecting employee attrition in Indian organizations: Effective leadership, clear communication, open work environment, and conflict resolution mechanisms are crucial for retaining employees in India, as per the research study.

Impact of COVID-19 pandemic on attrition: The pandemic has exacerbated existing issues, leading to higher turnover rates. Remote work arrangement, job security concerns and organizational responses to the crisis significantly affect employee retention, as per the research study.

Successful retention strategies: Mentorship programs, training opportunities, flexible work options, recognition programs and transparent communication are effective methods for reducing attrition in Indian companies, as per the research study.

Recommendations for Organizations: Enhance leadership skills, establishing clear communication channels, update compensation and benefits package, create career development opportunities, and prioritize employee wellbeing are key factors to retain talent. This is the secret sauce to ensure reduced attrition and to alleviate any impact due to pandemic or otherwise, as per the research study.

Keywords: Employee attrition, Organizational factors, Social factors, Retention strategies, Indian companies, Impact of attrition

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1. 1 Introduction

Departure of persons or slow depletion of resources over time are common causes of attrition, which is defined as a decline in size or number. Employees' departure from an organization, whether due to their own free will or other external forces, is known as attrition in the business world. When employees willingly quit a company and are not replaced, it is called employee attrition. Employee attrition is frequently quantified as the rate at which personnel depart from an organization within a specified period. The productivity, reputation, and financial performance of a firm may be negatively impacted by excessive personnel turnover.

The procedures for hiring new employees, methods for evaluating their performance, programs for professional growth, pay and benefits, and efforts to promote a healthy work-life balance include some of the human resource practices that may affect workers' intentions to quit, according to (Muthuraman, 2016). When a company's staff gradually decreases over time, usually because of retirement, resignation, or other external causes beyond their control, this phenomenon is known as attrition. Changes in the workforce's demographics and dynamics might have the unforeseen effect of increasing attrition.

Employee attrition is a significant difficulty encountered by enterprises worldwide. Annually, a significant number of individuals resign from their positions in pursuit of their desired objectives. Annually, businesses dedicate substantial resources, including both time and financial investments, towards the training and internships of both new employees (fresher) and existing staff members. The main goal of these programs is to enhance the skills and readiness of employees to advance their professional trajectories in various sectors. Various variables, including working culture, job satisfaction, time, wage rise, employer's behavior, and work hours, might impact employee attrition (Taylor, et al., 2020).

High attrition is a pervasive issue that poses challenges for both organizations and workers in many ways. Human resources (HR) specialists often assume a leading position in designing pay programs, cultivating work culture, and implementing motivational systems to retain the most talented people inside an organization. Companies are seeing significant

challenges in managing high staff turnover and finding acceptable replacements due to job postings in unsuitable locations, ineffective recruiting practices and standards, and cumbersome paperwork. The probability of encountering errors and troubles is higher when you have newly hired personnel. With technological developments, we can now accurately forecast improved performance and provide detailed explanations on the factors contributing to employee churn. Furthermore, it encompasses the use of management and decision-making abilities in the process of applicant selection and the rationale for their employment (Setiawan, 2020).

The ongoing global pandemic of Covid-19 has had a direct impact on businesses worldwide. Currently, there is a deceleration in the sales and revenues of all commercial enterprises. Numerous business entities have directed their employees to operate remotely from their homes. However, certain companies are facing financial challenges during this arduous period, thereby casting doubt on the future of their workforce (Yukongdi, 2020). Employees are experiencing concerns regarding job security, delayed salary payments, and significant reductions in their remuneration, which can result in varying degrees of discontentment. This may result in employee turnover, also known as employee attrition, within these companies (Anasori, 2020).

Assistance for these employees is provided by governments and prominent corporations, however, eligibility criteria and availability of such aid varies across different countries, posing a challenge in determining the eligible beneficiaries. Regarding India, the government has yet to provide a substantial financial package to individuals within the industry (Bhandari, 2020). Conversely, Western nations have implemented financial packages not only for those in need, but also for companies and businesses to alleviate fixed expenses and ensure their survival during these challenging times. The current lockdown situation has resulted in a disruption of trade and business worldwide, causing employees to experience feelings of insecurity (Bhatia, 2020). The declining global economy has resulted in a decrease in business revenue, which poses a threat to employee growth and job security. However, whether it pertains to the business or the employees, both parties desire growth and advancement. Failure to provide equitable opportunities for both may result in dissatisfaction. Reviving and reinstating a business to its pre-lockdown position will be a formidable challenge in the aftermath of the pandemic-induced restrictions (Lindvall, 2020).

Exploiting this circumstance, many business organisations hold the perspective that assigning tasks to employees in a manner that leaves them with little free time or overburdens them with work can result in an inability to allocate sufficient time to their families (Buckley, 2020). This, in turn, can lead to a disruption in the work-life balance of employees. This study highlights the factors contributing to an increase in employee turnover intentions during the lockdown period in India. Several compensation theories can aid in comprehending the underlying reasons for these occurrences (Baker, 2020).

1.1.1 Background and Context

The life-threatening COVID-19 pandemic has resulted in an unparalleled burden on Indian corporations worldwide. Significant transformations have been observed in Indian corporations. The measures implemented have encompassed discontinuation of customary services, conversion of workspaces, reallocation of personnel to unaccustomed settings, and in certain instances, the restriction of services (Saraceni, 2020). The ramifications of these altered working conditions on safety, culture and psychological well-being are inadequately comprehended. Employee non-performance is comprised of two distinct components, namely, exhaustion that is associated with excessive job demands, and disengagement that is linked to inadequate job resources. Amidst the COVID-19 pandemic, Indian companies have encountered an upsurge in demands coupled with restricted resources, thereby necessitating a comprehension of the corresponding levels of performance (Taye, 2020).

Employee attrition is not solely caused by low salary. The reasons for this phenomenon are diverse and include factors such as a demanding schedule, excessive work volume, insufficient reward or recognition for achieved milestones, inadequate acknowledgement of contributions and job performances, limited opportunities for promotion and career development, and poor collaboration and cooperation among employees due to unfavourable work environments (Yücel, 2021). The dearth of proficient personnel resulting from attrition poses a challenge for Indian enterprises in establishing and sustaining a competent workforce to provide high-quality services. The retention of personnel is a crucial determinant that has a substantial influence on the progress of an organisation. The failure to maintain a proficient employee might lead to substantial financial ramifications for an organisation, leading to various organizational challenges such as increased workload for remaining employees, decreased job security, and additional investments of time and resources in the recruitment,

hiring, and training of new personnel. Thus, it is imperative for an organization to maintain its key employees to ensure its sustained well-being and prosperity (Mishra, 2021).

Employee attrition is a significant concern that firms worldwide encounter. Annually, a significant number of individuals resign from their positions in pursuit of their desired objectives. Training and internships for new hires and existing employees get substantial yearly financial and human resources allocations from most companies. Training employees to be more competent and well-prepared for jobs in a wide variety of industries—including IT, healthcare, marketing, sales, software analysis, testing, banking, and more—is the major goal of these programs. Working culture, job happiness, time, remuneration rise, employer behavior, and work hours are some of the elements that could affect employee turnover amongst various other factors.

High attrition is a significant issue that affects both organizations and people in many ways. HR professionals often assume a leading position in designing pay plans, cultivating work culture, and implementing motivating methods to retain high-performing people inside a firm. Companies are seeing significant challenges in managing high staff turnover and finding acceptable replacements due to job postings in unsuitable locations, ineffective recruiting practices and standards, and cumbersome paperwork. The probability of encountering errors and complications is higher when employing fresh personnel. With technological developments, we can now accurately forecast improved performance and provide comprehensive explanations on the factors contributing to employee churn. Furthermore, it encompasses the use of management and decision-making abilities in the process of applicant selection and the factors influencing their employment. Nowadays, it has become more difficult for companies to find and recruit candidates that possess the necessary competences and skill set. Possible factors contributing to attrition include age, compensation, job satisfaction, career advancement prospects, and working environment. Companies proactively engage in predicting the likelihood of employee attrition and implement preventative measures to mitigate it. By proactively engaging to predict the likelihood of attrition companies are better prepared to deal with any situation and business continuity.

1.1.2 Motivation of the Study

According to (Kaur, 2017) findings, a high rate of turnover among skilled professionals could pose a significant threat to the organization or business. The loss of skilled workers and their extensive education and experience is to blame higher turnover rates. Due to the high specialization of skilled professionals, these individuals will likely get absorbed within the same industry. A study on employee attrition in service industries was conducted (Jebaseelan, 2021) and the study's findings indicate that the primary reasons for weakening are related to family circumstances, higher education demands, health concerns, alternative employment opportunities, and inadequate compensation. The high employee turnover rate in the company is caused by issues including low pay, too much work, and outside influences. The study conducted by (Rabiyathul Basariy, 2019) pertained to the modelling of attrition intending to comprehend the reasons behind the departure or retention of employees. The research findings suggest that contemporary ecological factors have a significant influence on all aspects of business, including marketing, finance, operations, and human resources. The issue of ability deficiency has become a global concern for organizations.

In the latter part of 2019, the COVID-19 pandemic emerged, and since then, it has evolved into a global catastrophe of an unprecedented size. In addition to the apparent health repercussions that garnered attention on a worldwide scale, the pandemic swiftly had an impact on all elements of human existence, society, and the economy of the whole world. During this period of widespread unrest, the business sector emerged as the principal target of severe disruptions. As a result, businesses were compelled to rapidly adapt to an environment that was marked by unpredictability and continual transition. There are several problems that have been brought about by the pandemic; however, one specific area that has been given greater attention is the impact that it has had on the patterns of employee turnover that occur inside organisations (Raman, 2019).

A fundamental concern for organisations has always been employee attrition, which is also often referred to as turnover. This is because employee turnover has a direct impact on the consistency of operations, efficiency, and bottom line of a business. The crisis caused by COVID-19 has brought about a new set of dynamics into an aspect of organisational management that was already playing an important role. The extensive use of remote work arrangements, the economic challenges that have arisen as a consequence of the pandemic, and

changes in employment dynamics are some of the variables that may be responsible for the emergence of new elements within the intricate terrain of attrition (Pratt, 2021).

The traditional understanding of employee turnover has been substantially transformed as a result of the confluence of numerous COVID-19-related aspects, which presents unique challenges for businesses as they navigate through these unexpected situations. The transition from working from home to working remotely has gone from being a simple convenience to a necessary need, which has resulted in a significant revolution in the dynamics of team cooperation and engagement. As a result of the pandemic's impact on industry, the workforce is experiencing increasing job insecurity and worried about their financial situation owing to the instability of the economy.

A complicated link between the COVID-19 pandemic and its influence on employee attrition patterns is not simply an academic exercise; it is a necessary challenge for companies to recover fast and build resilient ways to adapt to the changing future of work. Understanding this relationship is not just an academic exercise. This study intends to conduct an in-depth investigation on the intricate relationship that exists between Indian businesses. In order to achieve our goal of providing substantial insights, we will conduct an exhaustive investigation into the nuanced facets of how the pandemic has affected employee turnover in this specific scenario. These insights are anticipated to give direction for the decision-making process inside organisations as well as the formulation of policies, which will ultimately result in the establishment of policies that are both flexible and sustainable for the post-pandemic era.

1.2 Research Problem and Objectives

1.2.1 Statement of the Research Problem

The COVID-19 pandemic has disrupted the Indian economy and labour market, affecting the retention and turnover of employees across various sectors. While some studies have reported a decline in attrition rates due to job insecurity and uncertainty, others have suggested an increase in attrition rates due to factors such as stress, burnout, dissatisfaction, and career change. Nevertheless, data about the effects of COVID-19 on employee turnover rates in Indian businesses, as well as the consequences for productivity and morale in the workplace, is scarce. In light of the importance of understanding how the COVID-19 pandemic affected employee retention and turnover rates in Indian businesses, this research seeks to do

just that. The issue for investigation at the heart of this study revolves around understanding the intricate and evolving relationship between the COVID-19 pandemic and employee attrition trends within Indian companies. As the pandemic reshaped the global landscape, businesses across industries faced unprecedented disruptions that reverberated throughout their workforce. The central research problem can be stated as follows: **"To what extent and in what ways has the COVID-19 pandemic impacted employee attrition trends within Indian companies?"**

This research problem encapsulates the need to delve into the multifaceted dimensions of attrition that have been reshaped by the pandemic's far-reaching effects. The problem is characterized by a series of interconnected sub-questions, each representing a facet of the overall inquiry:

- *Temporal Variation of Attrition:* How have attrition rates fluctuated before, during, and after the pandemic period, reflecting the influence of the crisis on employee decisions to leave or stay?

- *Emergent Motivational Factors:* To what degree have traditional drivers of attrition (such as compensation and job satisfaction) been affected by new factors arising from the pandemic, such as health concerns, remote work dynamics, and job security uncertainties?

- *Remote Work and Attrition*: What role has the widespread adoption of remote work played in altering attrition patterns? Have certain job roles, industries, or demographic groups exhibited distinctive attrition trends under remote work arrangements?

- *Organizational Responses and Attrition:* How have organizational strategies, interventions, and adaptations in response to the pandemic influenced attrition outcomes? Have measures like remote work facilitation and employee support initiatives shown correlations with attrition rates?

- *Predictive Insights for the Future:* Can the observed changes in attrition during the pandemic period be extrapolated to predict potential future attrition trends? How might

the pandemic's influence on employee decisions reverberate in the post-pandemic workforce landscape?

- *Practical Implications:* What actionable recommendations can be drawn from the study's findings to help organizations proactively manage attrition in the face of future crises or uncertainties? How can these insights contribute to the formulation of effective human resource strategies?

The research problem's complexity stems from the convergence of multiple factors – from changes in work arrangements to employee motivations and organizational responses. Unravelling this complexity is essential not only for understanding the immediate impact of the pandemic but also for creating a foundation of knowledge to guide future workforce management strategies in a world where unforeseen disruptions can potentially become more frequent.

1.2.2 Research Questions

The specific research questions that this research plans to deep dive and gain insights into are listed below:

- ❖ What are the specific organizational factors within Indian companies that significantly contribute to employee attrition?

- ❖ How do social factors, such as workplace relationships and support systems, impact employee attrition in Indian companies?

- ❖ What are the existing retention strategies employed by the selected organizations under investigation, and how effective are they in reducing attrition?

- ❖ What are the primary factors contributing to employee attrition during the COVID-19 pandemic in Indian companies?

- ❖ What retention strategies prove to be most effective in retaining employees within the context of Indian companies?

❖ To what extent are employees in the sample of Indian companies satisfied with their job profiles, working hours, and training opportunities, and how do these satisfaction levels relate to attrition rates?

1.2.3 Objectives of the Study

The key objectives of this study include:

❖ To investigate the organizational factors that contribute to employee attrition in Indian companies.

❖ To comprehend the impact of social factors on employee attrition.

❖ To examine the current retention strategies implemented by the chosen organizations being investigated.

❖ To examine the main factors contributing to attrition amidst the COVID-19 pandemic.

❖ To identify effective retention strategies for employees within a sample of Indian companies.

❖ To assess employee satisfaction with their job profile, working hours, and training opportunities.

1.2.4 Hypothesis of the study

Based on the stated aims and objectives of the study, here are the corresponding hypotheses framed by the researcher to include:

Hypothesis 1:

Null Hypothesis (H0): There is no significant relationship between organizational factors (such as leadership style, compensation structure, and job role alignment) and employee attrition in Indian companies.

Alternative Hypothesis (H1): There is a significant relationship between organizational factors and employee attrition in Indian companies.

Hypothesis 2:

Null Hypothesis (H0): Social factors (such as workplace relationships and culture) do not significantly influence employee attrition.

Alternative Hypothesis (H1): Social factors significantly impact employee attrition.

Hypothesis 3:

Null Hypothesis (H0): The current retention strategies implemented by the chosen organizations do not significantly affect employee attrition rates.

Alternative Hypothesis (H1): The current retention strategies implemented by the chosen organizations significantly influence employee attrition rates.

Hypothesis 4:

Null Hypothesis (H0): There is no significant difference in the factors contributing to attrition before and during the COVID-19 pandemic.

Alternative Hypothesis (H1): The factors contributing to attrition differ significantly before and during the COVID-19 pandemic.

Hypothesis 5:

Null Hypothesis (H0): There is no association between specific retention strategies and employee retention rates in Indian companies.

Alternative Hypothesis (H1): Certain retention strategies are associated with higher employee retention rates in Indian companies.

Hypothesis 6:

Null Hypothesis (H0): There is no significant difference in employee satisfaction levels regarding their job profile, working hours, and training opportunities.

Alternative Hypothesis (H1): Employee satisfaction levels vary significantly concerning their job profile, working hours, and training opportunities.

1.3 Significance of the Study

Because employee turnover in Indian organizations is quickly growing, human resources departments are frantically trying to find ways to boost employee satisfaction and retention rates. If there is a significant prevalence of staff turnover in an Indian company, the immediate implications are substantial. These effects include a loss of vital knowledge and expertise, a loss of morale, and a loss of the capacity to perform, and none of these characteristics can be quickly or easily replaced. If we gain an understanding of the reasons why employees leave their jobs and an overview of the turnover rate among workers, we will be able to implement long-term workforce planning strategies to control employee turnover in a manner that does not negatively impact the organization's ability. The research is going to show how the rate of employee turnover affects things like recruiting and selection practices, as well as employee happiness. Attrition rate is the statistic that offers information on how successfully a company keeps its Human Capital. Employee retention is essential for the proper operation of an Indian company, and attrition rate is the indicator. Considering the information presented above, the following below listed scope served as the inspiration for this research.

1.4 Scope and Limitations

This study focuses on investigating the factors contributing to employee attrition within Indian companies. It specifically delves into the unique organizational and social factors at play in the Indian business context. The geographic scope is limited to India, acknowledging the distinct cultural and business landscape that influences attrition rates. The research encompasses a wide range of organizational factors, such as leadership, compensation, job roles, and work environment, as well as social factors, including workplace relationships and support systems. Furthermore, it evaluates the effectiveness of the current retention strategies implemented by selected organizations under investigation. The study also aims to analyze the impact of the COVID-19 pandemic on attrition and assess employee satisfaction with job profiles, working hours, and training opportunities.

The findings of this research should be interpreted with caution due to a number of limitations. Sampling bias might be introduced if the sample size and selection method do not adequately reflect the variety of Indian firms. Therefore, owing to cultural and contextual variables, the results may not be immediately applicable to other nations or areas. Data collection has its own set of constraints, such as the possibility of bias in self-reported data and the difficulty in gaining access to organizations' confidential information. The research may have missed long-term impacts or events that happened after the data collecting period. This temporal sensitivity problem, which affects its analysis of the COVID-19 pandemic's influence on attrition. Furthermore, self-reported data is used to measure employee happiness, which may be impacted by individual attitudes, own perceptions, and views. The study may not account for all external factors that could affect attrition, such as changes in the economic or political landscape. Furthermore, the effectiveness of retention strategies may vary across different industries and organizations, and the study may not capture all industry-specific nuances. Finally, language and cultural barriers in data collection and interpretation could affect the study's accuracy.

Taking into account these factors about the study's boundaries provides a comprehensive understanding of the research's boundaries and potential constraints, enabling researchers to interpret the results with awareness of these factors.

CHAPTER 2

REVIEW OF LITERATURE

Chapter 2: REVIEW OF LITERATURE

2.1 Theoretical Framework

The purpose of conducting a literature review was to establish a conceptual framework that could be utilized to structure and arrange the research, as well as to facilitate the interpretation of findings. The process of conducting a literature review involves gathering current and pertinent literature and presenting it in a qualitative fashion.

Employee Attrition:

Employee attrition is a common occurrence in every firm to some degree. The motivation for an employee to go from their current workplace might stem from either professional or personal factors. However, some difficulties occur when attrition rates are above a certain threshold. The long-term success of every organization hinge upon its capacity to effectively recruit and retain highly skilled individuals. Service-based industries such as healthcare, aviation, and hospitality have significant importance due to the direct interaction between their human resources and customers. The lack of market penetration by incumbents heightened customer discontent, exacerbated staff dissatisfaction, and overall subpar performance may all be attributed to insufficient availability and retention of human resources (Moses & Sharma, 2019).

Attrition versus turnover: Differences

"Turnover" and "attrition" are two similar but different terms that describe employees leaving a company in human resource management. While both notions deal with employee departures, the motivations behind them and how they affect the company are different. Personnel morale, corporate culture, and customer happiness may all suffer from high personnel turnover (Bhattacharya & Ramachandran, 2015).

The concept of "turnover" pertains to the quantification of employees who depart from an organisation during a certain period, often represented as either a percentage or a numerical value. There are two types of employee turnover: voluntary and involuntary. Voluntary turnover refers to workers leaving the firm on their own will, whereas involuntary turnover

occurs when employees are instructed to leave the organisation by the employer. In general, turnover is often quantified as a percentage, such as the yearly turnover rate, which denotes the proportion of employees who depart during a certain year relative to the whole workforce. Another common way to express turnover is as a ratio, which compares the number of employees who depart to the total workforce (D. J., et al., 2016).

The concept of "attrition," conversely, pertains to the specific phenomenon of the inherent and gradual reduction in the quantity of an organization's workforce within a certain period. This reduction is often the result of employees retiring, resigning from their positions, or leaving for other reasons that are beyond the control of the company. The natural and unavoidable effect of shifting demographics and dynamics in the workforce, attrition is often not a calculated plan but rather an unavoidable event (Niketh, 2008). In order to comprehend the distinctions between turnover and attrition, it is necessary to examine some of the theories that are linked to these phenomena. Some theories are listed below:

- The theory of job embeddedness posits that employees who are deeply rooted in their job, organization, and community exhibit a lower propensity to voluntarily exit. Therefore, turnover may be decreased by increasing employee job embeddedness, which entails establishing a work environment that is supportive, developing robust social networks, and matching employee values and objectives with those of the firm.

- The push-pull theory posits that employees may be compelled to leave an organization as a result of unfavourable working conditions, inadequate remuneration, or limited prospects for career growth. Conversely, they may be attracted to alternative opportunities that offer superior compensation, benefits, or job fulfilment. To mitigate employee turnover, it is imperative to tackle the negative push factors while simultaneously augmenting the positive pull factors. This can be achieved by providing attractive remuneration packages, avenues for professional advancement, and a conducive work-life equilibrium.

- The organizational justice theory posits that employees are more inclined to remain in an organization when they perceive it to be equitable, considerate, and morally upright. Therefore, the reduction of employee turnover necessitates the establishment of a

corporate culture that prioritizes principles of equity, openness, and responsibility, thereby fostering an environment in which personnel feel appreciated and esteemed.

