

A STUDY ON EMPLOYEE INTENTION TO STAY IN A WORKPLACE

**Project Report
Submitted By
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**Under the guidance of
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In partial fulfilment of the requirements for the award of the degree of
Bachelor of Management Studies (International Business)



ST. TERESA'S COLLEGE (AUTONOMOUS), ERNAKULAM

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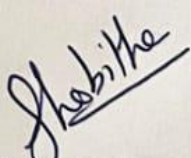
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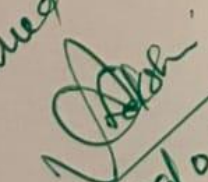


CERTIFICATE

This is to certify that the project entitled "Employee intention to stay in a workplace- significance to job satisfaction or environmental factors" has been successfully completed by Ms. Alita Jerry, Reg. No. SB20BMS006, in partial fulfilment of the requirements for the award of degree of Bachelor of Management Studies in International Business, under my guidance during the academic year 2020-2023.

Date: 19/04/23


MS. SHOBITA P.S
INTERNAL FACULTY GUIDE

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19/04/23



DECLARATION

I, Alita Jerry, Reg. No. SB20BMS006, hereby declare that this project work entitled “Employee intention to stay in a workplace -significance to job satisfaction or environmental factors” is my original work.

I further declare that this report is based on the information collected by me and has not previously been submitted to any other university or academic body.

Date 19/04/23



ALITA JERRY
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First and foremost, I would like to thank God Almighty for giving me the strength, knowledge, ability and opportunity to complete this project work successfully.

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My acknowledgement would be incomplete without thanking my parents, friends and everyone who have directly or indirectly helped me for completing the project in time and thereby making it a success.

ALITA JERRY

EXECUTIVE SUMMARY

The researcher is presenting this report on “The Study on Employee Intention to Stay in a Workplace” conducted among employees working in various industries particularly in the service sector in Kerala between the age group of 18-60 years old.

In this report, the researcher has attempted to find the relationship between job satisfaction and organizational environment factors with the intention of the employee to stay in a workplace.

The primary objective of the study is to understand the factors that make employees to stay in the organization and to interpret the reasons whether it is because of their obligation towards the organization or those who intend to stay because of their desire to stay in the organization.

Many secondary objectives were established to support the primary objective, which helped get a deeper understanding of the topic. The researcher has tried to understand the causes of employee retention.

The researcher has done data collection through convenience sampling for conducting the research. Data was collected through an online survey of 103 individuals who had to respond regarding various parameters related to Job satisfaction and other environmental factors that influence their decision to stay in an organization.

Different analysis tools such as Correlation and ANOVA have been used to determine the factors leading to the rejection and acceptance of the hypothesis formed from this study.

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CHAPTER 1
INTRODUCTION TO THE STUDY

1.1 INTRODUCTION TO THE STUDY

In an increasingly competitive and fast-paced job market, organizations need to understand why some employees leave and others stay, not only for revenue but also to retain top talent. It is important to understand what your employees value, measure the financial impact of retention and turnover, and manage and improve employee retention in all strategic benefits.

If companies want to retain employees, they should also consider retention and the reasons for retention and work to strengthen them. From a company's hiring and turnover policy perspective, the reasons for staying in the job are just as important as the reasons for leaving. Reasons for employees to stay and to leave are completely different. They are not merely the opposite of each other. Many companies work with low turnover because they believe that low turnover means employees are happier and more productive in their jobs. This is not necessarily true. Low-interest rates are simply the result of a tight labour market. Or maybe the company puts employees in financial handcuffs through compensation plans that emphasize deferred performance.

Unnecessary employee turnover is one of the biggest and most costly business problems facing companies. Not only do costly knowledge bases disappear when employees leave, but organizations must reorganize their resources to maintain business plans and goals. For a team or organization that is understaffed or understaffed, the loss of a team member or employee can cause great distress, increase work pressure, reduce employee morale, and in extreme cases cannot achieve the desired result. Hiring or placing a replacement employee typically takes about hours. Additionally, the work that must be performed prior to hiring or replacing an employee is labor-intensive and involves a great deal of effort. In addition to effort and time, these activities are quite costly.

Companies can reinforce the right reasons for employees to stay by creating conditions that match the work and life values of their employees. When leaders focus on understanding why employees stick around, they can act to reinforce the right reasons and stop reinforcing the wrong reasons. In other words, you can take a positive approach to manage long-term effective customer loyalty rather than the usual negative approach of simply reducing employee turnover.

Companies can do this by reinforcing the "right" reasons to stay. "Right" means a combination of job satisfaction and environmental motivation in line with company goals. "Wrong" reasons mean a combination of reasons for staying that does not benefit either the company or the employee. So if a company affirms the right reasons to stay and doesn't affirm the wrong reasons, the turnover rate, rather than the turnover rate, can be more satisfying.

1.2 STATEMENT OF THE PROBLEM

When employees embrace the company's goal and vision, they are motivated to carry out their daily duties not only for their own gain but also for the good of the entire organization. Whether an employee "wants" to stay or "has" to stay greatly impacts the organization.

The researcher aims to discover the factors which maximally discriminate between those employees who intend to stay in the organization because of their obligation towards it and those who intend to stay because of their desire to stay in the organization. The study also aims to draw a line between "has to stay" and "wants to stay" needs of employees.

1.3 LITERATURE REVIEW

1.3.1 INTENTION TO STAY

Intention to stay is defined as employees' intention to stay in the present employment relationship with their current employer on long term basis. This is an inverse concept of turnover intention or intention to quit. Vandenberg and Nelson (1999) defined employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future.

