A STUDY ON EMPLOYEE ATTRITION IN CORPORATE WORKPLACES

Project Report

Submitted by

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Under the guidance of

Ms. NEENA GEORGE

In partial fulfillment of requirements for award of the post graduate degree of

Master of Commerce and Management

ST.TERESA'S COLLEGE (AUTONOMOUS), ERNAKULAM

COLLEGE WITH POTENTIAL FOR EXCELLENCE

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CERTIFICATE

This is to certify that the project report titled **'A STUDY ON EMPLOYEE ATTRITION IN CORPORATE WORKPLACES'** submitted by **SINTA ROSE JAISON** towards partial fulfillment of the requirements for the award of post graduate degree of **Master of Commerce and Management** is a record of bonafide work carried out during the academic year 2022-23.

Supervising Guide   **Head of the Department**

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Assistant Professor   **Assistant professor**

Dept. of Commerce   **Dept. of Commerce**

Place: Ernakulam

Date:

DECLARATION

I, **SINTA ROSE JAISON** hereby declare that this dissertation titled**, 'A STUDY ON EMPLOYEE ATTRITION IN CORPOARTE WORKPLACES'** has been prepared by me under the guidance of **Ms. NEENA GEORGE**, Assistant Professor, Department of Commerce, St Teresa's College, Ernakulam.

I also declare that this dissertation has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or Recognition before.

Place: ERNAKULAM   **SINTA ROSE JAISON**
Date:

ACKNOWLEDGEMENT

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CHAPTER 1
INTRODUCTION

1.1 INTRODUCTION

This project aims to determine the rate of employee attrition in corporate workplaces. The main objective of the study is to understand the impact of employee attrition in these workplaces, and to identify the reasons behind it. Employee attrition, also known as employee turnover or churn, refers to the rate at which employees leave a company and need to be replaced by new hires. It is a common metric used by organizations to assess the stability of their workforce. Attrition can occur for various reasons, including voluntary and involuntary factors.

Voluntary attrition happens when employees choose to leave an organization for reasons such as better job opportunities, career advancement, dissatisfaction with the current job, work-life balance issues, or personal reasons. Involuntary attrition happens when employees are asked to leave an organization due to factors beyond their control such as layoffs, restructuring, or performance issues. The attrition rate is the percentage of employees who leave an organization over a specified period divided by the average number of employees at the organization during that same period.

Organizations track employee attrition rates as a key metric to assess workforce stability. High employee attrition can have negative consequences for an organization, including increased recruitment and training costs, decreased productivity, loss of institutional knowledge, and potential disruptions to team dynamics. On the other hand, some level of attrition is natural and can bring in fresh perspective and skills.

Employee attrition or employee turnover can be caused by a variety of factors. Understanding these factors is crucial for organizations to develop effective strategies to retain their employees. Here are some common causes of employee attrition:

- Lack of Career Growth and Advancement Opportunities: Employees often seek opportunities for professional development and career advancement. If an organization fails to provide clear paths for growth, employees may become dissatisfied and leave in search of better prospects.

- Inadequate Compensation and Benefits: Compensation is a significant factor in employee satisfaction. If employees perceive that their pay is not competitive or that they are not receiving fair benefits, they may be motivated to explore other employment options.

- Poor Work-Life Balance: Excessive workload, long working hours, and lack of work-life balance can contribute to employee burnout. Employees who feel overwhelmed and stressed may decide to leave in search of a healthier work environment.

- Unhealthy Work Environment: A toxic work culture, conflicts with colleagues or management, and lack of respect can create an unhealthy work environment. Employees are more likely to stay in organizations where they feel valued, respected, and supported.

- Inadequate Recognition and Appreciation: Employees who feel that their efforts are not recognized or appreciated may become disengaged. Recognition and appreciation, whether through formal programs or simple gestures, can contribute to employee satisfaction and retention.

- Job Insecurity: Uncertainty about job stability, such as the fear of layoffs or restructuring, can create anxiety among employees. In such situations, employees may actively seek more secure employment elsewhere.