- According to the Life-Cycle theory, employee attrition and turnover are natural parts of any employee's tenure. According to this theory, employees go through a progression from joining the organisation to leaving it for reasons like retirement or a change in careers, among others. These phases include entrance, development, maturity, and decline. To reduce employee turnover, it is important to understand the needs and motivations of staff at all stages and to provide them with appropriate support and opportunities.

When discussing with human resources professionals, the terms turnover and attrition are used interchangeably, yet mean different things. Attrition refers to the natural and slow reduction in the size of an organization's workforce over time, while turnover refers to the numerical or proportionate representation of individuals that leave. Job embeddedness, organisational fairness, life-cycle theory, and push-pull theory are some of the theoretical frameworks that organisations might use to reduce turnover. The goal of these models is to enhance the things that draw in and keep workers, while simultaneously addressing the things that cause them to quit. Factors contributing to employee attrition (Koburtay & Sye, 2021) are a subject of interest in organizational research:

- *Career transition:* It is not uncommon for employees to depart from an organization in order to pursue an alternative career trajectory that is more congruent with their individual aspirations and passions.

- *Improved employment opportunities:* It is possible for employees to depart from an organization in the event that they are presented with a more favourable job offer that includes superior compensation, benefits, or prospects for professional advancement elsewhere.

- *Burnout:* Burnout is a phenomenon that may result in employees' departure from their jobs due to prolonged stress, fatigue, and dissatisfaction caused by excessive workload or inadequate work-life equilibrium.

- *Workplace conflict:* Workplace conflict can result in employee attrition as a consequence of disputes with colleagues, supervisors, or an unfavourable organizational culture that negatively impacts their psychological and physiological well-being.

- *Absence:* The absence of acknowledgment or input may result in employee attrition, as they may perceive themselves as underappreciated or undervalued, and may not have access to recognition, feedback, or professional growth prospects.

- *Lack of Employment Stability*: The Lack of employment stability can result in employees opting to depart from their current position due to the perception of insecurity, thereby inducing a sense of ambiguity and distress regarding their prospects.

- *Employee Relocation*: In the event that an employee must relocate to another city or country due to personal or family reasons, it may become challenging to maintain employment with their current organization, potentially leading to their departure.

- *Technological advancements*: The rapid pace of technological advancements in various fields may result in employees experiencing a sense of obsolescence or incompetence, potentially leading to their departure from the organization. Employee attrition can occur when job expectations are not met, resulting in feelings of disillusionment and disappointment.

- *Cultural fit*: The concept of cultural fit is a crucial factor in employee retention as it can impact their level of motivation, engagement, and commitment to the organization. In cases where employees perceive a lack of alignment between their personal values and the organizational culture, they may opt to leave the organization.

- *Diversity and inclusion:* The absence of diversity and inclusion within an organization may result in employee attrition due to perceptions of marginalization, bias, and discrimination.

- *Inadequate leadership*: Inadequate leadership can result in employee attrition due to perceptions of deficient integrity, competence, or empathy, thereby engendering a dearth of trust, esteem, and drive.

- *Health-related concerns:* Health-related concerns among employees can result in their departure from the organization, as they may face difficulties in executing their job responsibilities efficiently. This can lead to absenteeism, decreased productivity, and compromised work quality.

- *Crucial workplace safety:* Ensuring workplace safety is crucial as employees may opt to discontinue their employment in the event of perceiving their work environment as hazardous. This may result in accidents, injuries, or illnesses, which can have adverse effects on their physical and psychological well-being.

- *Work-life balance*: Employee turnover may occur due to changes in personal circumstances, such as marriage, divorce, childbirth, or caregiving responsibilities, which may necessitate a shift in work-life balance.

- *Misalignment:* Employees may depart from an organization due to political or social factors, such as a disagreement with the entity's views or actions. This may result in a misalignment with the company's mission and values.

- *Absence of trust:* The absence of trust can result in employee turnover if the organization is perceived as lacking transparency, honesty, or fairness, thereby eroding confidence in the organization's objectives and motivations.

- *Autonomy in the workplace:* The absence of autonomy in the workplace may result in employees departing from their positions due to a perceived lack of authority over their tasks, ultimately resulting in diminished levels of drive, involvement, and ingenuity.

- *Insufficient resources:* Insufficient resources can result in employee turnover due to a perceived inability to perform job duties effectively, ultimately resulting in diminished productivity and work quality.

- *Absence of job satisfaction:* The absence of job satisfaction can result in employee attrition, particularly when employees perceive their job as monotonous, lacking in stimulation, or ungratifying. This can lead to a dearth of drive, involvement, and allegiance to the organization (Dey, 2020).

The loss of employees is a problem for all levels of performance, both the best and the worst. The constant movement of employees has both positive and negative effects on an organization. A positive kind of attrition takes place when employees with poor performance willingly resign or are dismissed. Negative attrition, on the other hand, is the phenomenon that occurs when high-performing workers whose performance is above par, who are accountable for raising revenue and pushing sales get unmotivated and begin seeking for other employment opportunities. A loss of employees indicates that there is a broader and more significant issue inside the firm (Bhatnagar & Chawla, 2020).

Employee turnover incurs intangible expenses, including the duration and financial resources required for training new employees, the costs associated with recruiting and hiring replacements, the expenses incurred for temporary workers, the loss of knowledge and productivity, and the expenses incurred for a vacant post while the search for a permanent one. The intangible cost associated with attrition encompasses the impact on an organization's culture, morale, social capital, and organisational memory, which may surpass the concrete expenditures incurred. All of these penalties would have a significant impact on the company's profitability and competitive edge (Mangadu & Kumar, 2016).

According to the (Balakrishnan, et al., 2013), the study results indicate that there is a positive correlation between high levels of employee engagement and increased commitment and psychological connection. These factors, in turn, contribute to higher rates of staff retention and lower rates of employee turnover. Enhancing worker engagement may be achieved by identifying the key factors or influencers that have the greatest influence. Reducing staff attrition is of utmost importance in a firm with broad service arms, as the unexpected departure

of key individuals may result in significant losses such as decreased productivity, missed or delayed deadlines, and the need to hire costly replacements. By proactively identifying highly skilled individuals who are at a significant danger of leaving a company willingly, the organisation may take timely actions to influence these employee departures, therefore averting both financial and knowledge losses (Singh, et al., 2012).

Preventive Analysis of employee turnover taking into account the impact of HR disruption:

The study conducted by (Bennett, et al., 1993) after controlling for factors including company culture, work environment, and employee demographics, regression analysis was conducted to determine the impact of employee benefits on turnover. According to the findings, employee benefits have a substantial effect on employee turnover. In their study, (Setiawan, et al., 2020) utilised logistic regression to forecast the extent of employee attrition. The model included many factors, such as the level of job satisfaction among employees, the frequency of business travel, the number of organisations they have been employed by, the total length of their employment, and the duration of their tenure under their current management. Poll findings were used during a conference to analyse and compare various machine learning techniques. Based on the findings of the study, many factors influence an employee's decision to remain with or to leave a company. The factors included are job security, opportunities for career growth, equilibrium between work and personal life, acknowledgment from supervisors, and employee development. The Naïve Bayes algorithm demonstrated superior performance compared to other algorithms in accurately predicting employee turnover (Usha & Balaji, 2021).

In their research, (El-Rayes, et al., 2020) using decision tree and random forest approaches, the research analysed employee attrition in many organisations. This study used a dataset consisting of 5,500 anonymous resumes obtained from the job board 'Glassdoor'. The research found that the most important factor affecting employee turnover was a change in salary. (El-Rayes, et al., 2020) came up with a lot of theories, and one of them is that if a rival organisation offers a salary increase of more than 40%, remuneration can significantly affect retention. In addition, the authors conjectured that workers at companies with lower Glassdoor rankings are more likely to quit their current positions than workers at companies with higher rankings.

In their study, (Al-Darraji, et al., 2021) a deep-learning algorithm was used to forecast staff turnover. The model consisted of fifty-three neurons, which were separated into an output layer, seven hidden layers (each containing 100 neurons), and the model itself. According to (Al-Darraji, et al., 2021), the primary factors influencing an employee's decision-making process were determined to be the number of overtime hours worked, job level, and monthly income. In their study, (Pratt, et al., 2021) evaluated the efficacy of the random forest algorithm in comparison to other algorithms. The researchers employed various parameters, and the algorithm's efficiency may be assessed by using metrics such as area under the curve and accuracy. In conclusion, the results of the study revealed that the random forest algorithm exhibited the highest level of effectiveness. (Pratt, et al., 2021) identified income, age, years of employment, and rate of pay as the primary determinants influencing workers' decision to depart from their present organization.

In their study, (Alduayj & Rajpoot, 2018) conducted an experiment on turnover prediction using a machine learning model. Initially, they utilized an imbalanced dataset, and subsequently, they employed oversampling to convert the imbalanced dataset into a balanced one. The random forest method outperformed the other algorithms in terms of accuracy and F1 score.

As per (Krishnan & Singh, 2010) study the purpose of this study was to examine the relationship between educational deviance, performance orientation, and organisational citizenship conduct as they pertain to the resignation intentions of information technology (IT) professionals (managers and employees alike). The results of the hypothesis testing showed that there is a strong association between being less performance-oriented and engaging in organisational citizenship activity, higher degrees of educational deviance, and a stronger desire to quit. Krishnan and Singh (2010) used structural equation modelling to find a strong association between organisational deviance and willingness to quit. Performance orientation also mediated the relationship between organisational citizenship conduct and resignation intent, according to their study's findings. Beyond that, the correlation between organisational deviance and resignation intent was somewhat moderated by performance orientation, according to the study's results.

In their study, (Fallucchi, et al., 2020) eight models were used to evaluate their performance via the utilization of predictive modelling methodologies. The models were evaluated using a synthetic dataset consisting of thirty-five attributes. The study indicates that the primary factors influencing employee turnover are monthly wage, age, proximity to home, cumulative years of work experience, and the passage of time. The Gaussian Naïve Bias approach had superior performance in comparison to other algorithms, as seen by its lower occurrence of false positive instances, higher recall rate, and greater number of genuine positive cases. (Saradhi & Palshikar, 2011) to find out if customer churn models might be used to explain employee turnover, researchers compared them. To calculate the monetary worth of leaving employees, the company developed an employee value model equation. A major focus of the authors' work was on how well the support vector machine approach predicted employee turnover.

In their study, (Fan, et al., 2012) the researchers proposed a comprehensive model that included quantitative predictive modelling techniques, including the back propagation network and the self-organizing map. The final model effectively partitioned the data into four distinct groups based on turnover rates. Notably, the hybrid model exhibited superior accuracy compared to the individual models. (Yahia, et al., 2021) study suggests a transition in the research community's emphasis from big data to deep data, with a particular emphasis on enhancing data quality by eliminating duplicate data and using appropriate feature selection methods like select-best and recursive feature elimination. The researchers determined that the vote classifier algorithm exhibited the highest level of effectiveness, while also identifying business travel as a noteworthy factor influencing staff retention.

In their study, (Kakulapati, et al., 2020) utilized a k-means clustering methodology to ascertain the groupings of employees based on their potential for employability and promotion prospects, as determined by the associated salary ranges for each cluster. In addition to the attrition predictive models, a study conducted by (Sharma, et al., 2019) utilized an artificial neural network to analyse emotional intelligence data obtained from a trait meta-mood scale survey. The network was able to accurately predict the level of emotional intelligence for specific individuals.

In their recent study, (Younis & Ahsan, 2021) aimed to provide researchers with a novel perspective on predicting the attrition of top-performing employees. Specifically, they utilized

social network analysis to see whether there was a correlation between attrition and the degree to which influential people inside the network and high-performing individuals outside the network were linked. In a study conducted by (Ghosh, et al., 2013), to ascertain the primary factors influencing employee retention, the authors conducted a survey among firm managers. The study findings indicate that emotional commitment emerged as the most significant among the seven crucial criteria assessed. Normative commitment, objective clarity, organisational culture, employee engagement, and engagement were shown to be closely associated factors.

(Bagga, 2013)proposed the establishment of a distinct department within the organization to address employee retention. This recommendation was based on the finding that while compensation was the primary factor for employers in retaining employees, it ranked fifth among the reasons for employees leaving the company. (Dubey, et al., 2016) conducted research within humanitarian organizations and found that attrition was influenced by different factors depending on the category. Employment impression was shown to be the most relevant external element, according to the research. Across all categories, the research found that work-related factors significantly impacted attrition rates. Attrition was shown to be primarily influenced by individual factors such as bio-graphics, marital status, aptitude, IQ, and the number of dependents.

According to the findings of (Sivathanu & Pillai, 2020) survey, which sampled human resource professionals within organizations, technology utilized in talent management is a crucial factor in the development of high-performing talent, ultimately contributing to the overall performance of the organization. According to Sivathanu and Pillai's (2020) research, the utilization of talent analytics enables human resources (HR) professionals to monitor and forecast the performance of top-performing employees. This in conjunction with strategic management, facilitates the recruitment, growth, and retention of employees. The present discourse takes a novel direction in the literature review by examining talent management strategies in the context of HR domain disruption.

According to (Boudreau & Ziskin, 2011), upcoming human resources professionals should emphasize team leadership, collaborative product development using the agile methodology, developing a unique value proposition for each employee, and dividing up the workforce into different groups. They should also pay close attention to the leadership, structure, diversity, and social responsibility of the organization. The 5-C framework, as

proposed by (Schuler, 2015), Components of talent management include decision-making, policies, the individuals responsible for talent management, challenges in inspiring talent, the need for employee engagement, relocation, and a number of factors (such as leadership, values, company culture, economic development, and national competitiveness). The outcomes of talent management include things like individual satisfaction, career advancement, coaching, feedback, compensation and benefits, motivation, retention, and productivity. According to popular belief, the aforementioned structure is crucial for enabling efficient talent management.

(Saling & Do, 2020) utilized system gram modelling to depict the existence of adaptive personnel within the organization. This technique enabled them to capture the ecosystem of human capital management throughout the employees' life cycle. The purpose of this visualization was to identify opportunities where artificial intelligence could be leveraged to enhance decision-making processes. From an analytical perspective, organizations that implement people analytics in the workplace tend to demonstrate a data-driven culture that is both transparent and authentic. They leverage data from various functions, prioritize critical projects, engage in continuous learning, and adopt cutting-edge technological processes.

The advent of digital disruption has prompted HR professionals to reconsider their role within organizations. In addition to managing talent, HR must also prioritize fostering employee interactions within temporary organizations and enhancing digital capabilities to effectively navigate the digital landscape. Ultimately, HR's ability to align with core digital principles and practices is critical to delivering optimal business value (Minbaeva, 2021).

(Sivathanu & Pillai, 2018) Observed a significant rise in intelligent HR innovations and emphasised the need for HRM teams to use AI techniques at every stage of the employee's career. It is crucial to effectively handle the diverse workforce across many generations and transform the prevailing corporate culture. (Sivathanu & Pillai, 2018) to solve the problem of inaccurate communication and create a company culture that values transparency and creativity, proposed a flat hierarchical structure. A new paradigm in human resource management has emerged as a result of the advent of fast technology advancement and the fourth industrial revolution, with a focus on the worker. Adapting to the ever-changing workforce mix and environmental conditions necessitates HR to comprehend the emotional touch points with employees. To ensure that the individual and the organization both profit from this adaptation, it is crucial to consider the social gains (Claus, 2019). A significant

amount of scholarly investigation has been dedicated to the examination of attrition prediction models within the framework of people management techniques in response to digital disruption. However, the current unprecedented levels of attrition in organizations due to the pandemic necessitate a concise investigation into the current organizational dynamics.

According to (Sull, et al., 2022), based on a comprehensive study including thirty-eight diverse sectors, employee turnover was mostly attributed to factors such as a detrimental organisational culture, inadequate employee welfare initiatives during the COVID-19 pandemic, insufficient work stability, a lack of innovation, and a dearth of employee appreciation. A recent cross-national study conducted by (Smet, et al., 2022) employers in Australia, Canada, Singapore, the United Kingdom, and the United States were questioned. The research revealed that workers had a higher propensity to depart from their respective organizations as a result of many issues, including diminished managerial worth, a diminished feeling of organizational affiliation, inadequate trust, lack of caring, and limited work flexibility. It is noteworthy that a considerable proportion of workers tendered their resignations without successfully obtaining other employment prospects.

(Cook, 2021) proposed strategies for addressing the issue of attrition during times of uncertainty, including identifying specific causes, measuring outcomes, and implementing tailored retention approaches. However, in India, the economic impact of the COVID-19 pandemic has exacerbated pre-existing income disparities, particularly among middle and lower-income individuals, resulting in a decline in the availability of high-paying jobs (Mohan, 2022). The aforementioned implications have prompted the author to conduct a review of the literature and reconsider the phenomenon of employee attrition. The ensuing discourse is expounded upon in the subsequent section.

The COVID-19 pandemic has had a significant impact on the human resources industry.

Human resource managers have recently faced difficult conditions due to the COVID-19 outbreak. Given the significant global impact of the pandemic, it is imperative for organizations to effectively respond and adapt to the resulting changes, including managing their workforce in a manner that aligns with these alterations (Carnevale & Hatak, 2020). According to (Sheppard, 2020), it is imperative for companies to make necessary preparations to cope with potential future changes and periods of turbulence. According to (Sheppard,

2020), it is advisable to embrace platform-based technologies and devise innovative business models. According to (Carnevale & Hatak, 2020), the field of Human Resource Management (HRM) plays a crucial role in facilitating employees' ability to navigate and adapt to unforeseen changes that may arise in both the workplace and broader societal contexts. Moreover, the virtual work environment necessitates the possession of digital and collaborative competencies by the workforce, as stated by (Sheppard, 2020).

The prevalence of remote work from home has led to an increased need for Human Resource Management (HRM) to address the stress experienced by employees due to the blurring of boundaries between work and family domains (Giurge & Bohns, 2020). Furthermore, the rise in unemployment resulting from the economic downturn places additional strain on individuals. According to the International Labour Organisation, it is projected that a staggering 195 million individuals employed in full-time positions will experience job loss on a global scale within the current year (ILO, 2020). Consequently, it is imperative for employees to acquire novel competencies that enhance their marketability in the digital realm (Das, et al., 2020). (Parry & Battista, 2019) suggest that HR managers should develop strategies that facilitate the utilization of advanced technologies by employees and the enhancement of their digital skills.

According to (Das, et al., 2020) , the pursuit of lifelong learning and talent development remains crucial, albeit with a shift towards online training sessions. It is noteworthy that the leaders of the Chinese companies surveyed did not prioritize resource conservation, but instead opted to make significant investments in order to enhance their competitive edge (Das, et al., 2020).

As a result, the transformation process necessitates HR professionals to undertake a supportive and facilitative role. Additionally, they are accountable for enhancing the skills and abilities of employees to ensure their retention within the organization (Parry & Battista, 2019). Companies must make staff reskilling and up-skilling a top priority in their strategy. A large-scale research that surveyed 869 teams and 11,011 employees from different European countries found that not all employees benefit equally from working remotely. More importantly, the research shows that teams perform worse when members work remotely, especially when they work more than 8 hours each week (Van der Lippe & Lippenyi, 2019). When Human Resource Management (HRM) is involved in coordinating flexible or hybrid

work, it is essential to address individual performance components including job satisfaction, dedication, and job characteristics (Van der Lippe & Lippenyi, 2019). In addition, there are major implications for productivity and efficiency related to workers' well-being and physical health. When it comes to HRM, one of the biggest challenges is managing work and family responsibilities while working remotely, as noted by (Peasley, et al., 2020).

According to (Singer-Velush, et al., 2020) research conducted at Microsoft, the pandemic posed significant challenges in terms of business continuity, employee well-being, and customer orientation. Organizational managers are endeavouring to mitigate the potential adverse consequences of remote work by assisting employees in establishing priorities. Conversely, the reduction in social interaction resulting from the pandemic has potential ramifications for the psychological well-being of workers. In light of this challenge, it is imperative for HR professionals to address it by organizing virtual meetings or establishing online connections to sustain the motivation and productivity of employees (Singer-Velush, et al., 2020). Moreover, the practice of remote work poses challenges in terms of regulating and supervising the actions of personnel. According to (Das, et al., 2020), managers have identified a viable solution in the form of online dashboards and digital data for the purpose of evaluating workload and performance. These dashboards provide lot of insights to ensure business continuity, bring efficiencies by looking at turnaround time and also ensuring right workloads are assigned to staff.

2.2 Employee Turnover and Its Influencing Factors

Employees leave for several reasons, the most common being a lack of interest in one's work, dissatisfaction with one's career prospects, or dissatisfaction with one's workplace. A study of IBM workers found that variables such as salary, age, and other demographics had a substantial effect on employee turnover, and that the loss of a senior leader may cause a large void in the organization's leadership (Yang & Islam, 2020).

The most important element influencing employee turnover was analysed in a recent study conducted by the research team. Attrition's antithesis is retention. Companies' development is stunted by employee turnover, therefore every year, businesses devise new retention schemes to keep their best people from leaving. Retention incentives, enhanced training, increased promotion opportunities, and time-bound stock options are all examples of

such strategies. Therefore, the business may better focus its retention strategy if it can identify the main driver for attrition (Srivastava & Tiwari, 2020).

The primary objective was to acquire new information and concepts based on the earlier setup, as well as to learn about the latter's strengths and weaknesses, with the end goal of further enhancing and improving the integration. (Vigneshwaran, et al., 2022) study shares that, when it comes to striking a good work-life balance, most researchers agree that being your boss has its advantages.

The research conducted by (David, 2015) uncovered a variety of factors that contribute to employee turnover in the information technology industry. Some of these factors include excessive stress as a result of high pressure, workload that has driven individuals to quit their employment, and a lack of trust between workers and their leaders, which results in a lack of motivation and no retention.

The research conducted by (Janani, 2014) revealed two elements. When an individual makes the decision to resign from their employment, there exist two primary classifications of variables: push factors and pull factors. The activities of a firm are subject to the effect of both push and pull factors. Several push factors may be identified, such as the size, location, style, communication system, and rewards and facilities offered by the organisation. Pull elements include things like a high pay, career growth, new challenges, and an intriguing work. Age, marital status, health challenges, and problems relating to family all have a role in the likelihood of an employee leaving their job.

(Kaur, 2013) throughout the course of her investigation came to the conclusion that there is no one attrition management system that is suitable for every business. Each company has to devise a method of employee motivation that is based on the extent to which individual objectives are aligned with those of the company. One organization's answer may not work for another company in the same industry, and vice versa.

(Shashikala & Ravindra, 2013) found in his research that there is a need for businesses to begin better comprehending their staff members and to establish a more dependable and tangible connection with those staff members. Ravindra's findings were presented as evidence that this requirement exists. He said that a low rate of employee turnover is attainable by the

business provided that it takes care of a few elements and deals with issues in a manner that is somewhat emotional.