Undesirable, unwanted, and voluntary attrition that companies experience when highly valued employees quit to take another job elsewhere is a much bigger problem than the frequency of corporate layoffs reported (Mobley, 1982). This aspect is increasing in importance as the competition for talent is high and continuously growing. People need to feel that their contributions to the organization are valued (Taylor, 2002). To keep employees in the company, they need to feel part of the organization. To enlighten the

problem about employees leaving, several pertinent measures need to be taken as organizations are now competing for talent (Mitchellet al., 2001). The solutions to improve retention within employees; competitive salaries, comprehensive benefits, incentive programs, and similar initiatives are important to be executed (Taylor, 2002). Besides, pay and financial incentives also work to increase employees' commitment and satisfaction.

1.3.2 JOB SATISFACTION

The ways workers feel dissatisfied--inequality of pay for similar work, not being acknowledged for a job well done, being treated with disrespect, having their differences regarded as negative rather than prized, not receiving the right resources, and having to work in an unacceptable physical work environment. Unfortunately, all these are symptomatic of viewing employees as interchangeable, disposable, and easily replaceable. The desire to be recognized, praised, and considered important is our deepest craving, yet 60 percent of employees say they feel ignored or taken for granted. There are actually understandable reasons for this — many of today's managers were told as young employees "if you don't hear from me, it means you're doing a good job." So, they manage their own direct reports the same way. Some managers don't pay enough attention to their employees to know when to recognize their contributions. And still others believe that recognition is the job of human resources, not theirs.

Great employers start making people feel important on day one. Hallmark throws welcoming parties for new hires. Another organization puts pastries on the desk of new hires on their first day at work so other employees will have an incentive to drop by and welcome them. Employers of choice don't just recruit — they re-recruit after the hire and keep on re-recruiting. They train their managers to understand the power of paying attention to even the smallest of employee contributions, and, yes, simply saying "thanks" often goes a long way.

Another 70 percent say they don't have a healthy balance between work and personal lives, and, remarkably, 60 percent would give up some pay in exchange for more personal or family time. Generations X and Y workers will continue to insist on having more time outside of work to live their lives. They want something their parents didn't have: Sanity!

Only 40 percent of workers believe their companies are wellmanaged, senior leaders need to build and communicate a solid plan and vision for success that employees will follow. Nobody wants to work for a losing organization with no plan for success. What every employer needs to know is that 95 percent of voluntary turnover—and disengagement is avoidable. While it should also be mentioned that the employee shares much of the responsibility for staying engaged, most of the levers that increase employee engagement lie within the power of the direct manager or senior leaders to control.

1.3.3 ENVIRONMENTAL PRESSURES – INTERNAL AND EXTERNAL TO THE ORGANIZATION

Employees are very important assets in an organization. A good organization is one which takes care of its employees. This is often done by paying attention to their workplace environment. This is because the employees spend substantial part of the time of their lives at the workplace while carrying out their work. Hence, workplace environment influences their cognitive and emotional states, concentration, behaviour, actions, and abilities. It plays an important role in the employees' engagement as well as in their performance. In fact, workplace environment has a big contribution for the organization in maintaining a high level of employees' productivity and hence the organizational productivity.

Workplace environment can be anything which exists around the employees where they work and which affect how they carry out their work. It consists of both external and internal conditions which can influence the working spirit and hence, reflect in their performance at work. There exists a strong interaction between employees' performance and physical workplace environment. The physical environment at work is critical to employees' performance, satisfaction, social relations and health. The environmental conditions at the workplace are important factors which has an influence on the employees' morale and job satisfaction and hence their performance.

Employees' productivity is the heart and soul of any organization. The success of the organization is very much dependent on how its employees perform at the workplace. Employees who put forth extra effort often make a big difference in organizational performance. Increasing the employees' productivity is one of the most critical goals of an organization. Workplace environment influences the employees' behaviour at

work. In fact, employees' surroundings and the workplace environment impact most the working efficiency of the employees.

1.3.4 DIFFERENCE BETWEEN “WANTS TO STAY” AND “HAS TO STAY”

“Are employees obliged to stay or is it their desire to stay in the organization?”. Whether an employee "wants" to stay or "has" to stay makes a big difference to the organization. Organizations must give what employees need, not what they want. Needs are something that you must have, in order to live. On the contrary, wants are something that you wish to have, so as to add comfort to your life. Needs represent the necessities while wants indicate desires. Needs are important for human beings to survive. As against this, wants are not as important as needs, because a person can live without wants.

Employee engagement has been one of the most important elements in an organization. Even more so in today's environment when the need to hold on to employees' commitment and loyalty takes priority given the ever-challenging jobs market, the continuous competition for high-quality human capital, the changing landscape of organizations' structures, and the increasingly complex employee demands. Motivated employees contributed immensely to the well-being and growth of any business. And to motivate employees is to understand what they need and take measures to fulfill them.

1.3.5 THE IMPORTANCE OF ORGANIZATIONAL COMMITMENT IN THE WORKPLACE

Organisational commitment in the workplace is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

1.3.5.1 AFFECTIVE COMMITMENT

The first type of organisational commitment, Affective commitment, relates to how much employees want to stay at their organisation. If an employee is affectively committed to their organisation, it means that they want to stay at their organisation.

They typically identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organisation and are generally great assets for organisations.

1.3.5.2 CONTINUANCE COMMITMENT

Continuance commitment relates to how much employees feel the need to stay at their organisation. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation. Possible reasons for needing to stay with organisations vary, but the main reasons relate to a lack of work alternatives, and remuneration.

1.3.5.3 NORMATIVE COMMITMENT

Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations. Normatively committed employees feel that leaving their organisation would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organisations.

1.4 SIGNIFICANCE OF THE STUDY

The benefits of the study are –

- i. This study provides more insights into the factors which helps organisations to know more about the employee's reason to stay with the organisation.
- ii. It will help the organisations know what the employees expect and thus helps in better management of human resources. It also helps to know the reasons that employees choose to stay in the organisation and to differentiate between obligation and desire. "Are employees obliged to stay or is it their desire to stay in the organisation?"