- Personal Reasons: Employees may leave an organization for personal reasons such as family obligations, relocation, or changes in life circumstances.

It's important for an organization to conduct regular assessments, surveys, and exit interviews to identify the specific causes of attrition within their context. By understanding the root causes, companies can implement targeted strategies to improve employee satisfaction and retention. To manage attrition, organizations often implement retention strategies, which may include competitive salaries, employee benefits, career development opportunities, a positive work environment, and effective communication channels.

Conducting exit interviews with departing employees can provide valuable insights into the reasons for attrition. Understanding these reasons can help organizations make improvements and reduce future turnover. Attrition rates may vary across industries and sectors. Some industries, such as information technology, may experience higher turnover rates due to factors like intense competition for talent and rapidly changing job markets. Organizations often engage in succession planning to identify and develop internal talent to fill key roles, reducing the impact of attrition on critical positions.

The contemporary corporate workplace is a constantly changing and complex environment. It is a place where ambition flourishes, deadlines approach, and different cultures collide. It is where individuals strive for their goals, create strong bonds, and sometimes experience burnout. To navigate this complicated maze, it is important to understand how corporate culture, work-life balance, employee challenges, and overall well-being are interconnected.

Every corporate success story is built on the foundation of its employees. Recognizing and valuing their contributions is critical. Investing in employee training and development not only benefits the individual but also enhances the organization's capabilities. Fostering a culture of open communication, providing regular feedback, and acknowledging achievements are vital steps towards creating a workplace where employees feel valued and motivated to bring their best selves to work.

1.2 STATEMENT OF PROBLEM

This project aims to conduct a study on Employee Attrition in corporate workplaces. Employees are the backbone of an organisation and their success is measured by their ability to meet deadlines, generate sales, and build positive customer relationships. Employees attrition is a colossal expense for organisations, and predicting such attritions is of utmost importance for Human Resource Department in many organisations. The costs associated with hiring, onboarding, and lost productivity while replacing departed staff are high. High attrition rates might negatively impact the morale and involvement of the remaining staff. Being around coworkers who quit regularly might make one feel insecure,

less motivated, and less satisfied with their work. Excessive employee turnover can harm a company's employer brand, growth and competitiveness may eventually be hampered by this.

1.3   OBJECTIVES OF STUDY

- To identify the primary factors contributing to employee attrition in corporate workplaces.
- To evaluate the effectiveness of existing retention strategies in corporate workplaces.
- To develop recommendations for improving employee retention in corporate workplaces.
- To know whether workers are receiving adequate amenities.

1.4   HYPOTHESIS OF STUDY

H0: There is no significant relationship between satisfaction of employees on their job and year of service.

H1: There is significant relationship between satisfaction of employeeson their job and year of service.

1.5   SIGNIFICANCE OF THE STUDY

The aim of this study is to investigate employee attrition in corporate workplaces, which includes factors such as work schedule, remuneration, overtime allowances, work autonomy, and others. Employee attrition refers to the departure of employees from the organization for any reason, whether voluntary or involuntary, such as resignation, termination, death, or retirement. By tracking attrition rates, employers gain insight into

how well they are retaining their talent. For example, a high attrition rate indicates that employees are leaving frequently.

1.6 SCOPE OF THE STUDY

The scope of this study is to investigate employee attrition in the corporate world. The study involved surveying 100 employees through a questionnaire. Its purpose is to determine the impact of attrition on businesses. This study has broad implications for any kind of organization, as attrition is a common issue that prompts employees to share their practical difficulties and requirements within the company.

1.7 RESEARCH METHODOLOGY

1.7.1 RESEARCH DESIGN

 The present study includes both descriptive and analytical study. It is descriptive in the sense that it tries to gain a comprehensive understanding of employee attrition in corporate workplaces. It is analytical in the sense that it analyse and interprets data in order to arrive at conclusions.