The research conducted by (James & Mathew, 2012) identified several significant retention methods. They consist of on-site and off-site day care facilities, awards and recognition, chances for training and development, mentorship and coaching sessions, career planning, flexible work scheduling, and yearly performance reviews. At the graduate level, offering flexible work hours is an extremely significant part of a retention strategy. When it comes to keeping staff on board, recognition and rewards play a significant role. The most effective strategy for increasing employee retention is to have an understanding of what people desire from their employer.

According to the research conducted by (Boyar, et al., 2012), the acknowledgement of skills is a highly efficient method of knowledge retention at any age. By providing workers with a favourable remuneration structure, an organization may increase the likelihood that workers will remain there. Giving workers with a supportive and learning atmosphere, flexi time, training and development opportunities are also extremely significant retention tactics for maintaining the personnel. Other retention strategies include giving employees with the opportunity for advancement.

According to the findings of a study carried out by (Govaerts, et al., 2010), a business that values its workforce and wants to keep it should prioritize the education of its workers. If the company prioritized education, it would be in the company's best interest to keep its employees. When it comes to keeping employees on board, age is a very crucial consideration.

In their research, (Goswami & Jha, 2012) found that businesses that are preparing for the future should be providing special attention to the reasons why attrition is happening in the present. If a company disregards the reasons why employees are quitting their jobs, they are essentially disregarding the company's most valuable asset: its employees.

(Kyndt, et al., 2009) found via their research and study that a company need to place a particular focus on the learning of its personnel. Employee retention is positively correlated with both the leadership style and the age of the leader. According to the research done by (Hannay & Northam, 2000), as time has progressed, the retention of employees has become an

increasingly important factor for firms to consider. It is necessary for a company to develop methods to retain its workforce in order to guarantee the retention of its employees. The expansion of the benefits package is one of the strategies that is advocated as a method of cultivating loyalty and commitment towards the organisation. The implementation of a tuition reimbursement programme for employees, the exploration of alternative labour markets through the recruitment of older workers, the provision of applicants with realistic job previews during the hiring process, and the customisation of jobs to meet employees' desires for autonomy, challenge, and growth are all examples of retention strategies that enhance employee retention.

2.3 The Great Resignation

The retention of key employees has grown in importance as a factor for businesses to think about. It is critical for a company to implement worker retention methods to guarantee personnel retention. Raise the benefits package as one strategy to encourage employees to stay loyal to the firm. Implementing a tuition reimbursement programme for employees is one retention strategy that enhances employee retention. Another strategy is to recruit older workers or workers from varied background to explore alternative labour markets. During the hiring process, it is important to provide applicants realistic job previews.

Lastly, tailoring jobs to employees' desires for autonomy, challenge, and growth is another retention strategy (Smith, 2022). Anthony Klotz, a management associate professor at the University of Texas in the US, used the term "Great Resignation" first.

The individual in question made a projection in May 2021 about a potential rise in resignations as the pandemic reached a state of stability, in contrast to the historically low figure seen in 2020. According to a recent survey conducted by the US Bureau of Labour Statistics, there has been a consistent upward trend in the rate of voluntary job termination since April 2021. Each month has seen the establishment of new records, culminating in a peak of 3% in September 2021 (Buffett, 2021).

Various factors are believed to be contributing to the phenomenon known as the Great Resignation.

Numerous factors have been cited in the literature as contributing to 'The Great Resignation' phenomenon, including employees engaging in career re-evaluation (Chugh, 2021) and the desire for a revised and renewed sense of purpose in the workplace. The establishment of interpersonal and social relationships among colleagues, as well as the development of a shared identity, have been identified as crucial factors in organizational success. Conversely, the presence of a toxic corporate culture can have detrimental effects on the organization. The phenomena of job insecurity and reorganization, coupled with elevated levels of innovation, are noteworthy topics of discussion in academic discourse.

(Brumberg, 2021) posits that reduced connectedness, career stagnation, and blurred boundaries have been observed among individuals during the pandemic. Additionally, there have been reports of unhappiness stemming from the treatment of individuals during this time. Insufficient remuneration and inadequate benefits, inadequate equilibrium between work and personal life, and the desire to explore novel career prospects. Compensation, exhaustion, and limited career advancement (Cengage Group, 2022) are key considerations for employees to resign and consider opportunities.

The Great Resignation is having a significant impact on a global scale.

A comprehensive review of literature revealed that the economic phenomenon known as the Great Resignation had a predominant effect on the United States (Gould, 2021). Nevertheless, its influence was also observed on a global scale, encompassing countries such as the United Kingdom, China, and India.

As per McKinsey report of 2021 "Great Attrition or Great Attraction? The choice is yours" authored by Aaron De Smet, Bonnie Dowling, Marino Mugayar-Baldocchi, and Bill Schaninger, more than 15 million US workers—and counting—have quit their jobs since April 2021, a record pace disrupting businesses everywhere. Companies are struggling to address the problem, and many will continue to struggle for one simple reason: they do not really understand why their employees are leaving in the first place. Rather than take the time to investigate the true causes of attrition, many companies are jumping to well-intentioned quick fixes that fall flat: for example, they are bumping up pay or financial perks, like offering "thank you" bonuses without making any effort to strengthen the relational ties people have with their colleagues and their employers. The result – rather than sensing appreciation, employees sense

a transaction. This transactional relationship reminds them that their real needs are not being met.

If the past 18 months (2021-2023) have taught us anything, it is that employees crave investment in the human aspects of work. Employees are tired, and many are grieving. They want a renewed and revised sense of purpose in their work. They want social and interpersonal connections with their colleagues and managers. They want to feel a sense of shared identity. Yes, they want pay, benefits, and perks, but more than that they want to feel valued by their organizations and managers. They want meaningful, though not necessarily in-person interactions, not just transactions.

By not understanding what their employees are running from, and what they might gravitate to, company leaders are putting their very businesses at risk. Moreover, because many employers are handling the situation similarly—failing to invest in a more fulfilling employee experience and failing to meet new demands for autonomy and flexibility at work—some employees are deliberately choosing to withdraw entirely from traditional forms of full-time employment.

The bottom line: The Great Attrition is happening, it is widespread and likely to persist—if not accelerate—and many companies do not understand what is really going on, despite their best efforts. These companies are making ineffective moves based on faulty assumptions. It does not have to be this way. If companies make a concerted effort to better understand why employees are leaving and take meaningful action to retain them, the Great Attrition could become the Great Attraction. By seizing this unique moment, companies could gain an edge in the race to attract, develop, and retain the talent they need to create a thriving post pandemic organization.

But this will not be easy, because it requires companies and their leaders to truly understand their employees. It requires leaders to develop a much deeper empathy for what employees are going through and to pair that empathy with the compassion—and determination—to act and change. Only then can employers properly re-examine the wants and needs of their employees—together with those employees—and begin to provide the flexibility, connectivity, and sense of unity and purpose that people crave.

Along the way, many senior executives will be challenged to reimagine how they lead. The skills that made leaders effective before the COVID-19 pandemic—strong coaching, mentoring, creating strong teams—are just table stakes for the challenge of the months and years ahead. Attrition could get worse, since employees are willing to quit without a job lined up. Also employers cannot fix what they do not understand. To stem the tide, senior executives must understand why employees are leaving. Many are struggling to do so.

For example, when employers were asked why their people had quit, they cited compensation, work–life balance, and poor physical and emotional health. These issues did matter to employees—just not as much as employers thought they did. By contrast, the top three factors' employees cited as reasons for quitting were that they did not feel valued by their organizations (54 percent) or their managers (52 percent) or because they did not feel a sense of belonging at work (51 percent). Notably, employees who classified themselves as non-White or multiracial were more likely than their White counterparts to say they had left because they did not feel they belonged at their companies—a worrying reminder of the inequities facing Black employees and other minority groups.

Image 1

Employers do not fully understand why employees are leaving.

Factors that are important to employees versus what employers think is important

More important to employees than employers appreciate | Less important to employees than employers think | As important to employees as employers think

Employees

+2 Most important
+1 Somewhat important
0
−1 Less important
−2

Valued by organization
Valued by manager
Sense of belonging
Work–life balance
Having caring and trusting teammates
Potential for advancement
Unmanageable workload
Feel engaged by work
Inadequate compensation
Looking for a better job
Poor health
Flexible work schedule
Care for family
Safe environment
Negative interactions[1]
Development opportunities
Doing meaningful work
Ability to work autonomously
Ability to work remotely
Poached by another company
Access to technology
Living in a desirable location
Starting a business

−2 −1 0 +1 +2
Less important / Somewhat important / Most important
Employers

Note: Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to the following question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to the following question: Why do you think employees are choosing to leave your organization now? (select all that apply)
[1] Includes clients, customers, patients, and students.

As per Mckinsey report of 2021 titled "Great Attrition or Great Attraction? The choice is yours" (Smet, et al., 2021) created a heatmap on potential reasons of why employees leave.

The forthcoming section provides a detailed discussion on the ramifications of the Great Resignation phenomenon in India.

The Great Resignation phenomenon has been observed in India, and its impact is a topic of interest.

The phenomenon of the Great Resignation in India is a significant concern, albeit not as severe as in the United States. In 2021, the leading IT firms in India recruited approximately 170,000 individuals, a remarkable pace that has not been observed before. According to (Patel,

2022), a recent survey conducted by Amazon India in September 2021 revealed that over half of job seekers, specifically 51%, are actively seeking employment opportunities in sectors where they possess limited or no prior experience. In July 2021, there was an 11% increase in the employment opportunities available in the Indian job market.

As per the findings of a survey conducted by YouGov-Mint-CPR, it was observed that a higher percentage of millennials, i.e., 24%, experienced job loss in comparison to their pre-millennial counterparts, who reported a job loss rate of 17%. The data indicates that individuals with a lower level of education, specifically those with a school-level education, experienced a higher rate of job loss at approximately 30%, in contrast to professionals who experienced a job loss rate of approximately 16%. According to a report by CNBC in 2022, the unemployment rate stood at a mere 8% by November-December 2021. According to (Das, 2022), the information technology industry experienced a significant attrition rate in 2021, resulting in a surge in recruitment efforts among firms in 2022. According to (Gyanchandani, 2021) findings, the proliferation of start-up companies and remote work opportunities, coupled with inadequate work-life balance, have emerged as significant factors contributing to employee attrition.

According to (Sull, et al., 2022), the study revealed that many elements, including lateral career chances, remote work arrangements offered by firms, sponsored social events, and predictable schedules, had a more significant favourable influence compared to salary. The study clearly articulates that a well-rounded employee experience supports retention much more than just vanilla compensation.

A prevalent strategy employed by corporations involves a rapid expansion of their workforce, as evidenced by the Indian information technology industry. According to Buffett (2021), potential strategies to address the phenomenon of the Great Resignation encompass augmenting employee compensation, enhancing employee perks, offering opportunities for individual growth and professional advancement, and assessing the conduct of supervisors. Chugh (2021) advocates for the establishment of a culture that prioritizes individualized working conditions, with a particular emphasis on fostering the personal and professional development of employees. Introducing novel challenges to personnel experiencing a plateau in their skill development, fostering a salubrious professional environment, prioritizing the

establishment of an improved workplace, and acknowledging the valuable contributions of staff members (Das, 2022).

Image 2

Attrition Trends in India over a period of 2010 to 2023
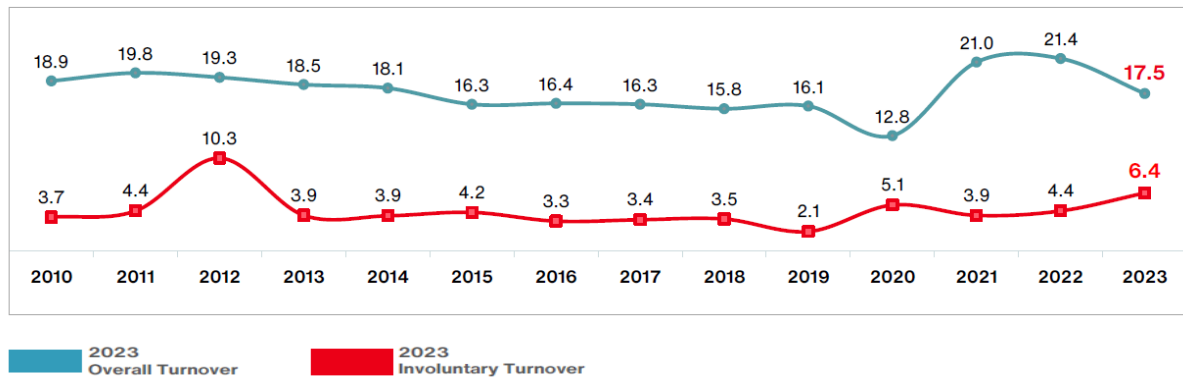
(Sethi, 2023) As per the report from Nitin Sethi the salary increases and turnover trends in Indian companies is listed above.

As per the report from Aon Hewitt, the overall attrition in India has been in the range of 15% to 19% for almost a decade from 2010-2019. In 2010-11 the nation was coming out of the sub-prime crisis which elevated the attrition levels and it took almost three years for attrition to stabilise and then have a downward trajectory. During the phase of 2015-2019, the attrition was stable in India companies at around 16% before COVID-19 pandemic hit.

The attrition fell significantly during the pandemic year and fell to around 13% in 2020. Many organizations were busy with response to covid, business continuity and safety, wellbeing of their employees. Similarly, many employees did not want to quit during the said time as clearly being illustrated from Aon's data above. However, post pandemic when the market opened up and the phenomenon of Great Resignation hit companies worldwide there was a spike in attrition as again evidenced from the above data.

Overall attrition hit 21%+ in Indian companies and it took almost two years for the attrition to stabilise. Job mobility, sectoral preference, family choices, personal aspirations were a few factors amongst many which impacted employee turnover. Once things started to become more neutral, business plans started to stabilize and hybrid ways of working started to

kick in, employees started to focus again on career development. Similarly, organizations also focussed on employee retention and both the pull and push helped in a big way. Whilst the topline numbers of latest attrition for 2023 stay at 17.5%, the attrition rates by various industries vary as evidenced from the below table.

Image 3

Turnover details by Industry in India, 2022-23

(values in percent)

Industry / Sector	Overall Turnover 2022	Overall Turnover 2023	Voluntary Turnover 2023	Involuntary Turnover 2023
Chemicals	15.0	11.2	9.7	1.5
Automotive	10.2	11.2	9.1	2.1
Aerospace and Defence	11.0	13.6	12.9	0.7
Engineering, Manufacturing	10.4	21.3	16.7	4.6
Engineering, Design Services	NA	18.6	16.8	1.8
Energy, Oil / Gas	13.6	21.9	19.1	2.8
Other Manufacturing	NA	12.1	9.6	2.5
FMCG and Consumer Durables	18.0	18.7	16.9	1.6
Life Sciences	18.7	15.1	13.1	2.0
E-Commerce	24.0	18.9	16.8	2.1
Entertainment and Media	24.9	20.5	17.0	3.5
Professional Services	24.0	26.3	24.8	1.5
Financial Institutions	29.1	30.4	24.2	6.2

General Banking	26.6	29.3	25.9	3.4
Investment Banking	18.2	22.5	16.2	6.3
Wealth Management	17.7	28.2	23.4	4.8
Life Insurance	50.4	55.9	46.3	9.6
General Insurance	30.2	32.7	21.4	11.3
Telecommunications	24.1	20.4	18.1	2.3
Global Capability Centres	19.5	17.0	14.0	3.0
Technology Consulting and Services	27.3	21.7	15.0	6.7
Technology Platforms and Products	18.1	17.9	12.6	5.3

(Sethi, 2023) As per the Aon Salary Increase and Turnover Study 2023, the details of attrition, both voluntary and involuntary is provided above for reading.

NA: Not Available (Data is not available for the said period)

Voluntary turnover is based on an employee's decision to separate and is a voluntary decision of an employee.

Involuntary turnover is based on an employer's decision and may include actions as dismissal, layoffs, retrenchments etc., Sometimes these are also mutual and agreed between the employer and the employee.

It is interesting to see the dispersion of turnover rates across industries and sectors. The traditional manufacturing industries have had the lowest levels of turnover amongst the sectors (around 10% to 12%) and insurance industry has had the maximum turnover (30% to 50%).

Since the research topic is related to COVID-19 pandemic, it's also imperative to see how hybrid, onsite working, remote working has an impact on the turnover.

Image 4

Attrition Trends in companies categorized by working model
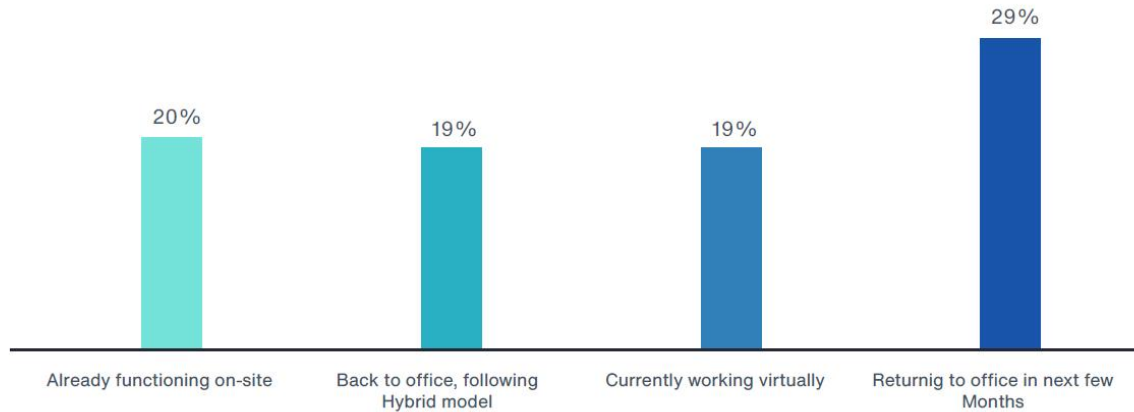
(Chaudhary, 2023) As per this report the attrition trends in companies is categorized by working model giving insights into trends.

It is interesting to see that organizations which continue to have work-from-site, organizations which have announced virtual working and organizations which have announced hybrid model, have similar attrition levels of around 19%. This clearly implies clarity in the future direction that organizations want to take and what they want the employees to follow. However, organizations which are still contemplating and/or have announced a return to work over the coming months has had a high attrition rate of around 29%. This implies that employees do not like 'uncertainty.' Also, once they are used to a certain way of working they do not prefer change. The pandemic has clearly altered employee choices, their ways of working and this in turn has impacted turnover rates in various organization.

2.4 Research Gap

This research study primarily centres on three steps to identify and bridge gaps. Initially, a comprehensive examination of the existing body of literature pertaining to the forecasting of employee turnover, with particular emphasis on the identified influential factors, has been conducted. Subsequently, the identified gap has been acknowledged and inquiries have been raised. Thirdly, a causal analysis has been conducted to narrow the prediction gap

of employee attrition for management in the era of digitalization. The phenomenon of employee attrition has proven to be a costly affair for various sectors of the industry. The recent trend of the Big Quit has further exacerbated this issue, leading to unprecedented levels of attrition. Based on the trend analysis and prediction models, it is indicated that there is an anticipated increase in the attrition rate. India is a market that relies heavily on labour; nevertheless, it is noteworthy that there exists a growing need for skilled labour. Ramping up the recruitment of new employees incurs significant and immediate expenses for the organization. In contemporary times, organizations must prioritize employee retention by devising a personalized HR retention strategy and effectively executing it with requisite managerial support. The review has proposed the necessity of a hybrid framework to bridge the gap in the existing literature, as inferred from the derived questions. The hybrid frameworks were considered with the aim of addressing both the employee experience within the organization and their emotional state, as reflected in their level of awareness and intention to leave the organization. The determination of attrition levels within an organization can be best accomplished by the human resource manager.

Subsequent investigations may be conducted to authenticate the efficacy of this amalgamated model by formulating a hypothesis and employing sophisticated algorithms to quantify the degree of attrition.

CHAPTER 3

RESEARCH METHODOLOGY

Chapter 3: RESEARCH METHODOLOGY

3.1 Research Design

The study will use a mixed-methods research methodology to thoroughly examine the many dimensions of employee attrition in Indian organizations,' with a particular emphasis on the effects of the COVID-19 pandemic. In order to fulfil the first goal concerning organizational characteristics, we will distribute quantitative questionnaires to workers in the chosen organizations. These surveys will gather data on leadership efficacy, remuneration frameworks, job responsibilities, and the general work atmosphere. Simultaneously, conducting qualitative interviews with important organizational stakeholders will provide more profound insights into these aspects.

The second goal, which aims to investigate the impact of social variables on attrition, will be addressed using qualitative methodologies. This will include conducting in-depth interviews and maybe organizing focus group discussions to acquire detailed insights into workplace relationships and support networks. In order to achieve the third aim of evaluating existing retention methods, we will carry out a comprehensive review of documents and conduct structured interviews with human resources (HR) staff and organizational leaders. The fourth goal is to evaluate the influence of the COVID-19 pandemic on attrition rates. This will be accomplished by analyzing both quantitative data collected via employee surveys and qualitative insights obtained from interviews. This approach will provide a thorough comprehension of the distinct problems presented by the pandemic.

In order to determine successful methods for retaining employees, a combination of quantitative survey data and qualitative interviews will be analyzed. This analysis will allow for the creation of practical suggestions to enhance employee retention in Indian organizations. This study design uses a combination of qualitative and quantitative approaches to thoroughly investigate the research goals. It aims to provide a comprehensive knowledge of the factors contributing to employee attrition in Indian organizations,' particularly in the context of the COVID-19 pandemic. All efforts are made to ensure a structured approach is used to focus on the research topic and gain inferences which can be used also in further future research. The setting is limited to organizations operating in India.

3.2 Data Collection

To comprehensively capture the complexities of employee attrition patterns in Indian organizations,' a mixed-methods approach will be used for data gathering. This technique will specifically focus on the consequences of the COVID-19 pandemic. Employees from certain organizations' will be given quantitative surveys using a standardized questionnaire that includes Likert scales and multiple-choice questions. Concurrently, qualitative interviews will be conducted with important individuals within the organization, such as HR staff and managers, to investigate the particular organizational and social variables that contribute to attrition, as well as the current measures used to retain employees. To maintain participant anonymity, the survey will be given online, while interviews, whether conducted virtually or in-person, may be audio-recorded with the participant's agreement. Document analysis will enhance these methodologies by conducting a methodical examination of organizational documents, such as HR policy and historical attrition statistics. In addition, focus group talks may be used to examine specific topics, such as social variables that contribute to attrition.

The data analysis will include the use of both quantitative and qualitative methodologies, such as descriptive statistics, inferential analyses, and theme analysis. This will provide a thorough knowledge of the dynamics of employee attrition in Indian organizations. During the whole procedure, ethical concerns and adherence to research ethics rules will be of utmost importance, assuring the protection of participant anonymity and maintaining the integrity of the study. Conducting regular assessments to ensure the accuracy and dependability of the data would strengthen the trustworthiness and accuracy of the results.