- iii. Carelessly conceived methods of maintaining a low turnover rate can be detrimental to the financial health of a company. This study helps to understand what influences the performance of employees at workplace and what factors can be disregarded.
- iv. It will help organisation to understand whether an employee stays for job satisfaction or for environmental reasons. This knowledge would help them to assess their perspective towards employees.

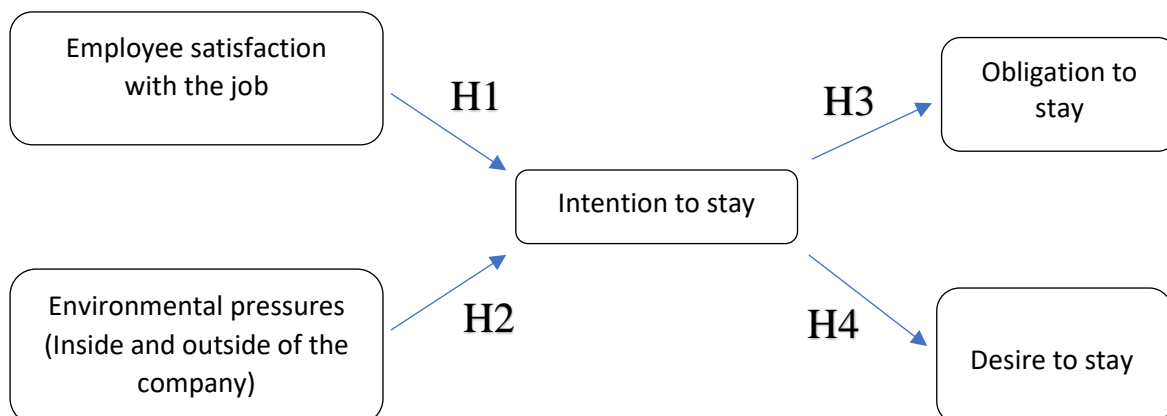
1.5 SCOPE OF THE STUDY

The study will be conducted on the employees working in various organizations, particularly the service sector. Reasons for employees to stay and to leave are completely different. They are not merely the opposite of each other. This study mainly focuses on various factors influencing employees' intention to stay in the organization. It will help the organizations to understand and have a clearer idea about these detrimental factors.

1.6 OBJECTIVES OF THE STUDY

- To understand how employee's satisfaction with the job leads to their intention to stay in the organisation.
- To comprehend how internal and external environmental pressures in the organisation affect employee's intention to stay in the company.
- To examine the relationship between employees intention to remain in the organisation and their obligation to stay.
- To evaluate how the intention to stay in the organisation is affected by employee's desire to to continue there.

1.7 CONCEPTUAL MODEL



1.8 RESEARCH HYPOTHESIS

Hypothesis 1 (H1):

There is a positive relationship between employees' satisfaction with the job and their intention to stay in the organization.

Hypothesis 2 (H2):

There is a positive association between environmental pressures (Internal and external to the organization) and Employee's intention to stay in the organization.

Hypothesis 3 (H3):

Employees' intention to stay is significantly associated with their obligation to stay in the organization.

Hypothesis 4 (H4):

There is a significant relationship between Employee's intention to stay and their desire to stay in the organization.

1.9 RESEARCH METHODOLOGY

1.9.1 DATA COLLECTION

In data collection, there are two methods that are generally used by researchers to collect data which are Primary data collection methods and Secondary data collection methods. In most of the research, the first-hand data that the researcher collects is Primary data collection methods (collection of data through observation, questionnaire, case studies, projective techniques, and schedules). Secondary data is one that already exists and it may be collected through articles, case studies, letters, etc.

For this study, the researcher used a questionnaire as a primary data collection tool. It was prepared in the form of google forms and circulated through various social media platforms. Secondary data is used in the introduction of the study and literature review. It is also used to get more data regarding the industry profile,

1.9.2 SAMPLING METHOD

1.9.2.1 Population

The population is the collection of elements which has some or other characteristics in common. The number of elements in the population is the size of the population. In this survey, the population comprises all the employees in the age group of 18-60 years who are working in various organizations, particularly in the service sector.

1.9.2.2 Sample size

The sample for the research is confined to all employees working in various organizations, particularly in Kerala. Keeping in view the limitation of time and resources, the sample size taken is 103 respondents. Questionnaires were distributed through social media platforms like WhatsApp, Instagram, and e-mail to the respondents and enough time was given to the respondents to fill out the questionnaire to reduce sampling error.

1.9.2.3 Sampling Technique

The sample of this study is 103 respondents. The study was conducted for a period of 30 days from 15th January to 14th February, 2023. The study uses convenience sampling techniques which is a type of non-probability sampling technique. It includes the individuals who happen to be most accessible to the researcher.

1.9.4 Tools used for Data Collection

The questionnaire is carefully designed to meet the requirements of the research. The questionnaire focuses on 3 parts that are the respondents' satisfaction regarding their current job, their intention to stay and their attitude towards the current organization.

Most of the questions are constructed using five-point Likert Scale (1- Strongly Disagree; 2- Disagree; 3-Neither agree nor disagree; 4- Agree; 5- Strongly Agree). There are also nominal, ordinal, and interval scale questions.

1.9.3 DATA ANALYSIS TECHNIQUE

The entire data has been analyzed using SPSS software package. The tools used for analysis in SPSS for this research are as following

- i. One-way Anova
- ii. Correlation

1.10 LIMITATIONS OF THE STUDY

- I. It was difficult to reach out to such a large sample size. Given the large population in India, the valid sample size of 103 in this study may not represent the population very well.
- II. Getting the respondents to trust the researcher and get them to answer the questionnaire was quite challenging.
- III. There are higher chances of inaccuracy as respondents may not have answered honestly.

CHAPTER 2
INDUSTRY PROFILE

2.1 INDUSTRY PROFILE

2.1.1 INDUSTRY MORALE

According to Keith Davis- "Morale can be defined as the attitudes of individuals and groups towards their work environment and towards voluntary co-operation to the full extent of their ability in the best interest of the organization".