1.7.2 SAMPLING DESIGN

Sampling Technique: Convenient sampling technique is used for collecting data

Sample Size: 100 Samples

1.8 SOURCES OF DATA COLLECTION

1.8.1 PRIMARY DATA

Conducted a questionnaire to measure job satisfaction ,turnover intentions, perceived intentions of retention strategies. Also conducted individual interviews with employees to explore employee experiences and perspectives on attrition and retention.

1.8.2 SECONDARY DATA

 For this project, I utilised the available data on employee attrition.

1.9 LIMITATIONS OF THE STUDY

- The responses provided by the respondents may not always be genuine.
- Some of the respondents are not providing serious answers to the questions asked.
- There may be bias in the answers provided by certain respondents.
- Due to work pressure, we could only interact briefly with 100 employees.
- The data source is primary data, which means it was collected from a specific group of people or organizations. This may limit the generalizability of the findings to the whole population.

1.10 KEYWORDS

Employee attrition: Employees leaving their organisation for unpredictable or uncontrollable reasons. It is a natural process by which employees leave the workforce.

Employee retention: It is the organisational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement

Corporate Jobs: Positions within a corporate organisation. An employee position within a larger company, organisation or corporation, which can sometimes be composed of several branches in different regions or global locations.

1.11 CHAPTERISATION

Chapter 1- Introduction: This chapter deals with the introduction of the study, its significance, scope, objectives, limitations and the methodology used in the current study.

Chapter 2 - Literature Review: This chapter consists of the summaries of the prevailing literatures relating to our study. These published research papers were reviewed in order to understand the nature of the study.

Chapter 3 - Theoretical Framework: This chapter gives an overview about the study. It gives the foundation for developing and supporting the current study.

Chapter 4 - Data Analysis and Interpretation: The data collected from various sources are sorted and analysed in this chapter. The tools used for analysis of the data help in giving a clear picture about the study and thus helping in interpretation of the same.

Chapter 5 - Findings and Conclusion: This is the final chapter where a summary of the findings and conclusion to the study are stated.

CHAPTER 2
REVIEW OF LITERATURE

2.1   LITERATURE REVIEW

➢ KUMAR (2022), concluded that employees prefer to work for organization that offer both career development opportunities and competitive compensation packages. The purpose of the study was to analyze the impact of talent management strategies on employee retention through a descriptive study

➢ AI-SURAIHI ET AL (2021), recommended that attrition has a negative impact on an organization's performance due to the associated costs of employee turnover. This impact includes decreased productivity, sustainability, competitiveness and profitability.

➢ TAYE AND GETNET (2020), states that employee attrition is caused by several factors such as limited career development opportunities, heavy workloads, a lack of participation in decision-making processes, low morale at work, and a general lack of demand in the labor market. These factors can negatively impact an organization's performance.

➢ SINGH D (2019), states that employees are an organization's most valuable asset, but retaining them can be a significant challenge for managers. Replacing key employees carries high costs, making robust retention strategies crucial. This study aims to critically analyze existing research on employee retention, identifying factors that lead to employee departures and exploring the initiatives organizations use to retain their workforce.

➢ MS. LOGANATHAN AND S. ASHWINI (2017) identified that the shortage of opportunities and low payment are the main factors that influence workers to change their professions or jobs. To reduce attrition and harassment, companies should provide opportunities for the growth and development of their employees within the organization by implementing modern and innovative automation and effective training programs.

- DEVI T., & LAKSHMI, A. (2016), according to the journal article employee attrition is caused due to the ineffective human resource policies of the company. The rate of attrition in the Information Technology (IT) sector is higher than the other industries. The employees are assuming several challenges in their work day by day. Target-based work has been assigned to the employees working in the IT companies. Target accomplishment is tough many times and it leads to employee attrition.

- SALEEM AND AFFANDI (2014), explored that impartiality of awards and the opportunities for advancement were considered to be the critical factors affecting an employee's decision to quit a company.