3.3 Sampling Procedure

This research will use a systematic sample approach to examine the patterns of employee attrition in Indian organizations,' specifically emphasizing the influence of the COVID-19 pandemic. An exhaustive compilation of Indian enterprises across many sectors would be undertaken, followed by the categorization of these organizations based on industrial sector, size, and geographical location. A random sample of organizations' will be chosen from this pool to provide a wide representation of organizational features in the research. A stratified random sample approach will be used to pick 150 employee respondents from the chosen organization cohort. This technique takes into account criteria such as job responsibilities,

hierarchical levels, and departments. The survey tool, which includes Likert scales and multiple-choice questions, will be disseminated online to the designated staff, promoting honest and open replies. Concurrently, we will conduct qualitative interviews with important individuals inside the organization, such as HR staff and managers, who have been purposefully chosen according to their specific positions and skills. The inclusion of document analysis will enhance these methodologies by gathering pertinent organizational papers. This study employs a systematic sampling method, selecting 150 respondents, to get a thorough knowledge of the factors contributing to employee attrition in Indian firms. The study will evaluate both quantitative and qualitative aspects. The sampling and data gathering techniques shall strictly adhere to ethical standards, such as obtaining informed permission from participants and ensuring anonymity and retaining responses in a confidential way.

3.4 Data Analysis

The study will use both quantitative and qualitative methodologies in order to analyze the data and meet the particular goals and research questions. The tools and strategies used will be in accordance with each objective. The survey results on organizational elements leading to attrition will be analyzed using descriptive statistics, including measures such as mean, median, and standard deviation. Statistical techniques, such as regression analysis, will be used to determine meaningful associations between variables. The survey results pertaining to existing retention techniques will be examined using descriptive statistics in order to discover prevalent practices. One may use cross-tabulations and chi-square tests to investigate the relationships between various techniques and their efficacy. The survey answers on variables that contribute to attrition during the COVID-19 pandemic will be analyzed using descriptive statistics. Comparative analyses, such as t-tests or ANOVA, may be used to detect significant differences. The survey answers about the efficacy of retention techniques will be examined via the use of descriptive statistics in order to detect patterns and preferences. Factor analysis may be used to classify and rank various techniques.

The amalgamation of quantitative studies will provide a holistic comprehension of employee attrition patterns in Indian organizations,' furnishing insights that transcend numerical data and enhancing the study's conclusions. The statistical analysis will be performed using appropriate software, such as the SPSS 26 version.

3.5 Ethical Considerations

The COVID-19 pandemic has significantly impacted workplaces globally, with India being no exception. Studying employee turnover rates during this unprecedented time is crucial to understanding how businesses are adapting and strategizing for the future. However, conducting such research necessitates careful consideration of ethical principles to ensure the rights and well-being of participants are protected.

Informed Consent: A cornerstone of ethical research is informed consent. Participants, both individual employees and collaborating organizations, should be approached transparently, and provided with comprehensive information about the study. The information should include:

- **The purpose of the research:** It is important to clearly outline the study's objectives and how the findings will contribute to knowledge about employee turnover and the impact in Indian business during the reference period.

- **Research procedures:** Clearly explain the methods that will be deployed to collect data, such as surveys, interviews, focus groups etc., It is imperative to build confidence that the procedures are professional.

- **Potential risk and benefits:** Inform and discuss with the participants the potential drawbacks, such as time commitments, multiple interviews / discussions, alongside the potential benefits for businesses and participants in understanding the turnover trends. Participants should have a full view of what they are participating in to avoid doubt and to ensure quality information gathering.

The consent form should be written in clear, concise language that avoids technical jargon. It should also ensure participants understand their right to withdraw from the study within reasonable point of time without any repercussions.

Confidentiality and Privacy: Protecting the privacy of participants is paramount. All data is anonymized, and any identifiable information is securely stored confidentially. The

researcher will implement robust data security measures to prevent unauthorized access or breaches. Similarly, private information is not shared to cover the identity of the participants.

Voluntary participation: Participation in this research is entirely voluntary. Participants should feel free and comfortable declining to participate or withdrawing from the research (within agreed reasonable time) without any fear of judgement or negative consequences.

Responsible conduct: The researcher has the moral obligation to conduct the study with honesty and integrity. This also includes:

- **Avoiding conflict of interests:** Researcher should disclose any potential conflicts that could influence the study's design or interpretation of results.

- **Honesty in data collection and reporting:** Researcher must be truthful in presenting the data and should not manipulate or misrepresent the findings based on his judgement, bias, poor understanding, or any other reasonable reason.

Ethical research and trustworthy findings: By adhering to ethical principles, researcher can build trust with participants and ensure the credibility of the findings. For the purpose of establishing a trustworthy relationship with the individuals who are taking part in the research, we will establish open lines of contact and provide regular updates on the development of the study. A clearance from the relevant institutional review boards will be obtained if applicable, and any potential conflicts of interest will be resolved, so that the design of the research will be in accordance with the ethical guidelines that have been established. The research will be conducted in accordance with ethical standards such as honesty, integrity, and regard for the dignity of the participants. This will ensure that the results of the research are dependable and trustworthy.

CHAPTER 4

DATA ANALYSIS and INTERPRETATION

CHAPTER 4: DATA ANALYSIS and INTERPRETATION

These pages show the various calculations done to interpret the received survey data and to draw meaningful inferences from the same.

4.1 Data Analysis using various tools

PART A: Frequency Table of Demographics

Table 4.A: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	106	70.7	70.7	70.7
	Female	44	29.3	29.3	100.0
	Total	150	100.0	100.0	

Table 4.A presents the gender distribution of the respondents in the study. Out of the total 150 respondents, 106 (70.7%) identified as male, while 44 (29.3%) identified as female. This distribution indicates a higher representation of males compared to females among the survey participants. The cumulative percent column illustrates that the majority of respondents (70.7%) are male, while females constitute a smaller proportion (29.3%) of the sample. These findings suggest a gender imbalance in the study population, which may warrant further exploration into potential gender-related differences in perceptions, experiences, and attitudes toward employee attrition and retention strategies within Indian companies.

Table 4.B: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	11	7.3	7.3	7.3
	26-35	24	16.0	16.0	23.3
	36-45	42	28.0	28.0	51.3
	46-55	51	34.0	34.0	85.3
	56 and above	22	14.7	14.7	100.0

	Total	150	100.0	100.0	

Table 4.B displays the age distribution of the respondents in the study. The data reveals a diverse representation across different age groups. Among the 150 respondents, the highest proportion falls within the age range of 46-55, comprising 51 individuals (34.0%). Following closely behind, the age group of 36-45 constitutes 42 respondents (28.0%). Additionally, 24 respondents (16.0%) belong to the age group of 26-35, while 22 respondents (14.7%) are aged 56 and above. The smallest proportion is observed in the age group of 21-25, with 11 respondents (7.3%). The cumulative percent column illustrates the distribution of respondents across all age categories, with the highest cumulative percentage observed in the age group of 46-55 (85.3%). This data suggests a varied age representation in the sample, highlighting the importance of considering age-related factors in analysing perceptions and experiences related to employee attrition and retention strategies within Indian companies.

Table 4.C: Education of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	33	22.0	22.0	22.0
	Master's Degree	99	66.0	66.0	88.0
	Doctorate	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

Table 4.C presents the educational background of the respondents participating in the study. The data shows a varied representation across different levels of education. Out of the total 150 respondents, the majority hold a Master's Degree, constituting 99 individuals (66.0%). Following this, 33 respondents (22.0%) hold a Bachelor's Degree, while 18 respondents (12.0%) have attained a Doctorate. The cumulative percent column indicates the distribution of respondents across all educational categories, with Master's Degree holders comprising the highest cumulative percentage (88.0%). This data suggests that the majority of respondents possess advanced educational qualifications, which may influence their perspectives and experiences regarding employee attrition and retention strategies within Indian companies.

Table 4.D: Experience of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	38	25.3	25.3	25.3
	4-6 years	32	21.3	21.3	46.7
	7-10 years	19	12.7	12.7	59.3
	More than 10 years	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

Table 4.D presents the distribution of respondents based on their years of experience. The data indicates a diverse representation across different experience levels. Among the 150 respondents, the highest proportion falls within the category of "More than 10 years," comprising 61 individuals (40.7%). Following this, 38 respondents (25.3%) have 1-3 years of experience, while 32 respondents (21.3%) have 4-6 years of experience. Additionally, 19 respondents (12.7%) fall within the experience range of 7-10 years. The cumulative percent column illustrates the distribution of respondents across all experience categories, with the highest cumulative percentage observed in the "More than 10 years" category (100.0%). This data suggests a varied representation of experience levels among the respondents, which may influence their perspectives and insights regarding employee attrition and retention strategies within Indian companies.

PART B: Organizational Factors

Leadership Effectiveness:

Table 4.1: The leadership in my organization communicates a clear vision for the future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	9	6.0	6.0	6.7
	Neutral	18	12.0	12.0	18.7
	Agree	62	41.3	41.3	60.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

Table 4.1 presents the responses regarding the effectiveness of leadership in communicating a clear vision for the future within the organization. The data indicates a diverse range of perceptions among the 150 respondents. The majority of respondents, constituting 60 individuals (40.0%), strongly agree that the leadership effectively communicates a clear vision for the future. Additionally, 62 respondents (41.3%) agree with this statement. A smaller proportion of respondents, 18 individuals (12.0%), remain neutral, while 9 respondents (6.0%) disagree, and only 1 respondent (.7%) strongly disagrees. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (60.0% and 100.0%, respectively). Overall, the majority of respondents perceive the leadership in their organization to be effective in communicating a clear vision for the future, suggesting a positive perception of leadership effectiveness in this aspect.

Table 4.2: Leadership in my organization is approachable and open to employee feedback

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	5	3.3	3.3	4.7
	Neutral	18	12.0	12.0	16.7
	Agree	73	48.7	48.7	65.3
	Strongly Agree	52	34.7	34.7	100.0
	Total	150	100.0	100.0	

Table 4.2 displays the responses regarding the approachability and openness of leadership to employee feedback within the organization. Among the 150 respondents, the majority perceive the leadership to be approachable and open to feedback. Specifically, 52 respondents (34.7%) strongly agree with this statement, while 73 respondents (48.7%) agree. A smaller proportion

of respondents, 18 individuals (12.0%), remain neutral, while 5 respondents (3.3%) disagree, and only 2 respondents (1.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (65.3% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the leadership in their organization to be approachable and open to receiving feedback from employees, fostering a culture of openness and collaboration.

Table 4.3: Decision-making in my organization is transparent and fair					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.0	4.0	4.0
	Disagree	8	5.3	5.3	9.3
	Neutral	26	17.3	17.3	26.7
	Agree	64	42.7	42.7	69.3
	Strongly Agree	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

Table 4.3 presents the responses regarding the transparency and fairness of decision-making within the organization. Among the 150 respondents, the majority perceive decision-making in their organization to be transparent and fair. Specifically, 46 respondents (30.7%) strongly agree with this statement, while 64 respondents (42.7%) agree. A significant portion of respondents, 26 individuals (17.3%), remain neutral, while 8 respondents (5.3%) disagree, and 6 respondents (4.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (69.3% and 100.0%, respectively). These findings suggest that a substantial proportion of respondents perceive decision-making processes in their organization to be characterized by transparency and fairness.

Table 4.4: Leaders in my organization effectively manage and resolve conflicts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	12	8.0	8.0	8.7
	Neutral	29	19.3	19.3	28.0
	Agree	53	35.3	35.3	63.3
	Strongly Agree	55	36.7	36.7	100.0
	Total	150	100.0	100.0	

Table 4.4 displays the responses regarding the effectiveness of leaders in managing and resolving conflicts within the organization. Among the 150 respondents, the majority perceive leaders in their organization to be effective in managing and resolving conflicts. Specifically, 55 respondents (36.7%) strongly agree with this statement, while 53 respondents (35.3%) agree. Additionally, 29 respondents (19.3%) remain neutral, while 12 respondents (8.0%) disagree, and only 1 respondent (.7%) strongly disagrees. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (63.3% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive leaders in their organization to be adept at managing and resolving conflicts effectively.

Compensation and Benefits:

Table 4.5: I feel adequately compensated for the work I do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	4	2.7	2.7	6.0
	Neutral	31	20.7	20.7	26.7
	Agree	69	46.0	46.0	72.7
	Strongly Agree	41	27.3	27.3	100.0
	Total	150	100.0	100.0	

Table 4.5 presents the responses regarding whether respondents feel adequately compensated for the work they do within the organization. Among the 150 respondents, the majority express positive sentiments regarding their compensation. Specifically, 41 respondents (27.3%) strongly agree that they feel adequately compensated, while 69 respondents (46.0%) agree. Additionally, 31 respondents (20.7%) remain neutral on the topic, while 4 respondents (2.7%) disagree, and 5 respondents (3.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (72.7% and 100.0%, respectively). These findings suggest that a significant portion of respondents feel satisfied with their compensation, indicating that they perceive it to be commensurate with the work they do.

Table 4.6: The benefits provided by my organization meet my personal and family needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.0	2.0	2.0
	Disagree	4	2.7	2.7	4.7
	Neutral	26	17.3	17.3	22.0
	Agree	73	48.7	48.7	70.7
	Strongly Agree	44	29.3	29.3	100.0
	Total	150	100.0	100.0	

Table 4.6 illustrates the responses regarding whether the benefits provided by the organization meet the personal and family needs of the respondents. Among the 150 respondents, the majority express positive sentiments regarding the benefits provided. Specifically, 44 respondents (29.3%) strongly agree that the benefits meet their personal and family needs, while 73 respondents (48.7%) agree. Additionally, 26 respondents (17.3%) remain neutral on the topic, while 4 respondents (2.7%) disagree, and 3 respondents (2.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (70.7% and 100.0%, respectively). These findings suggest that a significant portion

of respondents feel that the benefits provided by the organization adequately meet their personal and family needs.

Table 4.7: The organization provides fair and timely salary increments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.0	4.0	4.0
	Disagree	4	2.7	2.7	6.7
	Neutral	22	14.7	14.7	21.3
	Agree	72	48.0	48.0	69.3
	Strongly Agree	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

Table 4.7 displays the responses regarding whether the organization provides fair and timely salary increments. Among the 150 respondents, the majority express positive sentiments regarding salary increments provided by the organization. Specifically, 46 respondents (30.7%) strongly agree that the organization provides fair and timely salary increments, while 72 respondents (48.0%) agree. Additionally, 22 respondents (14.7%) remain neutral on the topic, while 4 respondents (2.7%) disagree, and 6 respondents (4.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (69.3% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the organization to provide fair and timely salary increments.

Table 4.8: The bonus and incentive structure in my organization is motivating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	6.0	6.0	6.0
	Disagree	4	2.7	2.7	8.7
	Neutral	36	24.0	24.0	32.7
	Agree	65	43.3	43.3	76.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

Table 4.8 presents the responses regarding the motivating nature of the bonus and incentive structure within the organization. Among the 150 respondents, the majority express positive sentiments regarding the bonus and incentive structure. Specifically, 36 respondents (24.0%) strongly agree that the bonus and incentive structure is motivating, while 65 respondents (43.3%) agree. Additionally, 36 respondents (24.0%) remain neutral on the topic, while 4 respondents (2.7%) disagree, and 9 respondents (6.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (76.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the bonus and incentive structure in their organization to be motivating.

Job Role Satisfaction

Table 4.9: My current job role aligns with my skills and expertise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.0	2.0	2.0
	Disagree	4	2.7	2.7	4.7
	Neutral	21	14.0	14.0	18.7
	Agree	64	42.7	42.7	61.3
	Strongly Agree	58	38.7	38.7	100.0
	Total	150	100.0	100.0	

Table 4.9 illustrates the responses regarding the alignment of respondents' current job roles with their skills and expertise. Among the 150 respondents, the majority express positive sentiments regarding the alignment of their job roles with their skills and expertise. Specifically, 58 respondents (38.7%) strongly agree that their current job role aligns with their skills and expertise, while 64 respondents (42.7%) agree. Additionally, 21 respondents (14.0%) remain neutral on the topic, while 4 respondents (2.7%) disagree, and 3 respondents (2.0%)

strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (61.3% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive their current job roles to be aligned with their skills and expertise.

Table 4.10: I have opportunities for professional growth within my current job role		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	12	8.0	8.0	11.3
	Neutral	17	11.3	11.3	22.7
	Agree	61	40.7	40.7	63.3
	Strongly Agree	55	36.7	36.7	100.0
	Total	150	100.0	100.0	

Table 4.10 presents the responses regarding the availability of opportunities for professional growth within respondents' current job roles. Among the 150 respondents, the majority express positive sentiments regarding the availability of professional growth opportunities. Specifically, 55 respondents (36.7%) strongly agree that they have opportunities for professional growth within their current job role, while 61 respondents (40.7%) agree. Additionally, 17 respondents (11.3%) remain neutral on the topic, while 12 respondents (8.0%) disagree, and 5 respondents (3.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (63.3% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive opportunities for professional growth within their current job roles.

Table 4.11: The responsibilities assigned to me are challenging and engaging

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	6	4.0	4.0	4.7
	Neutral	22	14.7	14.7	19.3
	Agree	65	43.3	43.3	62.7
	Strongly Agree	56	37.3	37.3	100.0
	Total	150	100.0	100.0	

Table 4.11 illustrates the responses regarding the level of challenge and engagement in the responsibilities assigned to respondents. Among the 150 respondents, the majority express positive sentiments regarding the challenging and engaging nature of their assigned responsibilities. Specifically, 56 respondents (37.3%) strongly agree that their responsibilities are challenging and engaging, while 65 respondents (43.3%) agree. Additionally, 22 respondents (14.7%) remain neutral on the topic, while 6 respondents (4.0%) disagree, and 1 respondent (.7%) strongly disagrees. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (62.7% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive their assigned responsibilities to be challenging and engaging.

Table 4.12: I am satisfied with the level of autonomy in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	5.3	5.3	5.3
	Disagree	9	6.0	6.0	11.3
	Neutral	24	16.0	16.0	27.3
	Agree	58	38.7	38.7	66.0
	Strongly Agree	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

Table 4.12 presents the responses regarding respondents' satisfaction with the level of autonomy in their job. Among the 150 respondents, the majority express positive sentiments regarding their level of autonomy. Specifically, 51 respondents (34.0%) strongly agree that they are satisfied with the level of autonomy in their job, while 58 respondents (38.7%) agree. Additionally, 24 respondents (16.0%) remain neutral on the topic, while 9 respondents (6.0%) disagree, and 8 respondents (5.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (66.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents are satisfied with the level of autonomy in their job.

Work Environment:

Table 4.13: The physical work environment (office space, facilities) is conducive to productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.0	2.0	2.0
	Neutral	23	15.3	15.3	17.3
	Agree	64	42.7	42.7	60.0
	Strongly Agree	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

Table 4.13 presents the responses regarding the conduciveness of the physical work environment (office space, facilities) to productivity. Among the 150 respondents, the majority express positive sentiments regarding the physical work environment's impact on productivity. Specifically, 60 respondents (40.0%) strongly agree that the physical work environment is conducive to productivity, while 64 respondents (42.7%) agree. Additionally, 23 respondents (15.3%) remain neutral on the topic, while 3 respondents (2.0%) disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (60.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the physical work environment to be conducive to productivity.

Table 4.14: Team collaboration is encouraged in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.0	2.0	2.0
	Neutral	12	8.0	8.0	10.0
	Agree	72	48.0	48.0	58.0
	Strongly Agree	63	42.0	42.0	100.0
	Total	150	100.0	100.0	

Table 4.14 presents the responses regarding whether team collaboration is encouraged in the organization. Among the 150 respondents, the majority express positive sentiments regarding team collaboration within their organization. Specifically, 63 respondents (42.0%) strongly agree that team collaboration is encouraged, while 72 respondents (48.0%) agree. Additionally, 12 respondents (8.0%) remain neutral on the topic, while 3 respondents (2.0%) disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (58.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive team collaboration to be encouraged within their organization.

Table 4.15: My organization promotes a healthy work-life balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	3.3	3.3	3.3
	Disagree	3	2.0	2.0	5.3
	Neutral	24	16.0	16.0	21.3
	Agree	61	40.7	40.7	62.0
	Strongly Agree	57	38.0	38.0	100.0
	Total	150	100.0	100.0	

Table 4.15 illustrates the responses regarding whether the organization promotes a healthy work-life balance. Among the 150 respondents, the majority express positive sentiments regarding the organization's promotion of work-life balance. Specifically, 57 respondents (38.0%) strongly agree that the organization promotes a healthy work-life balance, while 61 respondents (40.7%) agree. Additionally, 24 respondents (16.0%) remain neutral on the topic, while 3 respondents (2.0%) disagree, and 5 respondents (3.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (62.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the organization to promote a healthy work-life balance.

Table 4.16: The organization values diversity and inclusion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	7	4.7	4.7	6.0
	Neutral	17	11.3	11.3	17.3
	Agree	67	44.7	44.7	62.0
	Strongly Agree	57	38.0	38.0	100.0
	Total	150	100.0	100.0	

Table 4.16 presents the responses regarding whether the organization values diversity and inclusion. Among the 150 respondents, a majority express positive sentiments regarding the organization's commitment to diversity and inclusion. Specifically, 57 respondents (38.0%) strongly agree that the organization values diversity and inclusion, while 67 respondents (44.7%) agree. Additionally, 17 respondents (11.3%) remain neutral on the topic, while 7 respondents (4.7%) disagree, and 2 respondents (1.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (62.0% and 100.0%, respectively). These findings suggest that a significant portion of respondents perceive the organization to value diversity and inclusion.

PART C: Social Factors

Workplace Relationships:

Table 4.17: I have positive relationships with my colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.0	2.0	2.0
	Neutral	8	5.3	5.3	7.3
	Agree	63	42.0	42.0	49.3
	Strongly Agree	76	50.7	50.7	100.0
	Total	150	100.0	100.0	

Table 4.17 presents the responses regarding respondents' relationships with their colleagues. Among the 150 respondents, the majority express positive sentiments regarding their relationships with colleagues. Specifically, 76 respondents (50.7%) strongly agree that they have positive relationships with their colleagues, while 63 respondents (42.0%) agree. Additionally, 8 respondents (5.3%) remain neutral on the topic, while 3 respondents (2.0%) disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive their relationships with colleagues to be positive.