In employment, the term morale refers to an employee's attitude towards achieving organizational goals. It stands for spirit, joy, and satisfaction working for a common purpose. Morale is a group concept that describes the attitudes of the employees collectively towards all aspects of their work the job, company, Working Conditions, Co-workers, supervisors, etc.

The industrial term of workforce morale is 'Industrial Morale'. Industrial morale describes the overall outlook, attitude, satisfaction, and confidence that workers feel at the workplace. Industrial morale plays an important role in workplace happiness, enhancing productivity, attract and retain key talent. Industrial Morale also plays vital role in the company's success and competitive edge/advantage over competitors.

2.2 SERVICE SECTOR

The services sector is not only a major part of India's GDP, but has also attracted significant foreign investment, contributed significantly to exports and created many jobs. The Indian services sector includes a range of activities such as trade, hospitality and restaurants, transportation, storage and telecommunications, finance, insurance, real estate, business services, communal, social and personal services, construction related services. The government is also making significant efforts in this direction to increase India's commercial services export share in the global services market from his 3.3% and enable multiple expansions of GDP.

India is an emerging market unique in the world due to the unique capabilities and competitive advantages created by knowledge-based services. India's services industry is underpinned by a number of government initiatives such as Smart Cities, Clean India and Digital India, fostering an enabling environment for the services sector. The sector has the potential to open up trillions of dollars of opportunity that can stimulate inclusive growth in all countries.

2.2.1 BANKING, FINANCE AND ACCOUNTING

As per the Reserve Bank of India (RBI), India's banking sector is sufficiently capitalised and well-regulated. The financial and economic conditions in the country are far superior to any other country in the world. Credit, market and liquidity risk studies suggest that Indian banks are generally resilient and have withstood the global downturn well.

India has a diversified financial sector undergoing rapid expansion, both in terms of strong growth of existing financial services firms and new entities entering the market. The sector comprises commercial banks, insurance companies, non-banking financial companies, co-operatives, pension funds, mutual funds and other smaller financial entities.

2.2.2 HEALTHCARE

Healthcare has grown to be one of India's largest sectors in terms of both revenue and employment. Healthcare includes hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical devices. India's healthcare sector is growing rapidly due to increased coverage, expanding services and increased spending from both public and private companies.

India's healthcare system is classified into her two main components, public and private. The government or H. public health system includes limited secondary and tertiary health facilities in major cities, with a focus on providing basic health care facilities in the form of primary health centers (PHCs) in rural areas. is placed.

2.2.3 IT AND BUSINESS PROCESS MANAGEMENT (BPM)

The IT and BPM sector has emerged as one of the key growth catalysts of the Indian economy, contributing significantly to the country's GDP and public welfare. The IT industry accounted for his 7.4% of India's GDP in FY2020 and is expected to contribute 10% to India's GDP by 2025.

India is now poised for the next growth phase of the IT revolution as innovative digital applications penetrate sector by sector. India is considered to have one of the world's largest internet user bases and the lowest internet tariffs, with 76 million citizens currently accessing the internet. The current focus is to generate significant economic

value and enhance citizenship thanks to the strong foundation of digital infrastructure and enhanced digital access offered through the Digital India program. India is one of the countries with the fastest pace of digital adoption.

2.2.4 MANUFACTURING, TRANSPORT AND LOGISTICS

A globally competitive manufacturing sector is India's greatest potential to drive economic growth and job creation this decade. Due to factors like power growth, long-term employment prospects, and skill routes for millions of people, India has a significant potential to engage in international markets. India's gross domestic product (GDP) at current prices stood at Rs. 51.23 lakh crore (US\$ 694.93 billion) in the first quarter of FY22, as per the provisional estimates of gross domestic product for the first quarter of 2021-22. India is gradually progressing on the road to Industry 4.0 through the Government of India's initiatives like the National Manufacturing Policy which aims to increase the share of manufacturing in GDP to 25 percent by 2025 and the PLI scheme for manufacturing which was launched in 2022 to develop the core manufacturing sector at par with global manufacturing standards. Manufacturing has emerged as one of the high growth sectors in India.

2.3 INDUSTRY MORALE IN SERVICE SECTOR

The service industry is at a crossroads. Workers, who often receive low wages and limited benefits for hard work, say they are tired of doing more for less. Circumstances dictated that they could not work for several months during the pandemic, and many workers spent the much-needed time off pondering a career move out of the industry. Most service industry jobs are customer-centric, and workers are subject to the good, bad, and ugly of human nature.

The pandemic has added additional physical and mental health concerns. As a result, some employees are leaving their jobs at companies that do not or do not have COVID-19 safety protocols in place, or that do not support employees suffering from increased stress and burnout. Many others are urged to consider a career change.

CHAPTER 3
DATA ANALYSIS AND
INTERPRETATION

3.1 DEMOGRAPHIC CHARACTERISTIC

Table 3.1 Demographic details of respondents

Demographic Characteristics		Number of respondents	Percentile
Age	18 – 25	38	36.9
	25 – 40	28	27.2
	40 – 50	12	11.7
	More than 50	25	24.3
	Total	103	100.0
Gender	Male	48	46.6
	Female	55	53.4
	Total	103	100.0
Marital Status	Married	53	51.5
	Unmarried	50	48.5
	Total	103	100.0
Location of Workplace	Urban	87	84.5
	Rural	16	15.5
	Total	103	100.0
Length of service in the current organization	Less than 1 year	29	28.2
	1 – 5 years	38	36.9
	5 – 10 years	8	7.8
	More than 10 years	28	27.2
	Total	130	100.0