- GAYATRI NEGI (2013), says that the most precious resource for a company is its workforce. They are the ones who provide the company value in both quantity and quality. Attrition can only be reduced; it is unavoidable and will always occur. When it comes to attrition control, intrinsic variables might be just as essential as extrinsic factors, if not more so. Controlling attrition may be aided greatly by effective leadership. The organization is not always negatively impacted by attrition.

- ALAO D. & ADEYEMO A.B (2013), according to the journal the major issue in knowledge-based firms is employee churn. When workers go from a company, they take behind them priceless tacit knowledge, which frequently gives the company a competitive edge. An organization should make it a duty to limit staff attrition in order to maintain a better competitive edge over its competitors. This study finds characteristics connected to workers that can predict employee attrition in businesses.

- DAS, B. L., & BARUAH, M. (2013), states that the organizations today face a dual challenge: effectively managing skilled employees and keeping them on board. This is crucial because employee knowledge and skills directly impact a company's economic competitiveness. However, ensuring continuous employee satisfaction presents another hurdle for employers. Recognizing the vital role of retention, this

study examines existing research on employee retention and the factors influencing both retention and job satisfaction among employees.

➢ VINIT ET AL., (2013) identified that evaluation, frankness, training, and resilience are important factors that boost employee performance. These frameworks are also considered by employees when deciding whether or not to stay with an organization.

➢ SUHASINI (2013) recommended that workers leave their jobs due to dissatisfaction with organizational practices, low pay, lack of motivation, and poor working conditions. However, if workers are provided with better career opportunities, a transparent and trustworthy work environment, positive utilization of their skills, and effective management policies regarding rewards and recognition, then it is recommended that they stay with the company.

➢ BOYAR ET AL. (2012) purposed six causes which assist in describe why employees quitting intrinsic jobs. These Components are household conditions, move space, job-title, employment strain, bond with companions and supervisory subsistence. It was initiated that workmen quit the organization who have less financial obligations.

➢ ZACHARIAH (2012) suggested that there are unconventional reasons for quitting a job, including organizational factors that influence an employee's decision to leave, the employee's attitude towards work culture, and the IT department's perception of the organization.

➢ JOY P. AND RADHAKRISHNAN (2012) pinpointed six components meticulous attrition, HR strategy of the organization, superiors etiquette with subservient, influencing commercial forces, co-worker impact and chances in the community which influences attrition. A pragmatic association between all the components was by the correlation matrix.

CHAPTER 3

THEORITICAL FRAMEWORK

3.1 INTRODUCTION TO CORPORATE WORKPLACES

 The corporate workplace is a multifaceted and ever-changing environment where people from different backgrounds join forces to work towards common goals. It is a place where ambition, cooperation, and competition blend together, and where professional dreams merge with organizational hierarchies and structures. Behind the shiny glass exteriors and modern conference rooms, there is a complex network of interactions, power dynamics, and unwritten rules that guide professional behavior and determine the way employees experience their work environment.

The corporate workplace is a dynamic environment, buzzing with the energy of its people. From bustling open-plan offices to quiet corner cubicles, employees face new challenges and opportunities each day. Deadlines must be met, workloads managed, and everyone strives to make a name for themselves within the organizational hierarchy. Collaboration is key, and the air is filled with the sounds of typing and occasional disagreements. All of this is guided by a set of unwritten rules known as corporate culture. This unique blend of values and norms can either foster a sense of belonging or lead to disillusionment, depending on whether it aligns with individual values and aspirations.

The corporate workplace is more than just a physical space with formal structures and established protocols. It thrives on informal interactions, chance encounters at the water cooler, and whispered conversations over lunch breaks. These moments of human connection are the lifeblood of any organization. They build trust and camaraderie, reminding us that beneath the suits and titles, we are all human beings navigating the complexities of the professional world.

In conclusion, the corporate workplace is a microcosm of society, where ambition is tested, resilience is forged, and human connections are formed. Researchers gain invaluable insights into the human condition, the dynamics of power, and the ever-evolving nature of work by delving into this multifaceted world. Through their investigations, they can illuminate the challenges and triumphs of the corporate experience, paving the way for a more humane and fulfilling work environment for all.