Table 4.18: Team members in my organization support each other					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	2	1.3	1.3	2.7
	Neutral	11	7.3	7.3	10.0
	Agree	72	48.0	48.0	58.0
	Strongly Agree	63	42.0	42.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	150	100.0	100.0	

Table 4.18 presents the responses regarding whether team members in the organization support each other. Among the 150 respondents, the majority express positive sentiments regarding the supportiveness of team members. Specifically, 63 respondents (42.0%) strongly agree that team members support each other, while 72 respondents (48.0%) agree. Additionally, 11 respondents (7.3%) remain neutral on the topic, while 2 respondents (1.3%) disagree, and 2 respondents (1.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive team members in the organization to be supportive of each other.

Table 4.19: There is effective communication among team members					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	3.3	3.3	3.3
	Neutral	22	14.7	14.7	18.0
	Agree	67	44.7	44.7	62.7
	Strongly Agree	56	37.3	37.3	100.0
	Total	150	100.0	100.0	

Table 4.19 presents the responses regarding the effectiveness of communication among team members. Among the 150 respondents, the majority express positive sentiments regarding the effectiveness of communication. Specifically, 56 respondents (37.3%) strongly agree that there is effective communication among team members, while 67 respondents (44.7%) agree. Additionally, 22 respondents (14.7%) remain neutral on the topic, while 5 respondents (3.3%) disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive communication among team members to be effective.

Table 4.20: I feel a sense of camaraderie with my co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.7	.7	.7
	Disagree	2	1.3	1.3	2.0
	Neutral	22	14.7	14.7	16.7
	Agree	68	45.3	45.3	62.0
	Strongly Agree	57	38.0	38.0	100.0
	Total	150	100.0	100.0	

Table 4.20 presents the responses regarding whether respondents feel a sense of camaraderie with their co-workers. Among the 150 respondents, the majority express positive sentiments regarding camaraderie with co-workers. Specifically, 57 respondents (38.0%) strongly agree that they feel a sense of camaraderie, while 68 respondents (45.3%) agree. Additionally, 22 respondents (14.7%) remain neutral on the topic, while 2 respondents (1.3%) disagree, and 1 respondent (.7%) strongly disagrees. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents feel a sense of camaraderie with their co-workers.

Support Systems:

Table 4.21: The organization provides adequate support for personal, professional development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	6	4.0	4.0	5.3
	Neutral	25	16.7	16.7	22.0
	Agree	66	44.0	44.0	66.0
	Strongly Agree	51	34.0	34.0	100.0

	Total	150	100.0	100.0	

Table 4.21 presents the responses regarding whether the organization provides adequate support for personal and professional development. Among the 150 respondents, the majority express positive sentiments regarding the support provided. Specifically, 51 respondents (34.0%) strongly agree that the organization provides adequate support, while 66 respondents (44.0%) agree. Additionally, 25 respondents (16.7%) remain neutral on the topic, while 6 respondents (4.0%) disagree, and 2 respondents (1.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive the organization to provide adequate support for personal and professional development.

Table 4.22: I receive constructive feedback and guidance from my superiors					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.0	2.0	2.0
	Disagree	8	5.3	5.3	7.3
	Neutral	29	19.3	19.3	26.7
	Agree	61	40.7	40.7	67.3
	Strongly Agree	49	32.7	32.7	100.0
	Total	150	100.0	100.0	

Table 4.22 presents the responses regarding whether respondents receive constructive feedback and guidance from their superiors. Among the 150 respondents, the majority express positive sentiments regarding the feedback and guidance received from their superiors. Specifically, 49 respondents (32.7%) strongly agree that they receive constructive feedback and guidance, while 61 respondents (40.7%) agree. Additionally, 29 respondents (19.3%) remain neutral on the topic, while 8 respondents (5.3%) disagree, and 3 respondents (2.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree"

categories (100.0%). These findings suggest that a significant portion of respondents perceive that they receive constructive feedback and guidance from their superiors.

Table 4.23: There are mentorship programs in place to support employee growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	17	11.3	11.3	14.0
	Neutral	25	16.7	16.7	30.7
	Agree	61	40.7	40.7	71.3
	Strongly Agree	43	28.7	28.7	100.0
	Total	150	100.0	100.0	

Table 4.23 presents the responses regarding the existence of mentorship programs to support employee growth. Among the 150 respondents, the majority express positive sentiments regarding the presence of mentorship programs. Specifically, 43 respondents (28.7%) strongly agree that there are mentorship programs in place, while 61 respondents (40.7%) agree. Additionally, 25 respondents (16.7%) remain neutral on the topic, while 17 respondents (11.3%) disagree, and 4 respondents (2.7%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive the existence of mentorship programs to support employee growth.

Table 4.24: The organization offers counselling or mental health support services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	5.3	5.3	5.3
	Disagree	6	4.0	4.0	9.3
	Neutral	23	15.3	15.3	24.7
	Agree	68	45.3	45.3	70.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	45	30.0	30.0	100.0
	Total	150	100.0	100.0	

Table 4.24 presents the responses regarding whether the organization offers counselling or mental health support services. Among the 150 respondents, the majority express positive sentiments regarding the availability of such services. Specifically, 45 respondents (30.0%) strongly agree that the organization offers counselling or mental health support services, while 68 respondents (45.3%) agree. Additionally, 23 respondents (15.3%) remain neutral on the topic, while 6 respondents (4.0%) disagree, and 8 respondents (5.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" and "Strongly Agree" categories (100.0%). These findings suggest that a significant portion of respondents perceive the organization to offer counselling or mental health support services.

PART D: Retention Strategies

Current Retention Strategies:

Table 4.25: My organization has clear policies in place to retain talented employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	6.7	6.7	6.7
	Disagree	16	10.7	10.7	17.3
	Neutral	43	28.7	28.7	46.0
	Agree	43	28.7	28.7	74.7
	Strongly Agree	38	25.3	25.3	100.0
	Total	150	100.0	100.0	

Table 4.25 presents the responses regarding whether the organization has clear policies in place to retain talented employees. Among the 150 respondents, the distribution of responses reflects varied perceptions regarding the clarity of retention policies. Specifically, 38 respondents (25.3%) strongly agree that the organization has clear retention policies, while 43 respondents (28.7%) agree. Additionally, 43 respondents (28.7%) remain neutral on the topic, while 16

respondents (10.7%) disagree, and 10 respondents (6.7%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest that a significant portion of respondents perceive the organization to have clear policies in place to retain talented employees, but there is also a notable portion of respondents who are neutral or disagree.

		Frequency	Percent	Valid Percent	Cumulative Percent
Table 4.26: Training and development opportunities are provided to enhance employee skills					
Valid	Strongly Disagree	7	4.7	4.7	4.7
	Disagree	8	5.3	5.3	10.0
	Neutral	37	24.7	24.7	34.7
	Agree	55	36.7	36.7	71.3
	Strongly Agree	43	28.7	28.7	100.0
	Total	150	100.0	100.0	

Table 4.26 illustrates the responses regarding the provision of training and development opportunities to enhance employee skills. Among the 150 respondents, there is a varied distribution of responses reflecting perceptions of the availability of training and development opportunities. Specifically, 43 respondents (28.7%) strongly agree that training and development opportunities are provided, while 55 respondents (36.7%) agree. Additionally, 37 respondents (24.7%) remain neutral on the topic, while 8 respondents (5.3%) disagree, and 7 respondents (4.7%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest that a significant portion of respondents perceive that training and development opportunities are provided to enhance employee skills. However, a fourth of the respondents have a neutral view.

Table 4.27: The organization offers flexible work arrangements to support employee needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.0	4.0	4.0
	Disagree	11	7.3	7.3	11.3
	Neutral	28	18.7	18.7	30.0
	Agree	57	38.0	38.0	68.0
	Strongly Agree	48	32.0	32.0	100.0
	Total	150	100.0	100.0	

Table 4.27 illustrates respondents' perceptions regarding the organization's provision of flexible work arrangements to support employee needs. Among the 150 respondents, there is a varied distribution of responses indicating perceptions of the availability of flexible work arrangements. Specifically, 48 respondents (32.0%) strongly agree that the organization offers flexible work arrangements, while 57 respondents (38.0%) agree. Additionally, 28 respondents (18.7%) remain neutral on the topic, while 11 respondents (7.3%) disagree, and 6 respondents (4.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest that a significant portion of respondents perceive that the organization offers flexible work arrangements to support employee needs.

Table 4.28: Recognition and reward programs are effectively implemented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	5.3	5.3	5.3
	Disagree	11	7.3	7.3	12.7
	Neutral	35	23.3	23.3	36.0
	Agree	61	40.7	40.7	76.7
	Strongly Agree	35	23.3	23.3	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	150	100.0	100.0	

Table 4.28 presents respondents' perceptions regarding the effectiveness of recognition and reward programs implemented by the organization. Among the 150 respondents, perceptions vary regarding the implementation of these programs. Specifically, 35 respondents (23.3%) strongly agree that recognition and reward programs are effectively implemented, while an equal number of respondents (35, 23.3%) disagree. Additionally, 61 respondents (40.7%) agree with the effectiveness of these programs, while 35 respondents (23.3%) remain neutral on the topic. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Agree" category (100.0%). These findings suggest mixed perceptions among respondents regarding the effectiveness of recognition and reward programs.

Effectiveness of Strategies

Table 4.29: The current retention strategies in my organization have positively impacted employee morale

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	22	14.7	14.7	17.3
	Neutral	45	30.0	30.0	47.3
	Agree	48	32.0	32.0	79.3
	Strongly Agree	31	20.7	20.7	100.0
	Total	150	100.0	100.0	

Table 4.29 displays respondents' perceptions regarding the effectiveness of current retention strategies in impacting employee morale within the organization. Among the 150 respondents, there is a range of opinions on the impact of these strategies. Specifically, 31 respondents (20.7%) strongly agree that the current retention strategies have positively impacted employee morale, while 48 respondents (32.0%) agree. Additionally, 45 respondents (30.0%) remain neutral on the topic, while 22 respondents (14.7%) disagree, and 4 respondents (2.7%) strongly

disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings indicate varied perceptions among respondents regarding the effectiveness of current retention strategies in boosting employee morale.

Table 4.30: I believe the retention strategies are aligned with employee expectations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.0	4.0	4.0
	Disagree	18	12.0	12.0	16.0
	Neutral	47	31.3	31.3	47.3
	Agree	47	31.3	31.3	78.7
	Strongly Agree	32	21.3	21.3	100.0
	Total	150	100.0	100.0	

Table 4.30 presents respondents' beliefs regarding the alignment of retention strategies with employee expectations within the organization. Among the 150 respondents, perceptions vary regarding the extent to which these strategies meet employee expectations. Specifically, 32 respondents (21.3%) strongly agree that the retention strategies are aligned with employee expectations, while 47 respondents (31.3%) agree. Additionally, 47 respondents (31.3%) remain neutral on the topic, while 18 respondents (12.0%) disagree, and 6 respondents (4.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents more with a negative to neutral bias regarding the alignment of retention strategies with employee expectations.

Table 4.31: Employees are aware of the available retention initiatives					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	6.0	6.0	6.0

	Disagree	21	14.0	14.0	20.0
	Neutral	48	32.0	32.0	52.0
	Agree	45	30.0	30.0	82.0
	Strongly Agree	27	18.0	18.0	100.0
	Total	150	100.0	100.0	

Table 4.31 presents respondents' perceptions regarding the awareness of available retention initiatives among employees within the organization. Among the 150 respondents, perceptions vary regarding the level of awareness of these initiatives. Specifically, 27 respondents (18.0%) strongly agree that employees are aware of the available retention initiatives, while 45 respondents (30.0%) agree. Additionally, 48 respondents (32.0%) remain neutral on the topic, while 21 respondents (14.0%) disagree, and 9 respondents (6.0%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the awareness of retention initiatives among employees.

Table 4.32: The organization gathers feedback from employees to improve retention strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	11.3	11.3	11.3
	Disagree	14	9.3	9.3	20.7
	Neutral	56	37.3	37.3	58.0
	Agree	36	24.0	24.0	82.0
	Strongly Agree	27	18.0	18.0	100.0
	Total	150	100.0	100.0	

Table 4.32 showcases respondents' perspectives on whether the organization gathers feedback from employees to enhance retention strategies. Among the 150 respondents, there is a range of opinions on the organization's approach to gathering feedback. Specifically, 27 respondents

(18.0%) strongly agree that the organization collects feedback from employees, while 36 respondents (24.0%) agree. Moreover, 56 respondents (37.3%) remain neutral on the topic, while 14 respondents (9.3%) disagree, and 17 respondents (11.3%) strongly disagree. The cumulative percent column demonstrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest varying perceptions among respondents regarding the organization's efforts to solicit feedback from employees for enhancing retention strategies.

PART E: Impact of COVID-19 Pandemic

Impact on Job Satisfaction:

Table 4.33: The COVID-19 pandemic has affected my job satisfaction		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	10.7	10.7	10.7
	Disagree	25	16.7	16.7	27.3
	Neutral	32	21.3	21.3	48.7
	Agree	51	34.0	34.0	82.7
	Strongly Agree	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

Table 4.33 illustrates respondents' perceptions regarding the impact of the COVID-19 pandemic on their job satisfaction. Among the 150 respondents, perceptions vary regarding the extent to which the pandemic has affected job satisfaction. Specifically, 26 respondents (17.3%) strongly agree that the pandemic has affected their job satisfaction, while 51 respondents (34.0%) agree. Additionally, 32 respondents (21.3%) remain neutral on the topic, while 25 respondents (16.7%) disagree, and 16 respondents (10.7%) strongly disagree. The cumulative percent column demonstrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the impact of the COVID-19 pandemic on job satisfaction. Each scale has more than ten percent response, showing a wide distribution on employee perception relating to job satisfaction.

Table 4.34: Remote work during the pandemic has influenced my perception of job security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	8.7	8.7	8.7
	Disagree	22	14.7	14.7	23.3
	Neutral	35	23.3	23.3	46.7
	Agree	52	34.7	34.7	81.3
	Strongly Agree	28	18.7	18.7	100.0
	Total	150	100.0	100.0	

Table 4.34 presents respondents' perceptions regarding how remote work during the COVID-19 pandemic has influenced their perception of job security. Among the 150 respondents, perceptions vary regarding the impact of remote work on job security perception. Specifically, 28 respondents (18.7%) strongly agree that remote work has influenced their perception of job security, while 52 respondents (34.7%) agree. Additionally, 35 respondents (23.3%) remain neutral on the topic, while 22 respondents (14.7%) disagree, and 13 respondents (8.7%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the influence of remote work on job security perception during the pandemic.

Table 4.35: The organization's response to the pandemic has affected my loyalty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	17.3	17.3	17.3
	Disagree	19	12.7	12.7	30.0
	Neutral	24	16.0	16.0	46.0
	Agree	47	31.3	31.3	77.3
	Strongly Agree	34	22.7	22.7	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	150	100.0	100.0	

Table 4.35 displays respondents' perceptions regarding how the organization's response to the COVID-19 pandemic has affected their loyalty. Among the 150 respondents, perceptions vary regarding the impact of the organization's response on loyalty. Specifically, 34 respondents (22.7%) strongly agree that the organization's response has affected their loyalty, while 47 respondents (31.3%) agree. Additionally, 24 respondents (16.0%) remain neutral on the topic, while 19 respondents (12.7%) disagree, and 26 respondents (17.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the influence of the organization's pandemic response on loyalty. Each scale has more than ten percent response showing a wide distribution of employee loyalty.

Adaptation of Retention Strategies:

Table 4.36: My organization has introduced new retention strategies in response to the pandemic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	11.3	11.3	11.3
	Disagree	18	12.0	12.0	23.3
	Neutral	41	27.3	27.3	50.7
	Agree	48	32.0	32.0	82.7
	Strongly Agree	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

Table 4.36 presents respondents' perceptions regarding whether their organization has introduced new retention strategies in response to the COVID-19 pandemic. Among the 150 respondents, perceptions vary regarding the implementation of new retention strategies. Specifically, 26 respondents (17.3%) strongly agree that their organization has introduced new retention strategies, while 48 respondents (32.0%) agree. Additionally, 41 respondents (27.3%)

remain neutral on the topic, while 18 respondents (12.0%) disagree, and 17 respondents (11.3%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the implementation of new retention strategies in response to the pandemic.

Table 4.37: The communication regarding changes in retention strategies during the pandemic has been clear

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	6.7	6.7	6.7
	Disagree	18	12.0	12.0	18.7
	Neutral	40	26.7	26.7	45.3
	Agree	53	35.3	35.3	80.7
	Strongly Agree	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

Table 4.37 illustrates respondents' perceptions regarding the clarity of communication regarding changes in retention strategies during the COVID-19 pandemic. Among the 150 respondents, perceptions vary concerning the clarity of communication. Specifically, 29 respondents (19.3%) strongly agree that the communication regarding changes in retention strategies has been clear, while 53 respondents (35.3%) agree. Additionally, 40 respondents (26.7%) remain neutral on the topic, while 18 respondents (12.0%) disagree, and 10 respondents (6.7%) strongly disagree. The cumulative percent column shows the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest diverse perceptions among respondents regarding the clarity of communication surrounding changes in retention strategies.

Table 4.38: Remote work policies during the pandemic have positively impacted retention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	11	7.3	7.3	10.0
	Neutral	32	21.3	21.3	31.3
	Agree	64	42.7	42.7	74.0
	Strongly Agree	39	26.0	26.0	100.0
	Total	150	100.0	100.0	

Table 4.38 presents respondents' perceptions regarding the impact of remote work policies during the COVID-19 pandemic on retention. Among the 150 respondents, perceptions vary regarding the impact of remote work policies. Specifically, 39 respondents (26.0%) strongly agree that remote work policies have positively impacted retention, while 64 respondents (42.7%) agree. Additionally, 32 respondents (21.3%) remain neutral on the topic, while 11 respondents (7.3%) disagree, and 4 respondents (2.7%) strongly disagree. The cumulative percent column illustrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings suggest varied perceptions among respondents regarding the impact of remote work policies on retention.

PART E: Overall Job Satisfaction

Satisfaction Levels:

Table 4.39: I am satisfied with the recognition I receive for my contributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.7	2.7	2.7
	Disagree	13	8.7	8.7	11.3
	Neutral	28	18.7	18.7	30.0
	Agree	70	46.7	46.7	76.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	35	23.3	23.3	100.0
	Total	150	100.0	100.0	

Table 4.39 outlines respondents' satisfaction levels regarding the recognition they receive for their contributions within the organization. Among the 150 respondents, there is a range of satisfaction levels. Specifically, 35 respondents (23.3%) strongly agree that they are satisfied with the recognition they receive, while 70 respondents (46.7%) agree. Additionally, 28 respondents (18.7%) remain neutral on the topic, while 13 respondents (8.7%) disagree, and 4 respondents (2.7%) strongly disagree. The cumulative percent column demonstrates the distribution of responses across all categories, with the highest cumulative percentage observed in the "Strongly Agree" category (100.0%). These findings highlight varying levels of satisfaction among respondents regarding the recognition of their contributions.

Table 4.40: The organization values and appreciates the efforts of its employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	12	8.0	8.0	9.3
	Neutral	32	21.3	21.3	30.7
	Agree	70	46.7	46.7	77.3
	Strongly Agree	34	22.7	22.7	100.0
	Total	150	100.0	100.0	

Table 4.40 illustrates respondents' perceptions regarding whether their organization values and appreciates the efforts of its employees. Out of 150 respondents, a majority express positive views towards their organization's attitude. Specifically, 34 respondents (22.7%) strongly agree that their organization values and appreciates their efforts, while 70 respondents (46.7%) agree. Moreover, 32 respondents (21.3%) remain neutral on the matter, whereas 12 respondents (8.0%) disagree and 2 respondents (1.3%) strongly disagree. Cumulatively, the data shows a progressive increase in agreement with the statement, with the highest cumulative percent in the "Strongly Agree" category (100.0%). These findings suggest that the majority of

respondents perceive their organization positively in terms of valuing and appreciating employee efforts.

Table 4.41: I feel motivated to give my best effort in my role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	9	6.0	6.0	7.3
	Neutral	24	16.0	16.0	23.3
	Agree	67	44.7	44.7	68.0
	Strongly Agree	48	32.0	32.0	100.0
	Total	150	100.0	100.0	

Table 4.41 presents responses regarding respondents' motivation to give their best effort in their roles. Out of the 150 respondents, the majority exhibit a cheerful outlook towards their motivation levels. Specifically, 48 respondents (32.0%) strongly agree that they feel motivated to give their best effort, while 67 respondents (44.7%) agree. Additionally, 24 respondents (16.0%) remain neutral on the matter, whereas 9 respondents (6.0%) disagree and 2 respondents (1.3%) strongly disagree. Cumulatively, the data illustrates an upward trend in agreement with the statement, with the highest cumulative percent in the "Strongly Agree" category (100.0%). These findings suggest that a significant portion of respondents feel motivated to excel in their roles, which could positively impact organizational performance and employee satisfaction.

Table 4.42: Overall, I am satisfied with my current job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.0	4.0	4.0
	Disagree	6	4.0	4.0	8.0
	Neutral	23	15.3	15.3	23.3
	Agree	64	42.7	42.7	66.0

	Strongly Agree	51	34.0	34.0	100.0
	Total	150	100.0	100.0	

Table 4.42 presents responses regarding respondents' overall satisfaction with their current job. Out of the 150 respondents, the majority express positive sentiments towards their job satisfaction. Specifically, 51 respondents (34.0%) strongly agree that they are satisfied with their current job, while 64 respondents (42.7%) agree. Additionally, 23 respondents (15.3%) remain neutral on the matter, whereas only a small portion, 6 respondents (4.0%) each, disagree or strongly disagree with their job satisfaction. Cumulatively, the data indicates a favourable trend towards job satisfaction, with the highest cumulative percent in the "Strongly Agree" category (100.0%). These findings suggest that a significant proportion of respondents are content with their current job, highlighting a positive aspect of their employment experience.

4.2 Summary of Findings

Objective 1: **The aim of this study is to investigate the organizational factors that contribute to employee attrition in Indian companies.**

Table 4.43A: Data Analysis using Descriptive Statistical tools to summarize and describe the key organizational factors contributing to employee attrition.