Accommodation status	With family	74	71.8
	Single	20	19.4
	Married and living away	2	1.9
	other	7	6.8
	Total	103	100.0
Job sector	Accountancy, banking and finance	8	7.8
	Information Technology (IT)	11	10.7
	Healthcare	32	31.1
	Manufacturing, transport and logistics	17	16.5
	Business consultancy and Management	8	7.8
	Marketing, advertising and PR	5	4.9
	Teacher, training and education	7	6.8
	Construction	2	1.9
	Engineering	3	2.9
	Legislative Assembly	1	1.0
	Media Industry	3	2.9
	Automobile Industry	1	1.0
	Film industry	1	1.0
	Hospitality	1	1.0
Technology	1	1.0	

	Company employee	2	1.9
	Total	103	100.0

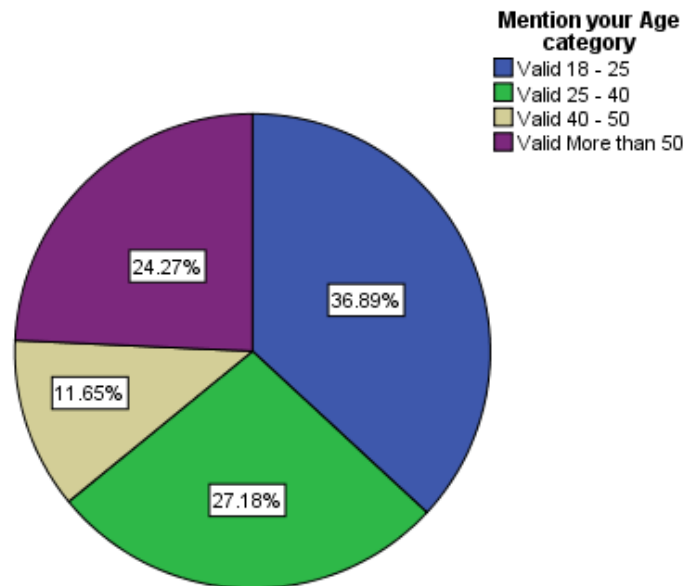


Figure 3.1 (a) : Percentile of Age category of Employees

Interpretation: About 36.89% of employees fell under the 18-25 age group. The 25-40 age group had 27.18% of employees falling under it. The 31-50 age group had 11.65% and 24.27% of respondents in the More than 50 category.

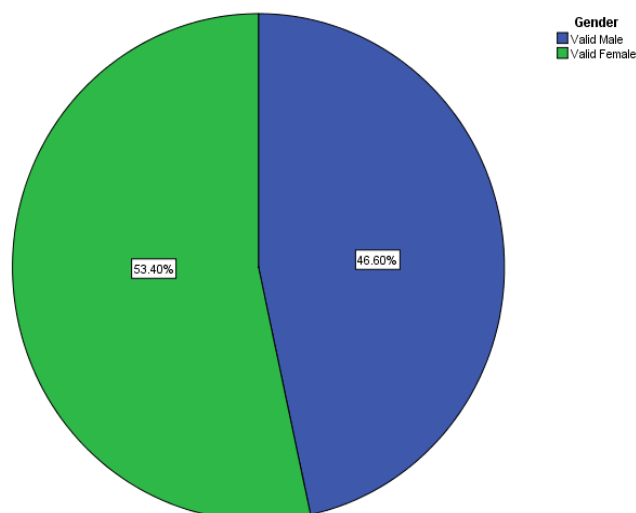


Figure 3.1 (b) : Percentile of Gender of Employees

Interpretation: About 46.60% of employees were Male and the rest 53.40% were Female employees.

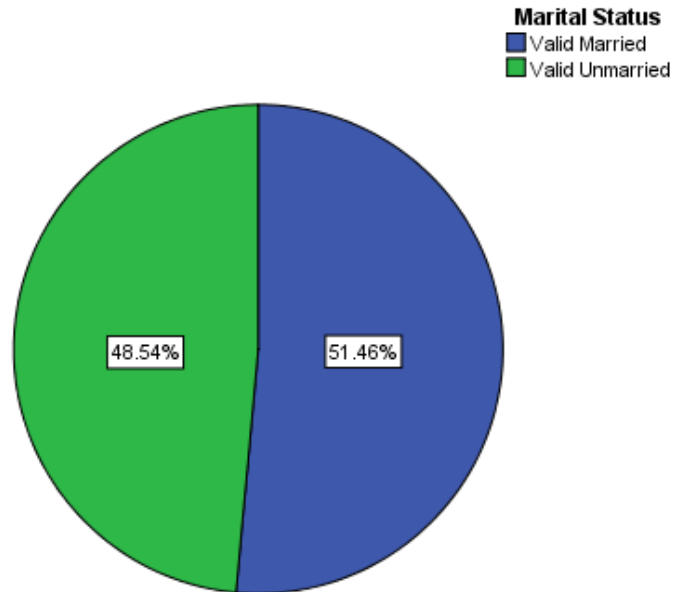


Figure 3.1 (c) : Percentile of Marital Status of Employees

Interpretation: About 51.46% of employees were Married and the rest 48.54% were unmarried.

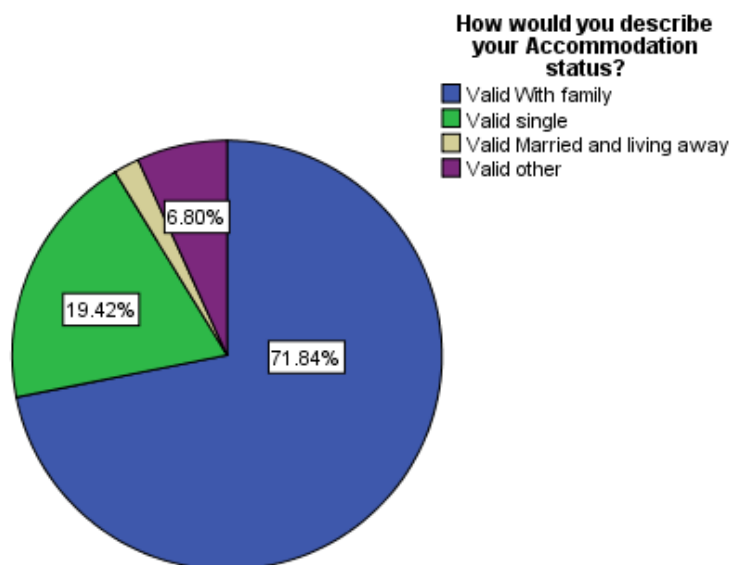


Figure 3.1 (d) : Percentile of Accommodation Status of Employees

Interpretation: About 71.84% of employees stays with family. Employees who are married but living away from family constitute of 1.9%. Single group had 19.42% and 6.80% of respondents in the other category.

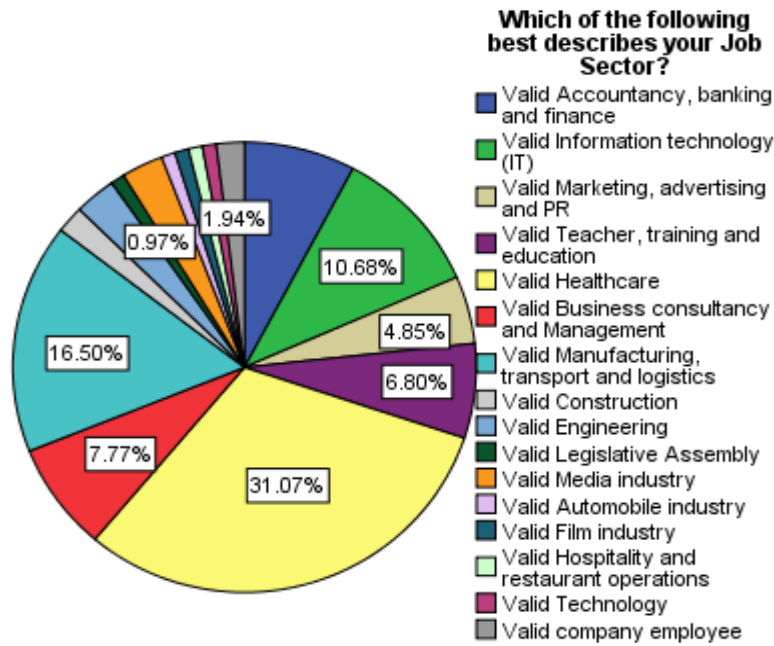


Figure 3.1 (e) : Percentile of Job sector of Employees

Interpretation: About 31.07% of employees belong to the Health sector. Followed by 16.50% of employees in Manufacturing, transport and logistics. 10.68% and 7.77% employees from Information technology (IT) and business consultancy and management sectors respectively. Rest sectors constitute lesser degree of percentile as shown in the figure above.

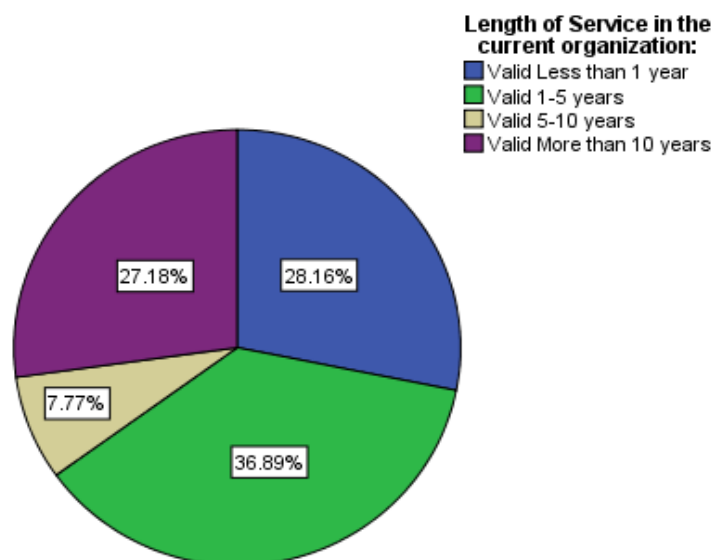


Figure 3.1 (f) : Percentile of Employees' length of service in the organization.

Interpretation: About 36.89% of employees have job experience of around 1-5 years. Followed by 28.16% of employees in less than 1 year category. 27.18% in more than 10 years and 7.77% employees in 5-10 years category.

3.2 RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION WITH THE JOB AND INTENTION TO STAY IN THE ORGANIZATION

ANOVA, which stands for Analysis of Variance, is a statistical test used to analyze the difference between the means of more than two groups. A one-way ANOVA uses one independent variable, while a two-way ANOVA uses two independent variables.

The researcher have used one-way ANOVA to examine relationship between the following factors that affect the intention to stay in the organization.

ANOVA

How likely are you to continue your job in the current company/organization?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	55.256	11	5.023	4.859	.000
Within Groups	94.084	91	1.034		
Total	149.340	102			

Table 3.2 ANOVA test results depicting the relationship between employee satisfaction with the job and intention to stay in the organization

This test was done to see whether there was any relation between job satisfaction of employees and their intention to stay in the current workplace. It was found that a lot of employees are satisfied with their current job. Since the significance rate is 0.000 it is proven that employee intention to stay is related to their job satisfaction.

Summary of Hypothesis Statement:

#	Hypothesis Statement	Decision
H1	There is a positive relationship between employees' satisfaction with the job and their intention to stay in the organization.	Accepted

3.3 RELATIONSHIP BETWEEN ENVIRONMENTAL PRESSURES (INTERNAL AND EXTERNAL TO THE ORGANIZATION) AND EMPLOYEE INTENTION TO STAY IN THE ORGANIZATION

ANOVA

How likely are you to continue your job in the current company/organization?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	45.715	12	3.810	3.309	.001
Within Groups	103.625	90	1.151		
Total	149.340	102			

Table 3.3 ANOVA test results depicting relationship between environmental pressures (internal and external to the organization) and employee intention to stay in the organization

This test was done to see whether there was any relation between organizational environment and employee intention to stay in the current workplace. It was found that workplace environment play a huge role in employee intention to stay. Since the significance rate is 0.001 it is proven that employee intention to stay is related to the organizational environment factors.