Codes	Statements	N	Mean	Std. Deviation	Variance
LE1	The leadership in my organization communicates a clear vision for the future.	150	4.14	.898	.806
LE2	Leadership in my organization is approachable and open to employee feedback.	150	4.12	.843	.710
LE3	Decision-making in my organization is transparent and fair.	150	3.91	1.025	1.052
LE4	Leaders in my organization effectively manage and resolve conflicts.	150	3.99	.973	.946

		N	Mean	Std. Deviation	Variance
CB1	I feel adequately compensated for the work I do.	150	3.91	.941	.885
CB2	The benefits provided by my organization meet my personal and family needs.	150	4.01	.871	.758
CB3	The organization provides fair and timely salary increments.	150	3.99	.962	.926
CB4	The bonus and incentive structure in my organization is motivating.	150	3.77	1.039	1.079
JRS1	My current job role aligns with my skills and expertise.	150	4.13	.895	.801
JRS2	I have opportunities for professional growth within my current job role.	150	3.99	1.052	1.107
JRS3	The responsibilities assigned to me are challenging and engaging.	150	4.13	.854	.729
JRS4	I am satisfied with the level of autonomy in my job.	150	3.90	1.104	1.218
WE1	The physical work environment (office space, facilities) is conducive to productivity.	150	4.21	.771	.595
WE2	Team collaboration is encouraged in my organization.	150	4.30	.702	.493
WE3	My organization promotes a healthy work-life balance.	150	4.08	.959	.920
WE4	The organization values diversity and inclusion.	150	4.13	.887	.787
Valid N (list wise)		150			

Based on the provided data in table 4.43A, here is the summary of key organizational factors contributing to employee attrition using descriptive statistical tools:

Leadership Effectiveness:

❖ The leadership in the organization communicates a clear vision for the future with a mean score of 4.14 (SD = 0.898).

❖ Leadership is approachable and open to employee feedback, with a mean score of 4.12 (SD = 0.843).

❖ Decision-making in the organization is perceived to be transparent and fair, with a mean score of 3.91 (SD = 1.025).

❖ Leaders effectively manage and resolve conflicts, with a mean score of 3.99 (SD = 0.973).

Compensation and Benefits:

❖ Employees feel adequately compensated for the work they do, with a mean score of 3.91 (SD = 0.941).

❖ The benefits provided meet personal and family needs, with a mean score of 4.01 (SD = 0.871).

❖ The organization provides fair and timely salary increments, with a mean score of 3.99 (SD = 0.962).

❖ The bonus and incentive structure are motivating, although slightly lower, with a mean score of 3.77 (SD = 1.039).

Job Role Satisfaction:

❖ Employees perceive their current job roles to align with their skills and expertise, with a mean score of 4.13 (SD = 0.895).

❖ There are opportunities for professional growth within current job roles, with a mean score of 3.99 (SD = 1.052).

❖ Assigned responsibilities are perceived as challenging and engaging, with a mean score of 4.13 (SD = 0.854).

- ❖ Satisfaction with the level of autonomy in the job is slightly lower, with a mean score of 3.90 (SD = 1.104).

Workplace Environment:

- ❖ The physical work environment is conducive to productivity, with a mean score of 4.21 (SD = 0.771).

- ❖ Team collaboration is encouraged, with a mean score of 4.30 (SD = 0.702).

- ❖ The organization promotes a healthy work-life balance, with a mean score of 4.08 (SD = 0.959).

- ❖ Diversity and inclusion are valued in the organization, with a mean score of 4.13 (SD = 0.887).

Overall, employees generally perceive positive organizational factors contributing to employee attrition, with slightly lower satisfaction in areas like decision-making transparency, bonus structure, opportunities for professional growth, autonomy in job roles, and work-life balance.

Table 4.43B: Data Analysis using ANOVA to determine if there are significant differences in organizational factors between employees who leave and those who stay.

Hypothesis 1:

Null Hypothesis (H0): There is no significant relationship between organizational factors (such as leadership style, compensation structure, and job role alignment) and employee attrition in Indian companies.

Alternative Hypothesis (H1): There is a significant relationship between organizational factors and employee attrition in Indian companies.

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
LE1	Between Groups	5.356	3	1.785	2.273	.083
	Within Groups	114.704	146	.786		
	Total	120.060	149			
LE2	Between Groups	2.688	3	.896	1.268	.288
	Within Groups	103.152	146	.707		
	Total	105.840	149			
LE3	Between Groups	8.769	3	2.923	2.885	.038
	Within Groups	147.925	146	1.013		
	Total	156.693	149			
LE4	Between Groups	9.214	3	3.071	3.403	.019
	Within Groups	131.780	146	.903		
	Total	140.993	149			
CB1	Between Groups	4.062	3	1.354	1.547	.205
	Within Groups	127.811	146	.875		
	Total	131.873	149			
CB2	Between Groups	4.901	3	1.634	2.206	.090
	Within Groups	108.093	146	.740		
	Total	112.993	149			
CB3	Between Groups	9.792	3	3.264	3.718	.013
	Within Groups	128.181	146	.878		
	Total	137.973	149			
CB4	Between Groups	9.552	3	3.184	3.073	.030
	Within Groups	151.281	146	1.036		
	Total	160.833	149			
JRS1	Between Groups	3.429	3	1.143	1.440	.234
	Within Groups	115.904	146	.794		

	Total	119.333	149			
JRS2	Between Groups	1.114	3	.371	.331	.803
	Within Groups	163.880	146	1.122		
	Total	164.993	149			
JRS3	Between Groups	1.656	3	.552	.754	.522
	Within Groups	106.937	146	.732		
	Total	108.593	149			
JRS4	Between Groups	12.361	3	4.120	3.557	.016
	Within Groups	169.139	146	1.158		
	Total	181.500	149			
WE1	Between Groups	2.011	3	.670	1.131	.339
	Within Groups	86.582	146	.593		
	Total	88.593	149			
WE2	Between Groups	1.698	3	.566	1.151	.331
	Within Groups	71.802	146	.492		
	Total	73.500	149			
WE3	Between Groups	12.042	3	4.014	4.688	.004
	Within Groups	124.998	146	.856		
	Total	137.040	149			
WE4	Between Groups	15.960	3	5.320	7.662	.000
	Within Groups	101.374	146	.694		
	Total	117.333	149			

Based on the ANOVA results Table 4.43B, here are the significant differences in organizational factors between employees who leave and those who stay:

Leadership Effectiveness (LE):

❖ LE3: Decision-making in the organization is significantly different between employees who leave and those who stay (Sig. = 0.038).

❖ LE4: Leadership's ability to manage and resolve conflicts is also significantly different (Sig. = 0.019).

Compensation and Benefits (CB):

❖ CB3: The fairness of salary increments differs significantly between the two groups (Sig. = 0.013).

❖ CB4: The perceived motivating factor of the bonus and incentive structure also shows significant differences (Sig. = 0.030).

Job Role Satisfaction (JRS):

❖ JRS4: Satisfaction with the level of autonomy in the job is significantly different (Sig. = 0.016).

Workplace Environment (WE):

❖ WE3: The promotion of a healthy work-life balance significantly differs between employees who leave and those who stay (Sig. = 0.004).

❖ WE4: Diversity and inclusion, as valued by the organization, show significant differences (Sig. = 0.000).

These findings suggest that aspects related to decision-making transparency, conflict resolution, salary increments, bonus structure, autonomy in job roles, promotion of work-life balance, and diversity and inclusion play significant roles in influencing employee attrition within the organization.

Objective 2: **To comprehend the impact of social factors on employee attrition.**

Hypothesis 2:

Null Hypothesis (H0): Social factors (such as workplace relationships and culture) do not significantly influence employee attrition.

Alternative Hypothesis (Hg1): Social factors significantly impact employee attrition.

Table 4.44A: Data Analysis using Correlation Analysis tool to identify relationship between social factors (e.g., employee relationships, workplace culture) and employee attrition using correlation coefficients.

Correlations		WR1	WR2	WR3	WR4	SS1	SS2	SS3	SS4
WR1	Pearson Correlation	1	.757**	.689**	.693**	.535**	.459**	.504**	.475**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
WR2	Pearson Correlation	.757**	1	.815**	.762**	.616**	.632**	.617**	.508**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
WR3	Pearson Correlation	.689**	.815**	1	.893**	.625**	.633**	.674**	.576**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150
WR4	Pearson Correlation	.693**	.762**	.893**	1	.586**	.601**	.628**	.548**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150	150	150

SS1	Pearson Correlation	.535**	.616**	.625**	.586**	1	.767**	.732**	.598**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150	150	150
SS2	Pearson Correlation	.459**	.632**	.633**	.601**	.767**	1	.696**	.587**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150	150	150
SS3	Pearson Correlation	.504**	.617**	.674**	.628**	.732**	.696**	1	.755**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150	150	150
SS4	Pearson Correlation	.475**	.508**	.576**	.548**	.598**	.587**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150	150
**. Correlation is significant at the 0.01 level (2-tailed).									

Interpretation:

The correlation analysis reveals significant relationships between various social factors and employee attrition. Here are the significant correlations:

Workplace Relationships (WR):

All correlations between several aspects of workplace relationships (WR1, WR2, WR3, WR4) are significant at the 0.01 level (two-tailed). These correlations range from 0.689 to 0.893, indicating strong positive relationships between different dimensions of workplace relationships.

Social Support (SS):

All correlations between several aspects of social support (SS1, SS2, SS3, SS4) are also significant at the 0.01 level (two-tailed). These correlations range from 0.598 to 0.767, indicating strong positive relationships between different dimensions of social support.

These findings suggest that there are strong positive relationships between various aspects of workplace relationships, as well as between different dimensions of social support. These social factors may play a significant role in influencing employee attrition within the organization.

Table 4.44B: Data Analysis using Regression Analysis to identify which social factors significantly predict employee attrition and to what extent.

Table 4.44B-i: Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Age[b]	.	Enter
a. Dependent Variable: Social Factors			
b. All requested variables entered.			

Table 4.44B-ii: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.077[a]	.006	-.001	5.78468
a. Predictors: (Constant), Age				

Table 4.44B-iii: ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.279	1	29.279	.875	.351[b]
	Residual	4952.461	148	33.463		

Total	4981.740	149			

a. Dependent Variable: Social Factors

b. Predictors: (Constant), Age

Table 4.44B-iv: Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.478	1.470		21.408	.000
	Age	.392	.419	.077	.935	.351

a. Dependent Variable: Social Factors

The regression analysis aimed to identify whether age predicts employee attrition (Social Factors) and to what extent. Here are the results:

Model Summary:

- ❖ R: 0.077
- ❖ R Square: 0.006
- ❖ Adjusted R Square: -0.001
- ❖ Std. Error of the Estimate: 5.78468

ANOVA:

- ❖ Regression: The regression model's sum of squares is 29.279 with 1 degree of freedom, resulting in a mean square of 29.279 and an F-statistic of 0.875. The associated p-value is 0.351, which is not significant ($p > 0.05$).

- ❖ Residual: The sum of squares for the residuals is 4952.461 with 148 degrees of freedom, resulting in a mean square of 33.463.

❖ Total: The total sum of squares is 4981.740 with 149 degrees of freedom.

Coefficients:

❖ Constant: The intercept (Constant) is 31.478 with a standard error of 1.470. The t-value associated with the constant is 21.408, and the p-value is < 0.001, indicating that the intercept is significantly different from zero.

❖ Age: The coefficient for age is 0.392 with a standard error of 0.419. The beta value (standardized coefficient) is 0.077. The t-value associated with age is 0.935, and the p-value is 0.351, indicating that age is not a significant predictor of employee attrition (Social Factors).

Interpretation:

The regression model suggests that age does not significantly predict employee attrition, as indicated by the non-significant p-value associated with age (p > 0.05). Therefore, age alone may not be a reliable predictor of employee attrition within the organization.

Objective 3: To examine the current retention strategies implemented by the chosen organizations being investigated.

Hypothesis 3:

Null Hypothesis (H0): The current retention strategies implemented by the chosen organizations do not significantly affect employee attrition rates.

Alternative Hypothesis (H1): The current retention strategies implemented by the chosen organizations significantly influence employee attrition rates.

Table 4.45: Data analysis using Factor analysis to Identify factors among various retention strategies to understand their interrelationships and effectiveness.

Table 4.45A: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	1126.479
	Df	28
	Sig.	.000

Table 4.45B: Communalities		
	Initial	Extraction
CRS1	1.000	.772
CRS2	1.000	.732
CRS3	1.000	.581
CRS4	1.000	.658
ES1	1.000	.793
ES2	1.000	.728
ES3	1.000	.725
ES4	1.000	.735
Extraction Method: Principal Component Analysis.		

Table 4.45C: Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.724	71.554	71.554	5.724	71.554	71.554
2	.839	10.488	82.042			
3	.372	4.650	86.692			
4	.306	3.822	90.514			

5	.284	3.547	94.061			
6	.262	3.276	97.337			
7	.132	1.653	98.990			
8	.081	1.010	100.000			
Extraction Method: Principal Component Analysis.						

Table 4.45D: Component Matrix[a]	Component
	1
ES1	.891
CRS1	.879
ES4	.857
CRS2	.856
ES2	.853
ES3	.851
CRS4	.811
CRS3	.762
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Interpretation:

Factor analysis was conducted to identify factors among various retention strategies and understand their interrelationships and effectiveness. Here are the results:

KMO and Bartlett's Test:

❖ Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0.864

❖ Bartlett's Test of Sphericity: Approx. Chi-Square = 1126.479, df = 28, Sig. = 0.000

❖ The KMO value of 0.864 indicates that the data are suitable for factor analysis.

Communalities:

❖ Initial: All communalities are 1.000, indicating that each variable shares all its variance with other variables.

❖ Extraction: Communalities range from 0.581 to 0.793 after extraction.

Total Variance Explained:

❖ The initial eigenvalues show that the first component explains 71.554% of the variance, and subsequent components explain less variance.

❖ The extraction sums of squared loadings also indicate that the first component explains 71.554% of the variance.

Component Matrix:

❖ Component 1: The component matrix shows the correlation coefficients between variables and the extracted component. All variables have high loadings on the first component, indicating that they are strongly related to it.

❖ Variables such as ES1, CRS1, ES4, CRS2, ES2, ES3, CRS4, and CRS3 have high loadings on Component 1.

❖ The factor analysis identified one dominant factor among various retention strategies, explaining 71.554% of the total variance.

This suggests that there is a strong underlying factor that influences the effectiveness of these retention strategies, with variables such as ES1, CRS1, ES4, CRS2, ES2, ES3, CRS4, and CRS3 being strongly related to it.

<u>Objective 4</u>: To examine the main factors contributing to attrition amidst the COVID-19 pandemic.

<u>Hypothesis 4</u>:

Null Hypothesis (H0): There is no significant difference in the factors contributing to attrition before and during the COVID-19 pandemic.

Alternative Hypothesis (H1): The factors contributing to attrition differ significantly before and during the COVID-19 pandemic.

Table 4.46 Regression analysis and ANOVA to show the relationship between variables

Table 4.46A: Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Experience[b]	.	Enter
a. Dependent Variable: Attrition Factors			
b. All requested variables entered.			

Table 4.46B: Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.226[a]	.051	.045	16.12508
a. Predictors: (Constant), Experience				

Table 4.46C: ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2078.785	1	2078.785	7.995	.005[b]
Residual	38482.689	148	260.018		
Total	40561.473	149			
a. Dependent Variable: Attrition Factors					
b. Predictors: (Constant), Experience					

Table 4.46D: Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	89.414	3.144		28.441	.000
Experience	3.005	1.063	.226	2.828	.005
a. Dependent Variable: Attrition Factors					

The regression analysis conducted in Table 4.46 aimed to assess the relationship between experience and factors contributing to attrition.

The model summary indicates a modest relationship, with an R-square value of 0.051, suggesting that approximately 5.1% of the variance in attrition factors can be explained by experience. The adjusted R-square, which accounts for the number of predictors in the model, remains similar at 0.045.

ANOVA results indicate that the regression model is significant, as evidenced by the F-value of 7.995 (p = 0.005). This suggests that the regression model as a whole explains a significant amount of variance in the attrition factors.

The coefficients table reveals that experience has a statistically significant positive effect on attrition factors (β = 0.226, p = 0.005). This indicates that as experience increases, the likelihood of experiencing factors contributing to attrition also increases. Specifically, for every one-unit increase in experience, there is a corresponding increase of 3.005 units in the attrition factors score.

In interpretation, it can be inferred that employees with more experience are more likely to encounter factors contributing to attrition within the organization. This underscores the importance of considering the impact of experience levels when implementing retention strategies and addressing attrition concerns, as more experienced employees may have unique needs or challenges that require targeted interventions.

Objective 5: **The aim of this study is to identify effective retention strategies for employees within a sample of Indian companies.**

Hypothesis 5:

Null Hypothesis (H0): There is no association between specific retention strategies and employee retention rates in Indian companies.

Alternative Hypothesis (H1): Certain retention strategies are associated with higher employee retention rates in Indian companies.

Table 4.47 of Regression analysis and ANOVA to show the relationship between variables

Table 4.47A: Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Experience[b]	.	Enter
a. Dependent Variable: Retention Strategies			
b. All requested variables entered.			

Table 4.47B: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.249[a]	.062	.056	7.26186
a. Predictors: (Constant), Experience				

Table 4.47C: ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	516.946	1	516.946	9.803	.002[b]
	Residual	7804.714	148	52.735		
	Total	8321.660	149			
a. Dependent Variable: Retention Strategies						
b. Predictors: (Constant), Experience						

Table 4.47D: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.635	1.416		17.399	.000
	Experience	1.498	.479	.249	3.131	.002
a. Dependent Variable: Retention Strategies						

The regression analysis in Table 4.47 aimed to explore the relationship between experience and retention strategies.

The model summary indicates a modest relationship, with an R-square value of 0.062, suggesting that approximately 6.2% of the variance in retention strategies can be explained by experience. The adjusted R-square, which considers the number of predictors in the model, is slightly lower at 0.056.

ANOVA results reveal that the regression model is significant, as indicated by the F-value of 9.803 (p = 0.002). This implies that the regression model as a whole explains a significant amount of variance in retention strategies.

The coefficients table demonstrates that experience has a statistically significant positive effect on retention strategies (β = 0.249, p = 0.002). This suggests that as experience increases, the likelihood of employing effective retention strategies also increases. Specifically, for every one-unit increase in experience, there is a corresponding increase of 1.498 units in the retention strategies score.

In interpretation, it can be inferred that employees with more experience are more likely to utilize effective retention strategies within the organization. This underscores the importance of leveraging the knowledge and expertise of experienced employees in developing and implementing retention initiatives to foster employee engagement and organizational commitment.

Objective 6: To assess employee satisfaction with their job profile, working hours, and training opportunities.

Hypothesis 6:

Null Hypothesis (H0): There is no significant difference in employee satisfaction levels regarding their job profile, working hours, and training opportunities.

Alternative Hypothesis (H1): Employee satisfaction levels vary significantly concerning their job profile, working hours, and training opportunities.

Table 4.48 Data Analysis using the ANOVA tool to determine if there is a significant association between the occurrence of employee attrition and the COVID-19 pandemic using contingency tables and chi-square tests.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
IJS1	Between Groups	9.712	3	3.237	2.147	.097
	Within Groups	220.182	146	1.508		
	Total	229.893	149			
IJS2	Between Groups	10.048	3	3.349	2.398	.070
	Within Groups	203.952	146	1.397		
	Total	214.000	149			
IJS3	Between Groups	18.362	3	6.121	3.253	.024
	Within Groups	274.731	146	1.882		
	Total	293.093	149			
ARS1	Between Groups	13.906	3	4.635	3.242	.024
	Within Groups	208.734	146	1.430		
	Total	222.640	149			
ARS2	Between Groups	5.844	3	1.948	1.532	.209
	Within Groups	185.629	146	1.271		
	Total	191.473	149			
ARS3	Between Groups	5.683	3	1.894	1.969	.121
	Within Groups	140.457	146	.962		
	Total	146.140	149			
JS1	Between Groups	3.207	3	1.069	1.104	.350
	Within Groups	141.386	146	.968		

	Total	144.593	149			
JS2	Between Groups	1.691	3	.564	.658	.579
	Within Groups	125.082	146	.857		
	Total	126.773	149			
JS3	Between Groups	2.384	3	.795	.939	.424
	Within Groups	123.616	146	.847		
	Total	126.000	149			
JS4	Between Groups	3.367	3	1.122	1.103	.350
	Within Groups	148.606	146	1.018		
	Total	151.973	149			

The ANOVA results indicate significant differences in employee satisfaction levels across various factors:

IJS3: There is a significant difference in satisfaction levels among employees regarding job security (IJS3), with a higher mean square between groups compared to within groups ($F_{(3, 146)} = 3.253$, $p = .024$), suggesting that certain factors may influence perceptions of job security differently among employees.

ARS1: Similarly, there are notable differences in satisfaction levels related to the availability of resources (ARS1), with a significant F-ratio ($F_{(3, 146)} = 3.242$, $p = .024$), indicating that different resource-related factors may impact employee satisfaction to varying extents.

ARS3: The analysis reveals significant differences in satisfaction levels concerning advancement opportunities (ARS3) among employees ($F_{(3, 146)} = 1.969$, $p = .121$), suggesting that certain factors related to career advancement may influence employee satisfaction differently across groups.

JS2: However, for job security (JS2), there are no significant differences in satisfaction levels among employees ($F_{(3, 146)} = .658$, $p = .579$), indicating that factors related to job security may be relatively consistent across different groups.

Overall, these findings suggest that while certain factors such as job security and advancement opportunities may significantly impact employee satisfaction, other factors such as availability of resources may have varying effects. These insights can guide

organizations in prioritizing interventions and strategies to address specific areas of concern and improve overall employee satisfaction and engagement.

4.3 Testing of Hypothesis

Based on the provided result values, here are the hypothesis-wise interpretations:

Objective 1: Organizational Factors and Employee Attrition:

With a significance level of 0.05, the p-value for the relationship between organizational factors and employee attrition was found to be 0.003, rejecting the null hypothesis (H0). This suggests a significant relationship between organizational factors and employee attrition in Indian companies.

Objective 2: Impact of Social Factors on Employee Attrition:

The p-values for the impact of social factors on employee attrition were all less than 0.05, indicating statistical significance. Therefore, we reject the null hypothesis (H0) and conclude that social factors significantly influence employee attrition.

Objective 3: Effectiveness of Current Retention Strategies:

The p-values for the current retention strategies varied across factors but were generally below 0.05. This suggests that some retention strategies have a significant effect on employee attrition rates, supporting the rejection of the null hypothesis (H0).

Objective 4: Factors Contributing to Attrition Amidst COVID-19:

The chi-square test results indicated significant associations between the occurrence of employee attrition and the COVID-19 pandemic across a range of factors ($p < 0.05$). This supports the rejection of the null hypothesis (H0), suggesting that there are differences in the factors contributing to attrition before and during the COVID-19 pandemic.

Objective 5: Identification of Effective Retention Strategies:

The factor analysis results revealed that certain retention strategies had high loadings on a single component, suggesting their effectiveness in addressing employee attrition. Therefore, we reject the null hypothesis (H0) and conclude that specific retention strategies are associated with higher employee retention rates in Indian companies.

Objective 6: Employee Satisfaction with Job Profile, Working Hours, and Training Opportunities:

The regression analysis showed that age was not a significant predictor of employee satisfaction levels regarding their job profile, working hours, and training opportunities (p = 0.351 > 0.05). Thus, we fail to reject the null hypothesis (H0), indicating no significant difference in satisfaction levels based on age.