Summary of Hypothesis Statement:

#	Hypothesis Statement	Decision
H2	There is a positive association between environmental pressures (Internal and external to the organization) and Employee's intention to stay in the organization.	Accepted

3.4 RELATIONSHIP BETWEEN EMPLOYEE INTENTION TO STAY AND OBLIGATION TO STAY IN THE ORGANIZATION

ANOVA

How likely are you to continue your job in the current company/organization?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.299	12	1.192	.794	.655
Within Groups	135.041	90	1.500		
Total	149.340	102			

Table 3.4 ANOVA test results depicting the relationship between employee intention to stay and obligation to stay in the organization

This test was done to see whether there was any relation between employee intention to stay and obligation to stay in the current workplace. It was found that a lot of employees do not feel obliged to stay in their current job. There is no situation where the employee has to stay despite being dissatisfied with the job. Since the significance rate is 0.655 it is proven that employee intention to stay is not related to the obligation to stay in the organization.

Summary of Hypothesis Statement:

#	Hypothesis Statement	Decision
H3	Employees' intention to stay is significantly associated with their obligation to stay in the organization.	Rejected

3.5 RELATIONSHIP BETWEEN INTENTION TO STAY AND DESIRE TO STAY

Correlations			
		How likely are you to quit your job for a better offer?	How likely are you to continue your job in the current company/organization?
How likely are you to quit your job for a better offer?	Pearson Correlation	1	-.328**
	Sig. (2-tailed)		.001
	N	103	103
How likely are you to continue your job in the current company/organization?	Pearson Correlation	-.328**	1
	Sig. (2-tailed)	.001	
	N	103	103

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3.5 Correlation analysis between intention to stay and desire to stay

Correlation analysis shows that there is a degree of relationship between employee intention to stay and their actual desire to continue in the organization. It has found that Pearson correlation value of employee willingness to continue in the organization is -.328 with the p value (sig value) is less than 0.05 ($p < 0.05$). This indicated that there is a positive correlation between employee intention to stay and their actual desire to continue in the organization.

Summary of Hypothesis Statement:

#	Hypothesis Statement	Decision
H4	There is a significant relationship between Employee's intention to stay and their desire to stay in the organization.	Accepted

CHAPTER 4
FINDINGS, SUGGESTIONS AND
CONCLUSION

4.1 LIST OF FINDINGS

From the above analysis I found out that:

1. From table 3.1 - Demographic Details of Respondents:
 - 1.1. Age - This table shows that out of 103 employees 36.9% comes under the age group '18-25', 27.2% comes under the age group '25-40', 11.7% comes under the age group '40-50' and 24.3% comes under the age group 'More than 50' that belong to elderly population.
 - 1.2. Gender - 46.6% of the respondents are male and 53.4.7% of the respondents are female from these groups the total respondents taken for the study that is 103.
 - 1.3. Job Sector – It is very important for the study to obtain occupation details and the job sector to which the employees belong. The collected data illustrate that 31.1% are healthcare employees, 16.5% from manufacturing, transport, and logistics, 10.7% from IT(Information Technology) sector, 7.8% are from accounting, banking and finance and business, consultancy and management sector. Followed by 6.8% in Education sector, 4.9% in Marketing, advertising and PR. About 1.9% and 2.9% in construction and engineering sector. Hospitality, media, automobile and film industry constitute 1.0% each out of 100.0 percentile of respondents. Most of the respondents belong to the service sector and thus the study focus on the intention to stay in organizations based on service sector.
 - 1.4. Length of service in the current organization- 36.9% has job experience between 1-5 years, 28.2% of respondents have less than 1 year of service experience in the current organization stating that that have new to the existing system. 27.2% of employees work in the same organization for more than 10 years which depict satisfied employees. 7.8% of employees have 5-10 years of service in the current organization.
 - 1.5. Marital status- out of 100 percentile of respondents 51.5% constitute married employees and 48.5% are unmarried.
 - 1.6. Accommodation status- 71.8% of employees stay with their family, 19.4% stay single, 1.9% constitute married employees but living away family and 6.8% chose other available accommodation status.

- 1.7. Location of the workplace- 84.5% belong to the urban sector and 15.5% work in rural area.
2. From table 3.2, we can infer that there is a positive relationship between job satisfaction and intention to stay in the organization. Since the significance rate is 0.000 it is proven that employee intention to stay is related to their job satisfaction. Only 6.8 % of respondents are very unlikely to continue in the same organization. Out of 103 respondents, 55 respondents are satisfied with the job and continue in the same organization.
 3. From table 3.3, we can infer that workplace environment play a huge role in employee intention to stay. Since the significance rate is 0.001 it is proven that employee intention to stay is related to the organizational environment factors. Organizational factors include external and internal factors. External factors consist of competitive benefits provided by other organizations, family pressures etc and internal factors are the attitude of superiors, safety and security of workplace etc.
 4. From the Table 3.4, It was found that a lot of employees do not feel obliged to stay in their current job. There is no situation where the employee has to stay despite being dissatisfied with the job. Since the significance rate is 0.655, it is proven that employee intention to stay is not related to the obligation to stay in the organization.
 5. From the Table 3.5, correlation analysis shows that there is a degree of relationship between employee desire to stay in the organization and their intention to stay in the organization. It has found that Pearson correlation value of how likely it is to quit their job for a better job offer is 1 with the p value (sig value) is less than 0.05 ($p < 0.05$). This indicated that there is a positive correlation between intention to stay and desire to stay in the organization.

4.2 SUGGESTIONS

According to my research, the following points are to be encouraged in order to improve overall employee satisfaction and encourage employees to stay for the right reasons to improve overall organizational performance.

- I. If management wants employees to stay for reasons that are right for the individual, the corporation, and the society, companies must develop an existentially managed organizational environment that truly accepts and respect people with differing values. Ineffective vertical communication is comparable to a lousy game of telephone. It is not possible for the upper management to communicate with the lower levels about an organization's strategic direction and values, and vice versa for the lower levels to communicate with the management team about obstacles associated with that direction and those values. Instead of fruitful discussion, there is more confusion. Organizations must focus on developing a friendly yet professional workplace environment where the employees feel accepted and valued.

- II. Provide effective training to leaders in superior positions and be aware of the changing wants and needs of the employees. There are two poor approaches to individual leadership: a top-down strategy that fails to utilise team members and a laissez-faire, diplomatic approach. The leader is hidden. They spend very little time explaining the overall plan of action or direction, or attempting to provoke fruitful discussions to settle opposing points of view. To end festering disputes, the leader avoids confronting problems or individuals directly. The leaders and their senior teams must address the fundamental issue of getting everyone on a team in the same room to talk about the right issues in the right way.

- III. Provide recreational activities to enhance productivity and make employees feel valued and committed to the organization by providing them more relaxing and calming atmosphere. Also provide stress leaves, if necessary. Fun activities not only lead to improved interpersonal interactions but also liven up the typical office setting, making it relaxing and less stressful. The level of job satisfaction may increase as a result of recreational and leisure activities, but this is not the only factor. Additionally, it may be inferred that workers at various levels have

various demands and aspirations. Recreational activities include indoor and outdoor games, contests, competitions, festivals, and celebrations of various events, etc. conducted by organizations which include high involvement of employees from all levels of the organization.

- IV. Companies can conduct extensive surveys to better understand the attitude of employees towards their career objectives. It can help them to identify unrealized factors that are holding employees back to stay in the organization and enhance productivity. What motivates an employee varies according to gender, age, job position, and pay. Conducting a survey within the organization allows management to gain insights into the subject. For instance, Women prioritize complete appreciation of work, whereas men prioritize it second. Female employees may place greater importance on interpersonal relationships and communication than male employees do. Such useful information is gathered through conducting surveys.

- V. Employees are the lifeblood of any company. The effectiveness of the company's workforce determines whether it succeeds or fails. In order to increase employee performance, top management must understand the value of funding training and development of the employees. In the job, training is essential. Employees lack a strong understanding of their obligations without it. Programmes that give employees knowledge, new abilities, or possibilities for professional development are referred to as employee training. Without the right training, both new and former employees lack the knowledge and skill sets needed to perform their jobs as effectively as possible. Employees who receive the appropriate training typically stay in their positions longer than those who do not.

4.3 CONCLUSION

There is no doubt that the true assets of a company are its personnel. These are the ones who effectively contribute to an organization's smooth operation. Organizations need employees to complete the work since employee productivity is essential to the overall performance of the organisation.

It makes a significant difference to the company whether an employee “wants to” stay or “has to” stay. Organization must look into reinforcing the “right” reasons for staying. "Right reasons" refers to as a confluence of workplace satisfaction and environmental considerations that align with the corporate objectives. Any combination of reasons for staying that is neither advantageous to the business nor to the employees would be considered the "wrong" reasons.

This study offered insights into deeper understanding of the right reasons for employees to stay in an organization.

This study mainly explored how employees view their job and their intention to stay in a workplace. “Are employees obliged to stay in the organization(has to stay) or they desire to continue in the organization(wants to stay)”.

The intention of this study was to find the factors that influence employees to stay (intention) in a workplace and to find solution for it. We came to the conclusion that employees with normative commitment towards the organisation negatively influence the performance of organisations. It relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations despite being dissatisfied. There was a very low degree of normatively committed employees. Hence, through this study we came to know that more and more employees are becoming aware about industry morale and the importance of job satisfaction that affects the attitudes, behaviours of the organization.

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ANNEXURE

QUESTIONNAIRE

1. Mention your Age Category

- 18-25
- 25-40
- 40-50
- More than 50

2. Gender

- Male
- Female
- Other

3. Marital Status

- Married
- Unmarried

4. Location of workplace

- Urban
- Rural

5. How would you describe your accommodation status?

- With family
- Single
- Married and living away
- Other

6. Which of the following best describes your job sector?

- Accountancy, banking and Finance
- Information technology (IT)
- Marketing, advertising and PR
- Teacher, training and education
- Healthcare
- Business, consultancy and Management
- Manufacturing, Transport and logistics
- Other:

7. Length of service in the current organization

- Less than 1 Year
- 1 - 5 Years
- 5 - 10 Years
- More than 10 Years

8. How flexible is your organization/company with respect to your family responsibilities?

- Very inflexible
- Somewhat inflexible
- Neither
- Somewhat flexible
- Very Flexible

9. Please indicate your level of agreement to the following statements:

Recognition:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Organization recognizes highly productive employees and offers rewards					
b) I feel valued as an individual contributor at the company					
c) I receive recognition when I do a good job					

10. Company/Organizational Environment:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Organization promotes a balance between work and family life responsibilities					
b) I have all the tools and equipment I need to do the job					
c) My workplace is safe and is physically a comfortable place to work.					
d) My manager/superior is very supportive, motivating and is leading by example					

11. Job Satisfaction

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) I am satisfied with my job and the work I do					
b) Offers Job-Related training as an essential part of employee development					
c) Offers competitive employee benefits/compensation packages					

12. How likely are you to quit your job for a better offer?

- 1- Very Unlikely
- 2
- 3
- 4
- 5- Very Likely

13. How likely are you to continue your job in the current company/organization?.

- 1- Very Unlikely
- 2
- 3
- 4
- 5- Very Likely

14. Please choose the appropriate answer to each of the following statements:**I would stay in the same organization because;**

	Agree	Neutral	Disagree
I have family responsibilities that makes it impossible to consider new options			
It's difficult to find a new job			
I like this area			
I'm little too old to start over again			
I have good personal friends here at work			
The Organization's been good to me and I would like to continue here			