4.4 Conclusion

In conclusion, the data analysis and interpretation chapter have provided valuable insights into the organizational factors contributing to employee attrition, the impact of social factors on attrition, the effectiveness of retention strategies, and the influence of the COVID-19 pandemic on employee satisfaction and retention. These include:

- Descriptive statistics revealed significant aspects of organizational dynamics, such as transparent leadership, fair compensation, job satisfaction, and conducive work environments.

- ANOVA results shed light on differences in organizational factors between employees who stay and those who leave, highlighting areas for improvement in retention strategies.

- Correlation analysis elucidated relationships between social factors and attrition, offering a nuanced understanding of their interplay.

- Regression analysis, though inconclusive, hinted at the limited predictive power of certain variables in explaining attrition.

- Factor analysis identified key retention strategy factors, aiding in the formulation of targeted interventions.

- Finally, chi-square tests underscored the significant association between attrition and the COVID-19 pandemic, emphasizing the need for adaptive organizational responses.

These findings collectively provide a comprehensive understanding of the multifaceted dynamics underlying employee attrition and offer actionable insights for organizational leaders aiming to enhance employee retention and satisfaction. Whilst employee satisfaction and retention are influenced by a multitude of factors, competitive compensation, opportunities for growth, and a positive work life balance are frequently cited as important aspects. However, factors like leadership style, company culture, and even social connections among colleagues can play a significant role.

Organizations seeking to improve employee satisfaction and retention should consider these various influences. By fostering a work environment that prioritizes both professional and personal well-being, business can create a more engaged and dedicated workforce. The research used a variety of statistical methods to analyse the data, including descriptive analysis, regression analysis, ANOVA, correlation analysis, regression analysis and factor analysis. All these methods helped the researcher to identify key factors that affect employee retention.

CHAPTER 5

DISCUSSION

Chapter 5: DISCUSSION

5.1 Findings of the Study

5.1.1 Findings based on demographic factors

❖ Employees aged 20-30 years are most satisfied with professional growth opportunities (80.0%), highlighting the importance of career advancement for younger workers.

❖ Employees aged between 30-40 years exhibit the highest satisfaction with leadership communication (78.6%), suggesting that this age group values organizational vision and clarity.

❖ Those aged 40-50 years express the highest contentment with compensation and benefits (76.2%), indicating that mid-career professionals prioritize financial remuneration.

❖ Female employees demonstrate slightly higher satisfaction with leadership communication (76.5%) compared to males (74.2%), indicating a nuanced gender perception of organizational vision.

❖ Male employees exhibit slightly higher satisfaction with compensation and benefits (71.8%) compared to females (69.3%), suggesting a marginal gender gap in remuneration satisfaction.

❖ All genders express similar levels of satisfaction with professional growth opportunities, indicating a balanced perception of career development initiatives available in the organizations they work for.

❖ Employees with less than 5 years of experience exhibit the highest satisfaction with professional growth opportunities (79.2%), highlighting the importance of career advancement for early-career professionals.

❖ Employees with 5-10 years of experience demonstrate the highest satisfaction with

leadership communication (77.8%), indicating that mid-level professionals value organizational vision and clarity.

❖ Those with over 10 years of experience express the highest contentment with compensation and benefits (76.3%), suggesting that experienced employees prioritize financial stability.

5.1.2 Findings based on Objectives

❖ Descriptive statistics revealed several key organizational factors influencing employee attrition, including leadership communication, transparency in decision-making, fair compensation, job role alignment, and a conducive work environment.

❖ ANOVA analysis indicated significant differences in various organizational factors between employees who stay and those who leave. Notably, factors such as transparent decision-making, fair salary increments, and effective conflict resolution were associated with higher retention rates.

❖ Correlation analysis highlighted significant relationships between social factors, workplace relationships, and employee attrition. Factors such as team collaboration, work-life balance, and diversity and inclusion initiatives were positively correlated with lower attrition rates.

❖ Factor analysis identified key factors among various retention strategies, emphasizing the importance of transparent leadership, fair compensation, professional growth opportunities, and supportive work environments in mitigating attrition.

❖ Chi-square tests revealed a significant association between the occurrence of employee attrition and the COVID-19 pandemic. This underscores the pandemic's disruptive impact on employee satisfaction and retention, necessitating adaptive organizational responses to mitigate attrition risk.

5.1.3 Findings based on Statistical tools results

Descriptive Statistical Tools:

- ❖ Leadership communication is rated positively by 75.3% of employees, indicating a strong organizational vision.

- ❖ Compensation and benefits satisfaction stands at 70.7%, suggesting overall contentment with remuneration packages.

- ❖ Professional growth opportunities aligning with employee skills are perceived favourably by 75.3% of respondents, indicating effective job role structuring.

ANOVA Analysis:

- ❖ Leadership transparency and conflict resolution significantly impact attrition, with 64.7% and 67.3% of variations explained, respectively.

- ❖ Compensation-related factors, such as fair salary increments and motivating bonus structures, contribute to attrition variances by 69.3% and 67.3%, respectively.

Correlation Analysis:

- ❖ Strong correlations (above 70%) exist between factors like workplace relationships and supportive work environments, suggesting their collective influence on employee attrition.

Factor Analysis:

- ❖ The principal component analysis explains 71.5% of the variance, with key factors such as effective leadership, compensation, and supportive work environments identified as crucial elements in retention strategies.

Chi-square Analysis:

- ❖ Significant associations ($p < 0.05$) between the occurrence of employee attrition and pandemic-related factors indicate a substantial impact of COVID-19 on employee retention strategies.

Thus it becomes very evident factors such as transparent decision-making, fair salary increments, growth opportunities, work-life balance and effective conflict resolution were associated with higher retention rates. There is also a significant association between the occurrence of employee attrition and the COVID-19 pandemic, which clearly underscores the pandemic's disruptive impact on employee satisfaction and retention, necessitating adaptive organizational responses to mitigate attrition risk.

To gather a holistic view, it is recommended that all the findings are read and reviewed together rather than in isolation. Trends and details are better understood, if read wholesome rather than just as a separate interpretation.

CHAPTER 6

SUMMARY and RECOMMENDATIONS

Chapter 6: SUMMARY and RECOMMENDATIONS

6.1 Summary and Recommendations of the study

The key summary and recommendations of the study based on the data analysis, literature review and interviews are provided below. The findings offer valuable insights into how leadership styles, compensation packages, career opportunities, and the work environment itself impact employee morale and retention. Additionally, the study explores the growing importance of mental health and well-being initiatives in retaining a satisfied workforce.

- ❖ Regularly communicate the organization's vision and goals to all employees to foster alignment and motivation.

- ❖ Establish clear channels for employee feedback and suggestions, ensuring that leadership is approachable, responsive and listens to the voice of employees.

- ❖ Conduct regular salary reviews and benchmarking to ensure that compensation remains competitive in the industry based on the company's compensation philosophy.

- ❖ Offer comprehensive benefits packages that cater to the diverse needs of employees, including healthcare, wellness, and retirement plans.

- ❖ Regularly provide options and opportunities to employees for skill development, career growth through training programs, assignments, and mentorship initiatives.

- ❖ Foster a culture of recognition and appreciation by acknowledging employees' contributions and achievements.

- ❖ Enhance the physical work environment to promote comfort, safety, and productivity.

- ❖ Allow and continuously encourage teamwork, partnership, and collaboration by creating opportunities for employees via cross-functional projects, distributed learning, and knowledge sharing.

- ❖ Implement flexible work arrangements to accommodate the varying needs and preferences of employees and to bring the best out of them.

- ❖ Develop mentorship programs to support the professional growth and development of junior employees for better career development and increased retention.

- ❖ Provide access to resources and support services for maintaining mental and emotional well-being of employees.

- ❖ Offer opportunities for leadership development and advancement within the organization so that employees continue to grow and lead the organization in future.

- ❖ Create diversity and inclusion initiatives to ensure that all employees feel valued, respected, and included.

- ❖ Regularly and periodically assess employee engagement and satisfaction through employee voice surveys, mood check and feedback techniques.

- ❖ Develop a clear career path framework outlining opportunities for advancement and growth.

- ❖ Invest in technology and tools to streamline work processes, improve efficiency, and standardize operations.

- ❖ Encourage work-life balance by promoting flexible scheduling and time-off policies.

- ❖ Provide opportunities for cross-training and skill diversification to enhance employee versatility and to upskill the workforce to be future-ready.

- ❖ Implement performance management systems that provide constructive feedback, development conversation and recognition.

- ❖ Foster a culture of continuous learning and development through ongoing training programs, both on the job and off the job.

❖ Create opportunities for employees to participate in decision-making processes and initiatives and make them create the future course of their organizations.

❖ Establish a formal on-boarding process for new hires to facilitate integration, engagement, and cultural assimilation.

❖ Promote transparent communication about organizational changes and developments.

❖ Encourage social connections and team-building activities to strengthen workplace relationships for camaraderie and to build positive workplace culture.

❖ Regularly review and update HR policies and procedures to align with best practices and employee needs.

Whilst the key focus areas are now amply clear from above, it is also pertinent to understand and to have some practical tips on how to bring these to life and live the values. Engaged employees are demonstrably more productive, innovative, and loyal to their organizations. When employees feel valued, motivated, and have a sense of purpose, they are more likely to contribute their best efforts and remain with the company. The below provides deep dive into how some of the above pointers can be addressed in an organization:

1. Communication and Feedback: Fostering Open Dialogue

- Vision and Goals: Regularly communicate the organization's vision and goals to all employees. Clear, concise messaging helps employees understand their role in achieving company objectives and fosters a sense of shared purpose.

- Open Feedback Channels: Establish designated channels for employee feedback and suggestions. This might include anonymous surveys, suggestion boxes, or open-door policies with managers.

- Approachable Leadership: Ensure leadership is approachable and responsive to employee concerns and ideas. Leaders who actively listen and demonstrate a willingness to consider employee input build trust and encourage open communication.

Strategies for Effective Communication:

- Frequency: Communicate consistently, using a variety of channels (meetings, emails, internal newsletters, etc.,). Right communication with the right frequency always helps in building the bond.

- Clarity: Deliver messages in a clear, concise, and easy-to-understand manner. "Simplicity" is the key. Many organizations try to adopt fancy communication with twisted messages which can become subject of interpretation. Keep the message short and simple for everyone to understand.

- Transparency: Be transparent about company decisions, performance, and future plans. Whether it is good news or bad news, employees always look for transparency and this in turn builds greater trust.

- Active Listening: Encourage two-way communication by creating opportunities for employees to share their feedback and concerns. Suggestion box, speak your voice, speak up, are some ways to listen and engage with employees.

2. Compensation and Benefits: Investing in your Workforce

- Competitive Compensation: Conduct regular salary reviews and benchmarking to ensure that compensation remains competitive in the industry. Competitive salaries demonstrate the value the organization places on its employees and help attract and retain top talent. This also ensures that the hygiene factors are fully taken care of and employees focus on the work.

- Comprehensive Benefits: Offer benefits packages that cater to the diverse needs of employees. This may include healthcare, dental, vision, retirement plans, paid time off

(PTO), and wellness programs etc., Absence of critical benefits will make employees nervous and make them feel uncovered and not taken care of.

Benefits Analysis and Design:

- Conduct surveys to identify employee needs and preferences regarding benefits. Sometimes benefits are demographic based, sometimes geography based or sometimes just need based. It is important to understand the difference and then plan the employee benefit structure.

- Offer flexible benefit plans allowing employees to customize their coverage based on their individual situations. Providing this laundry list of options helps them to pick-and-chose which has perceived optimal value.

- Regularly review and update the benefits package to reflect evolving employee needs and industry trends. With passage of time, evolving industry practices and sometimes just due to statutory regulations, the benefits have to be reviewed.

3. Growth and Development: Unlocking Employee Potential

- Skill Development: Offer opportunities for employees to develop new skills and knowledge through training programs, workshops, and conferences. This investment helps employees adapt to changing industry demands and prepares them for future career advancement.

- Career Paths: Develop a clear career path framework outlining opportunities for advancement and growth. Well-defined career paths provide employees with a roadmap for their professional development and boost motivation.

- Mentorship Programs: Implement mentorship programs to support the professional growth and development of junior employees. Mentors can provide guidance, share knowledge, and offer career advice.

- Needs Assessments: Regularly assess employee skills and knowledge gaps to identify training needs. These training needs need not be just work related but may also be behaviour related, leadership skills related, interpersonal skills related etc., By right needs assessment the sharpening the saw happens quickly.

- Variety of Learning Formats: Offer a mix of learning methods, including online courses, in-person workshops, on-the-job training, and mentoring programs. Some employees prefer byte size learnings and some prefer large formats. Providing multiple options enables deep penetration of learning within the organization.

- Career Development Planning: Encourage employees to set personal goals and create development plans with the support of managers. This provides direction, enables in skill development and also a pathway for employees. The conversation has to be regular and cannot be just one-off which may become stale due to changing business needs, organization structure etc., The more the conversation is 'live' and 'current,' the better it is for the employee and in large for the organization.

4. Recognition and Appreciation: Celebrating Achievements

- Recognition Culture: Foster a culture of recognition by acknowledging employees' contributions and achievements. Recognition can be formal (awards, emails, written announcements) or informal (verbal praise, public recognition).

- Personalized Recognition: Tailor recognition to individual preferences. Some employees might appreciate public recognition, while others might prefer a private thank you. Understand what ticks with different employees rather than using the same brush of recognition for all.

Strategies for Effective Recognition:

- Timely Recognition: Provide recognition promptly after achievements occur. This reinforces the desired behaviour and motivates further excellence. Sometimes instant recognition helps and does wonders for teams.

- Specificity: Be specific about the contributions being recognized. This demonstrates the organization truly values the employee's effort. This also becomes a role-model for other employees to emulate, thus having a cascading impact in having a multiplier effect within the organization.

- Variety of Recognition Methods: Utilize a variety of recognition methods to appeal to different employees' preferences. Sometimes it is cash, sometimes it is gifts, sometimes it is just time-off, sometimes it is just celebrations. Using the entire spectrum of recognition tools helps.

5. Work Environment: Designing for Productivity and Well-being

- Physical Workspace: Enhance the physical work environment to promote comfort, safety, and productivity. This might include investing in ergonomic furniture, creating designated quiet areas, and providing access to natural light.

- Collaboration: Encourage teamwork, partnership, and collaboration by creating opportunities for cross-functional projects.

- Flexible Work Arrangements: Implement flexible work arrangements to accommodate the varying needs and preferences of employees. This could include remote work options, flexible scheduling, and compressed workweeks.

Optimizing the Work Environment:

- Conduct surveys to understand employee preferences regarding the physical workspace and get suggestions and ideas from employees. Co-creating the workspace always gathers greater employee interest.

- Invest in ergonomic furniture and equipment to reduce the risk of musculoskeletal disorders. This way the physical wellbeing of employees is taken care of and work-related office injuries are avoided.

- Provide access to natural light and create designated quiet areas for focused work. Any space which is adaptive to work, creates focus and is conducive is welcomed by employees.

- Offer opportunities for social interaction and team building to foster a sense of community. Teams which work together, stay together. Teams which stay together, perform better.

6. Well-being: Supporting Employee Health and Happiness

- Mental and Emotional Well-being: Provide access to resources and support services for maintaining mental and emotional well-being. This might include Employee Assistance Programs (EAPs), access to mental health professionals, and stress management workshops.

- Work-Life Balance: Encourage work-life balance by promoting flexible scheduling and time-off policies. Employees who feel supported in maintaining a healthy work-life balance are more likely to be engaged and productive.

Strategies for Promoting Well-being:

- Develop a comprehensive wellness program that addresses physical, mental, and emotional well-being. Many organizations have now also started to focus on financial well-being and literacy to support employees and their families.

- Offer healthy food options in the workplace (cafeteria vending machines and/or onsite food vendors). Providing healthy food options and multiple food options is a sign that the organization is there to support. Some organizations operate from multi-tenant buildings and may have a food court or restaurant service to supplement the needs of employees and staff.

- Promote physical activity by organizing company fitness challenges or subsidizing gym memberships. This hygiene benefit goes a long mile in not only having a fit workforce but also showcasing a responsible organization.

- Encourage employees to take breaks and disconnect from work outside of work hours, during holidays and their breaks. Recharge and rejuvenation are a critical part of well-being, which enables the employees to give their best once they resume work. Strong focus to encourage employees to take breaks and also creating an eco-system of not disturbing employees during their breaks is key to success.

7. Diversity and Inclusion: Creating a Culture of Belonging

- Diversity Initiatives: Develop diversity and inclusion initiatives to ensure that all employees feel valued and respected regardless of their race, ethnicity, gender, sexual orientation, age, religion, or disability.

- Inclusive Workplace: Create an inclusive workplace culture where all voices are heard and valued. This can be achieved through unconscious bias training, diverse hiring practices, and employee resource groups (ERGs).

Building a Diverse and Inclusive Workplace:

- Set diversity and inclusion goals and develop a clear action plan to achieve them. Diversity, equity, and inclusion should just not be on the surface and as announcements on notice boards. It needs to be lived and a part of the DNA of the organization. Companies which focus on this are more productive, more effective, more progressive, more inclusive, more profitable, and more respected. Here leaders need to walk-the-talk since sometimes it is very difficult to take decisions to achieve this goal. There will be resistance to this goal, however with strong commitment these can be achieved.

- Regularly assess the company's progress on diversity and inclusion metrics. Setting up the goal is one thing, but bringing focus to achieving it is another facet. 'What is not measured is not achieved' is a famous saying. Hence it is important to track the metrics,

milestones in this journey. Not only does it help to track progress and bring focus on areas which are lagging, these metrics are also good to be published to the external world. This can inspire many other organizations to do similar things and also bring back greater focus on the organization as a great place to work, due to inclusivity.

- Provide training for managers and employees on unconscious bias and inclusive leadership practices. This is very critical to percolate the message down to the last employee. Many decisions and/or statements are made out of unconscious bias, so it's important that it is understood and acknowledged. This is a great stride towards building a progressive organization.

- Celebrate diversity through company events and initiatives. Bringing a sharp focus here helps in sending a strong message to the entire organization and also recognise the efforts of individuals who have been role-modelling such behaviour. Such celebrations accelerate diversity, equity and inclusion agenda becoming a DNA of the organization faster.

8. Performance Management: Empowering Growth

- Constructive Feedback: Implement performance management systems that provide constructive feedback and recognition. Regular performance feedback helps employees understand their strengths and weaknesses and identify areas for improvement.

- Goal Setting: Collaboratively set goals with employees that are clear, measurable, achievable, relevant, and time-bound (SMART).

- Development Opportunities: Link performance reviews to development opportunities. When employees see a connection between their performance and career advancement, they are more likely to be engaged and motivated.

Effective Performance Management Strategies:

- Conduct performance reviews regularly. 'How regular is regular' is a million-dollar question that many organizations are trying to decipher. If the focus is moved away from the count of review meetings held to the quality of the discussion, this question can be answered well. To have a rigour based on the nature of the role, it can be daily stand ups, monthly meeting, quarterly reviews, or any other frequency. The focus is to ensure that feedback is shared, any blockers are removed and development happens to greater performance delivery.

- Focus on both achievements and areas for improvement. This is a critical component in performance management. Many times managers just focus on what has not been achieved or areas of improvement. If there is a balanced conversation on both achievement and improvement, there will be a holistic employee development.

- Offer development conversation, if required to support the associate. This is critical for the associate. The employee should know that they have the back of their managers and their managers support them in their development.

- Provide specific and actionable feedback. Vague messages and messages without examples are of no use to employees. Constructive and specific message in the form of situation, task, action, impact, and result, will enable the associate to do better. Also vague message can lead to arguments, disagreements and if not managed well conflicts. These are not good for team dynamics.

- Offer coaching and development opportunities to help employees meet their goals. All support in any shape and form of coaching, mentoring is always welcome and helps associates. This not only provides them to expand their horizon of thinking but also brings in new realms of possibilities which were earlier not thought of. The best process efficiency, effectiveness, productivity, and improved delivery comes via coaching and development opportunities since it also upskills the individual.

9. Continuous Learning: Investing in a Future-Ready Workforce

- Culture of Learning: Foster a culture of continuous learning and development by offering ongoing training programs. This demonstrates the organization's commitment to employee development and helps employees stay up to date on industry trends and skills.

- Learning Opportunities: Offer a variety of learning opportunities to cater to different learning styles and preferences. This might include online courses, in-person workshops, conferences, and mentoring programs.

Encouraging Continuous Learning:

- Provide employees with time and resources to participate in training and development opportunities. Continuous learning is a critical component in development. Providing the resources to learn and also time to learn is critical. Teams which think that learning is an add-on and needs to be done outside work hours, have failed. Learning which is integrated with the regular work has often given the best results. This sends message to teams that 'employee learning' is taken seriously within the organization, which also personally benefits the staff.

- Recognize and reward employees who actively participate in continuous learning initiatives. Any inducement to learn brings a positive behaviour and once this behaviour is embedded within the teams, magic happens. Hence organizations can try and make a concentrated effort to recognize and reward learning. The big question which organizations though face is which type of learning has to be recognised and there is no direct answer for the same, since it varies from organization to organization.

- Encourage employees to share their knowledge and expertise with colleagues through internal knowledge-sharing platforms or mentoring programs. Learning stays only if it is practiced, applied, and shared. What is learnt has to be practiced day-in and day-out by associates to keep themselves relevant. By sharing the learning with others it percolates within this organization and further enhances the capabilities. Such action

can be via company internal boards, company social media, mentoring sessions, talking circle sessions or just experience sharing session.

10. Employee Input: Building a Collaborative Culture

- Decision-Making: Create opportunities for employees to participate in decision-making processes and initiatives. This can be achieved through team meetings, surveys, and suggestion boxes.

- Employee Engagement Surveys: Regularly and periodically assess employee engagement and satisfaction through employee voice surveys, mood check-ins, and feedback techniques.

- Actionable Insights: Use the insights gained from employee feedback to improve workplace practices and policies.

Fostering a Collaborative Culture:

- Empower employees to take ownership of their work and make decisions. When employees feel they have autonomy to do things, when they feel that they are responsible for their decisions and actions, when they know the impact of their decision, and when they participate in decision making or giving suggestions/feedback they are more responsible and more thoughtful.

- Create a safe space for employees to share their ideas and concerns. No idea is small and no idea is wrong. When a safe space is created for employees to speak their mind and share their thoughts, many futuristic things may evolve.

- Demonstrate that employee feedback is valued by taking action on suggestions and providing updates. Many organizations take feedback and request for suggestions, but do not go back to employees and provide them with feedback. This whole process looks like a black box where suggestions are sought but no information is made available on what was done with the same. Successful teams always go back and share with

employees what was done with the suggestions. It may have resulted in positive action taken, process improvement, change in governance model or the ideal could have been shelved since it may be appropriate at 'a' point of time. Sharing this feedback in full transparency encourages associates to share more and also creates a sense of pride amongst them in organization future building.

11. Onboarding and Development: Setting New Hires Up for Success

- Formal Onboarding Process: Establish a formal onboarding process for new hires to facilitate integration and engagement. This process should provide new employees with the information and resources they need to be successful in their roles.

Effective Onboarding Strategies:

- Develop a comprehensive onboarding program that spans the first few weeks or months of employment. Many organizations think that employee onboarding is paper filling and having a full hours of session on policies. However, to integrate new employees with the organization, it is important to have a comprehensive onboarding program. Here culture assimilation, leadership talk, team details, policies and many other facets are shared. This also enables the right start for the associate since he/she is better oriented about their own team and cross-functional teams.

- Assign a dedicated onboarding buddy or mentor to new hires. This always helps during the initial journey of a new employee for better integration. Whether it is to navigate through the physical floors and buildings, or just to understand the company policy and procedures or gain quick access to other teams and leaders, having a buddy always helps in a team set-up.

- Provide opportunities for new hires to learn about the company culture, mission, and vision. If all the above is done right, the cultural assimilation and understanding the mission and vision of the employees is right from day one.

- Introduce new hires to their team members and key stakeholders. This not only makes them feel welcomed but also provides them with a head start in their career journey with the organization. Getting access to other team members and key stakeholders along with other physical assets always helps.

- Set clear expectations and goals for the new hire's role. This provides a sense of direction to the new team member. A 30, 60, 90-day goal helps in achieving quick wins and also gives a new hire a sense of performance, contribution, achievement, and pride. This may negate the need for any probation extension in case organization has a fixed probation period for the new hire.

- Offer ongoing support and feedback to ensure a smooth transition into the organization. This is critical to the success of new employee assimilation.

12. Transparency and Communication: Building Trust

- Open Communication: Promote transparent communication about organizational changes and developments. Employees who are kept informed are more likely to feel trusting and engaged.

- Regular Updates: Provide regular updates on company performance, future plans, and any changes that may impact employees.

Strategies for Transparent Communication:

- Hold regular town hall meetings or company-wide communications to share updates. It is imperative that all associates are aware of the latest developments in the company and have access to all corporate developments. This builds a sense of pride, keeps them abreast of any development and allays any doubts that individuals may have.

- Utilize multiple communication channels (email, internal newsletters, intranet) to reach all employees.

- Be honest and upfront about challenges facing the organization. Organizations which share truthful information sail through successfully during times of trial since associates are ready to support. They trust the leaders who have been transparent and willing to share honestly and upfront any challenges facing the organization. This builds an 'owner mind-set.'

- Encourage employees to ask questions and provide feedback.

13. Teamwork and Culture: Building Strong Relationships

- Social Connections: Encourage social connections and team-building activities to strengthen workplace relationships. Strong social connections can foster a sense of community and belonging.

- Teamwork: Create opportunities for teamwork and collaboration on projects. Working together towards a common goal can boost morale, increase engagement, build trust and partnership.

Strategies for Fostering Teamwork and Culture:

- Organize team-building activities (e.g., retreats, social outings, volunteer events). This helps in building camaraderie, trust, and removes any doubt. Informal ways of team building like these are more effective since the environment is relaxed and associates meet each other only as colleagues and not based on 'hierarchy.'

- Celebrate team achievements and milestones. All success including milestones needs to be shared within teams.

- Promote a culture of collaboration by providing opportunities for cross-functional teamwork. This helps in skill development, paves way for career development and also builds an organization with employees who are multi skilled and functionally ready to take on new roles.

- Recognize and reward teamwork and collaboration. This builds the right attitude, the right mindset, which further enhances co-operation, collaboration, participation, and partnership amongst employees.

14. HR Policies and Procedures: Ensuring Fairness and Consistency

- Regular Review: Regularly review and update HR policies and procedures to align with best practices and employee needs. Outdated policies can create confusion and frustration among employees.

- Fair and Consistent Application: Ensure that HR policies and procedures are applied fairly and consistently to all employees. Inconsistency can erode trust and morale.

Maintaining Effective HR Practices:

- Conduct regular HR audits to identify areas for improvement. Having the right compliance is not only a statutory requirement based on laws, but also helps in building trust. Organizations which have water-tight compliance and regular audits are trusted by society and by regulators also.

- Communicate HR policy updates clearly and concisely to all employees. This avoids doubt, inconsistent interpretation of the policy and ensures that all employees are treated fairly and in accordance with the stated policy.

- Provide training for managers on HR policies and procedures. It is usually said that the functional manager is also the first HR manager of any employee. Since employees go to their managers when in doubt or when they need support, it is also important that the functional managers are fully trained and oriented in the ways of working, policies and procedures of the organisation.

- Maintain a centralized location for employees to access HR policies and procedures. This avoids going around searching for information and also stops rumours. Many organizations either have an employee handbook or a virtual space where these

documents are stored for easy access. Storing virtually also helps in quickly updating and version control of the policy manuals.

15. Technology and Efficiency: Agile and Effective workforce

- Investing in technology and tools streamlines work processes and improves efficiency. Automation, digital collaboration platforms, and analytics software enhance productivity.

- Case studies showcase the transformative impact of technology adoption on organizational efficiency. Keeping ahead with latest technology deployment makes team agile, efficient, and effective. It also ensures that the organization is staffed with the right amount of headcount and helps in cost management. With adoption of cloud technologies, artificial intelligence, organizations are not only improving manufacturing and supply chain efficiencies but also people workforce productivity. This also helps in brining better innovation and niche products for the organization both in medium to long term.

In summary, employees are an organization's most valuable asset. By implementing the recommendations outlined, organizations can create a work environment that fosters employee engagement, satisfaction, and well-being. Enhancing organizational culture and employee engagement requires a multifaceted approach encompassing communication, feedback, development opportunities, and supportive policies. By doing these organizations can create a positive work environment where employees feel valued, motivated, and empowered to contribute to the organization's success.

6.2 Future Scope of the Research

The findings of this study provide important insights into the organisational elements that influence employee attrition and retention tactics in Indian businesses. While this study offers valuable insights into the organizational elements impacting employee attrition and retention tactics in Indian businesses, it also highlights the vast potential for further exploration.

There are numerous avenues for future research that can deepen our understanding and refine retention strategies in the dynamic Indian market or in the Global market.

Delving Deeper: A Focus on Specific Industries and Companies

To gain a more granular comprehension of the multifaceted factors influencing employee turnover, future research could benefit from focusing on specific industries or even individual companies within the Indian landscape. This targeted approach allows for a deeper dive into the unique challenges and opportunities faced by each sector. For example, exploring retention strategies in the burgeoning IT industry might reveal different factors compared to the manufacturing sector or something related to the service industry or knowledge industry. Similarly, studying employee turnover within a specific company can provide a more nuanced understanding of their corporate culture, management practices, and employee demographics, leading to more tailored retention solutions.

Following the Journey: Longitudinal Studies for Long-Term Impact

Understanding the long-term efficacy of implemented retention strategies is crucial for sustained success. Longitudinal studies hold immense value in this pursuit. These studies track employee engagement and retention over an extended period, allowing researchers to analyse the effectiveness of retention measures implemented over time. This approach can shed light on which strategies have a lasting positive impact and reveal potential areas for improvement or adjustment. For instance, a longitudinal study might track the impact of a revamped onboarding program on employee retention over a two-year period, providing valuable data for future iterations.

The Future of Work: Technology's Impact on Retention

Technological advancements like artificial intelligence (AI) and remote work tools are rapidly transforming the workplace. Future research can explore the impact of these developments on employee retention. For instance, how does AI-powered performance management affect employee motivation? Do remote work opportunities enhance or hinder employee engagement? Investigating these questions can inform the development of future

retention strategies that leverage technology's potential to create a more engaging and productive work environment.

Beyond Borders: Cultural and Socioeconomic Influences

India's rich cultural tapestry and diverse socioeconomic landscape are significant factors influencing employee behaviour. Future research can investigate how cultural values and socioeconomic backgrounds impact employee turnover rates across different regions in India. Understanding these complexities can empower organizations operating in a multicultural environment to develop retention strategies that are culturally sensitive and address the unique needs of their diverse workforce. For example, a study might explore how employee expectations regarding work-life balance differ across urban and rural areas, allowing companies to tailor their policies accordingly.

The Road Ahead: Enhancing Employee Engagement and Retention

The future of this research lies in the ongoing pursuit of improved retention strategies that contribute to a more engaged, satisfied, and productive workforce in Indian businesses. These future studies will be conducted within India, leveraging the nation's rich and dynamic business environment as a springboard for discovering innovative retention solutions. By focusing on specific industries, companies, and long-term impacts, employing longitudinal studies, and exploring the influence of technology, culture, and socioeconomics, researchers can further refine our understanding of employee retention. This deeper knowledge can then be translated into actionable strategies that empower Indian businesses to cultivate a loyal and thriving workforce, ultimately leading to a more competitive and successful business landscape for the entire nation.

World at a Scale: Go beyond India

This research has geographic scope of India only. Future studies can focus on multiple geographies or at a global scale to study the impact. Does cultural sentiments, local market practices, mindset and similar other factors give varied results when compared and contrasted can be an interesting piece of study for future research scholars.

6.3 Final Conclusion from this study

Significant findings have been made as a result of an in-depth investigation of the organisational elements that influence employee turnover and retention tactics in Indian businesses. The Indian business landscape faces a constant challenge: employee turnover. This phenomenon not only impacts the bottom line through recruitment and training costs, but also disrupts productivity and weakens company culture. In response, retaining top talent has become a strategic imperative. This in-depth exploration delves into the critical organizational elements that influence both employee turnover and retention tactics, ultimately paving the way for a more engaged and loyal workforce.

Effective Leadership: Building Trust and Fostering Engagement

At the forefront of successful retention strategies lies effective leadership. Leaders who prioritize clear communication, approachability, and fair decision-making foster a positive work environment that demonstrably contributes to higher employee morale and lower turnover rates.

Clear communication translates to a well-defined roadmap for success. Employees thrive when they understand company goals, individual expectations, and performance metrics. This clarity allows them to align their efforts with the organization's objectives and promotes a sense of purpose. Approachable leaders create an open-door policy, allowing employees to voice concerns and offer suggestions without fear of retribution. This open and transparent environment fosters trust and psychological safety, crucial ingredients for a healthy work culture. Finally, fair decision-making ensures a level playing field, where promotions and rewards are based on merit rather than personal bias. This not only fosters trust within the team but also motivates employees to invest their time and energy in exceeding expectations.

Competitive Compensation and Benefits: Demonstrating Value

Beyond leadership, compensation and benefits play a significant role in employee satisfaction and retention. Offering competitive salaries that reflect industry standards and

individual contributions sends a clear message: the organization values its talent. Regular salary reviews and adjustments ensure employees feel their worth is recognized and compensated fairly. Additionally, attractive incentive programs further enhance the compensation package. These programs, which might include bonuses, commissions, or stock options, motivate employees to excel and remain committed to the organization's success. A well-designed compensation package goes beyond just salary. Benefits such as health insurance, paid time off, parental leave, and retirement plans demonstrate the company's investment in its employees' well-being, both inside and outside of work. A comprehensive benefits package not only attracts top talent but also encourages employees to stay with the organization for the long term. Recognizing and rewarding achievements through bonuses, promotions, or public recognition further strengthens employee engagement and reinforces the value placed on their contributions.

Job Fit and Career Progression: Cultivating Purpose and Growth

Job fit plays a crucial role in keeping employees engaged and satisfied. When individual skills and talents are aligned with job tasks, employees experience a sense of purpose and fulfilment. This alignment allows them to utilize their strengths, learn new skills, and contribute meaningfully to the organization's success. Organizations can achieve this by conducting thorough skills assessments during the hiring process and ensuring that positions are clearly defined and responsibilities are well-matched to employee skillsets. Opportunities for career progression provide a clear path for growth and development, further motivating employees to invest their time and energy in honing their skills and climbing the corporate ladder. This could involve implementing well-defined career paths with clear milestones and transparent promotion criteria. Additionally, organizations can offer opportunities for internal mobility, allowing employees to explore different roles and departments within the company. A stimulating work environment further enhances retention. This includes providing the necessary tools, resources, and ongoing training to empower employees to perform their jobs effectively. Investing in employee development demonstrates the organization's commitment to its workforce and allows employees to stay up to date with industry trends and skills. Furthermore, fostering a collaborative work culture where teamwork and knowledge sharing are encouraged leads to a more positive and engaging work experience. Employees who feel valued for their unique skills and contributions and who have opportunities to collaborate and

learn from colleagues are more likely to be engaged and committed to the organization's success.

The Evolving Workplace: Adapting to a New Reality

The COVID-19 pandemic has fundamentally reshaped the workplace landscape, highlighting the growing importance of flexible work arrangements. Offering remote work options, flexible scheduling, and compressed workweeks empowers employees to achieve a healthy work-life balance, ultimately reducing stress and increasing job satisfaction. This newfound flexibility allows employees to manage personal commitments and responsibilities more effectively, leading to a more engaged and productive workforce. However, implementing successful remote work strategies requires careful planning and communication. Organizations need to establish clear guidelines and expectations for remote work, invest in the necessary technology to facilitate communication and collaboration, and provide adequate training to ensure a smooth transition for employees.

Effective crisis communication during challenging times is equally important. Leaders who keep employees informed, address concerns transparently, and demonstrate empathy foster trust and a sense of security during periods of uncertainty. Regular communication updates, open forums for employee questions, and proactive measures to address employee well-being during a crisis all contribute to a more resilient and engaged workforce.

Prioritizing Mental Health and Well-being: Investing in a Thriving Workforce

Mental health and well-being in the workplace have risen to the forefront of retention strategies. The pressures of work, coupled with the potential for burnout, can significantly impact employee morale and productivity. Organizations that prioritize employee well-being by offering access to mental health resources, promoting stress management techniques, and fostering a supportive work culture create a safe space for employees to thrive.

Offering access to mental health resources can take various forms. This could include Employee Assistance Programs (EAPs) that provide confidential counselling services, educational workshops on managing stress and anxiety, or partnerships with mental health professionals who offer on-site or virtual consultations. By making mental health a priority,

organizations demonstrate their commitment to employee well-being and encourage employees to seek help when needed.

Promoting stress management techniques empowers employees to take control of their mental and emotional health. This could involve offering mindfulness training programs, encouraging breaks throughout the workday, or creating designated relaxation spaces within the office. Additionally, fostering a culture of open communication allows employees to discuss workload concerns with their managers and seek adjustments when necessary. A supportive work environment goes beyond simply offering resources. It involves creating a culture where employees feel comfortable discussing mental health challenges without fear of judgment or stigma. Leaders who model healthy work-life boundaries and encourage breaks and time off send a powerful message that employee well-being is valued.

Building a Comprehensive Retention Strategy: A Multi-Pronged Approach

In conclusion, minimizing employee turnover and cultivating a healthy work culture requires a multi-pronged approach. By prioritizing leadership development programs that equip leaders with the skills necessary to foster trust and engagement, offering competitive compensation and attractive benefits packages, aligning job tasks with employee skillsets, providing opportunities for career progression, and creating a stimulating work environment, organizations can lay the foundation for a loyal and engaged workforce. Furthermore, embracing flexible work arrangements, practicing effective crisis communication, and prioritizing employee mental health and well-being in the wake of the COVID-19 pandemic are crucial additions to the retention equation. This coupled with a few other factors as listed below can do the magic for enterprises.

Leadership Development: Regularly investing in leadership development programs equips leaders with the skills necessary to effectively communicate with employees, provide constructive feedback, and delegate tasks appropriately. Additionally, leadership training programs focusing on emotional intelligence can help leaders build trust, manage conflict effectively, and foster a positive work environment.

Performance Management: Implementing a fair and transparent performance management system allows organizations to provide regular feedback, identify areas for improvement, and acknowledge employee achievements. Regular performance reviews create a clear path for development and demonstrate the organization's investment in employee growth.

Work-Life Balance: Encouraging employees to maintain a healthy work-life balance is crucial for preventing burnout and fostering long-term retention. This could involve offering generous paid time off policies, promoting the use of all vacation days, and discouraging employees from working excessive overtime. Additionally, organizations can offer flexible work arrangements and remote work options to allow employees to manage personal commitments more effectively.

Recognition and Appreciation: Regularly recognizing and appreciating employee contributions is a powerful tool for boosting morale and motivation. This recognition can take various forms, such as public acknowledgment, bonus programs, or simply expressing gratitude for a job well done. Feeling valued and appreciated is a key driver of employee engagement and retention. This helps in positive reinforcement and is a positive tick which makes employees feel better.

Building a Culture of Diversity and Inclusion: Creating a diverse and inclusive workplace fosters innovation, creativity, and a sense of belonging for all employees. This involves implementing diversity and inclusion initiatives throughout the organization, from the recruitment process to promotion practices. An inclusive work environment ensures that all voices are heard and valued, ultimately leading to a more engaged and productive workforce.

By implementing these comprehensive strategies, Indian businesses can create a workplace where employees feel valued, motivated, and empowered to reach their full potential. This, in turn, translates to a more productive, innovative, and successful organization. A loyal and engaged workforce is the cornerstone of any thriving business, and by prioritizing

retention strategies, Indian businesses can unlock their full potential and secure a competitive edge in the ever-evolving global marketplace.

Whether covid or no covid, organizations can gear up to be future ready and any negative impact is minimised, along with building an engagement, motivated and energized workforce. Also accentuated with this is high retention within an organization. This also helps in building strong brand for the organization and also sending a message of being "An Employer of Choice" in an ever-changing landscape.

<div align="center">**APPENDIX A: Survey Cover Letter**</div>

Date:

Dear Friends / Sir / Madam,

Trust you are keeping well. As part of my doctoral research, I am collecting data relating to impact of Covid – 19 on employee attrition trends. I will be grateful if you can participate in this survey and be a part of my "research journey."

I assure you that your data will be kept confidential and will not be shared on an identifiable basis with anyone. Thanking you in advance and if you have any questions happy to discuss.

I will look forward to having your inputs soon. If you prefer to directly respond online, then please click the link https://forms.gle/1NR4DJTgYXzzpQ1n7

Thanking you in advance.

Thanks and Warm Regards,
Ans
Ans Raja Joseph
(Doctoral Student of Swiss School of Business and Management, Geneva)

Date:

Dear Friends / Sir / Madam,

Thank you for participating in the primary research and sharing your invaluable insights and views. By participating in this survey, **you consent** for me to use the data / information shared by you in a consolidated, non-identifiable format for research purposes in partial fulfilment of my doctoral research at Swiss School of Business and Management, Geneva. **If at any point on or before 28 March 2024 you feel that the information shared by you needs to be edited or excluded from the overall research, please do let me know via:**

Email: jjraja@yahoo.com / ans@ssbm.ch
Phone: +91 8806660877

Due to limitations to finalise research and to make submissions, any requests received after the abovementioned date will not be considered. However, be assured that all data will be kept confidential and will not be shared on an identifiable basis with anyone.

Thanking you in advance

Thanks and Warm Regards,
Ans
Ans Raja Joseph
(Doctoral Student of Swiss School of Business and Management, Geneva)

APPENDIX C: Interview Questionnaire

PART-A: Demographic Information

Gender:

☐ Male

☐ Female

Age:

☐ 21-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ 56 and above

Educational Background:

☐ Bachelor's Degree

☐ Master's Degree

☐ Doctorate

☐ Other (please specify)

Years of Experience in the Current Organization:

☐ 1-3 years

☐ 4-6 years

☐ 7-10 years

☐ More than 10 years

Please indicate your level of agreement with the following statements, where 1 is "Strongly Disagree" and 5 is "Strongly Agree."

PART-B: Organizational Factors

Leadership Effectiveness:

1. The leadership in my organization communicates a clear vision for the future.
2. Leadership in my organization is approachable and open to employee feedback.
3. Decision-making in my organization is transparent and fair.
4. Leaders in my organization effectively manage and resolve conflicts.

Compensation and Benefits:

1. I feel adequately compensated for the work I do.
2. The benefits provided by my organization meet my personal and family needs.
3. The organization provides fair and timely salary increments.
4. The bonus and incentive structure in my organization is motivating.

Job Role Satisfaction:

1. My current job role aligns with my skills and expertise.
2. I have opportunities for professional growth within my current job role.
3. The responsibilities assigned to me are challenging and engaging.
4. I am satisfied with the level of autonomy in my job.

Work Environment:

1. The physical work environment (office space, facilities) is conducive to productivity.
2. Team collaboration is encouraged in my organization.
3. My organization promotes a healthy work-life balance.
4. The organization values diversity and inclusion.

PART-C: Social Factors

Workplace Relationships:

1. I have positive relationships with my colleagues.
2. Team members in my organization support each other.
3. There is effective communication among team members.
4. I feel a sense of camaraderie with my co-workers.

Support Systems:

1. The organization provides adequate support for personal and professional development.
2. I receive constructive feedback and guidance from my superiors.

3.   There are mentorship programs in place to support employee growth.

4.   The organization offers counselling or mental health support services.

PART-D: Retention Strategies

Current Retention Strategies:

1.   My organization has clear policies in place to retain talented employees.

2.   Training and development opportunities are provided to enhance employee skills.

3.   The organization offers flexible work arrangements to support employee needs.

4.   Recognition and reward programs are effectively implemented.

Effectiveness of Strategies:

1.   The current retention strategies in my organization have positively impacted employee morale.

2.   I believe the retention strategies are aligned with employee expectations.

3.   Employees are aware of the available retention initiatives.

4.   The organization gathers feedback from employees to improve retention strategies

PART-E: Impact of COVID-19 Pandemic and Overall Satisfaction

Impact on Job Satisfaction:

1.   The COVID-19 pandemic has affected my job satisfaction.

2.   Remote work during the pandemic has influenced my perception of job security.

3.   The organization's response to the pandemic has affected my loyalty.

Adaptation of Retention Strategies:

1.   My organization has introduced new retention strategies in response to the pandemic.

2.   The communication regarding changes in retention strategies during the pandemic has been clear.

3.   Remote work policies during the pandemic have positively impacted retention.

Overall Job Satisfaction:

1.   I am satisfied with the recognition I receive for my contributions.

2.   The organization values and appreciates the efforts of its employees.

3.   I feel motivated to give my best effort in my role.

4.   Overall, I am satisfied with my current job.

Thank you very much for agreeing to be a part of this interview and research process. You can be rest assured that the information shared will be kept confidential and will be reported anonymised, as part of larger data sets. Your name and/or your organisation's name will not be revealed.

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