3.2 ORIGIN OF CORPORATE WORKPLACES

The concept of a dedicated space for collective work, known as the modern-day corporate workplace, has a long and complex history intertwined with technology, economics, and society. During the medieval era, guildhalls emerged as communal structures that provided a shared workspace, meeting area, and storage space for artisans and merchants. The guilds that operated within these halls were early forms of professional associations that promoted collaboration and regulated trade practices. Although guildhalls did not closely resemble modern corporations, they established the concept of a dedicated space for collective work and instilled a sense of common purpose among members.

The Industrial Revolution was a pivotal moment in the history of work, as it brought about the era of factories. These large-scale production facilities brought together large numbers of workers under one roof, which necessitated a more structured and controlled environment. Early factories were often harsh and dangerous, prioritizing efficiency over worker well-being. However, they established the concept of centralized workplaces for large-scale production and laid the groundwork for the development of modern office spaces. During the early 20th century, bureaucracy and white-collar jobs became more prevalent. As businesses grew in size and complexity, offices became more common, although they were often small and cramped. These offices were hierarchical in nature, with executives occupying separate spaces from clerical workers. The main emphasis was on efficiency and control, with standardized layouts and strict work routines becoming the norm.

After World War II, the corporate workplace underwent a significant transformation due to the economic boom and technological advancements. One of the changes was the rise of open-plan offices, which aimed to encourage collaboration and communication. The proliferation of new technologies such as computers and fax machines led to the creation of cubicle farms to provide dedicated workstations. While these cubicles offered some level of privacy, they often resulted in monotonous work environments that raised concerns about worker satisfaction and productivity. The 21st century has seen a resurgence in the importance of flexibility and remote work options. Thanks to the rise of the internet and

cloud-based technologies, many employees can now work effectively from outside traditional office settings. This shift towards hybrid work models challenges the traditional definition of the corporate workplace, placing greater emphasis on productivity and well-being over physical location.

The corporate workplace has evolved over time, reflecting the changing nature of work. From the collaborative spaces of guildhalls to the technology-driven offices of today, the journey has been characterized by innovation, adaptation, and ongoing debates about the ideal work environment. With the continuous evolution of technology and shifting societal priorities, the future of the corporate workplace is uncertain, but flexibility and an emphasis on human well-being are likely to play a significant role.

3.3   THE EVOLVING LANDSCAPE OF CORPORATE WORK

The corporate workplace is changing significantly due to factors such as technology, evolving work preferences, and an emphasis on employee well-being. The rise of hybrid work models is one of the most defining features of the present workplace. The COVID-19 pandemic acted as a catalyst, demonstrating the feasibility and benefits of remote work for many roles. As a result, companies are increasingly adopting hybrid models, allowing employees to split their time between working from home, the office, or other flexible locations. This shift requires changes in workplace design, with a focus on creating collaboration hubs rather than individual workstations.

In today's workplace, technology plays a critical role in enabling hybrid work models and promoting collaboration. Cloud-based tools, video conferencing platforms, and project management software facilitate seamless communication and coordination between teams located in different geographical regions. Furthermore, automation is being increasingly utilized to handle repetitive tasks, freeing up employees' time to focus on creative and strategic work. As more attention is being given to employee well-being, human centered design principles are becoming a central focus in workplace design. This approach emphasizes the creation of spaces that are not only functional but also promote comfort, well-being, and a sense of community. Elements such as natural light, ergonomic furniture,

biophilic design that incorporates nature, and designated relaxation areas are becoming increasingly popular features.

Many companies are now embracing sustainable practices in their workplace design, indicating a rising awareness of environmental issues. These practices involve using eco-friendly materials, installing energy-efficient systems, and adopting measures that reduce waste. Not only do these initiatives benefit the environment, but they also contribute to a healthier and more responsible work culture.

The landscape of corporate workplaces is constantly changing, which brings both challenges and opportunities. It is crucial to ensure that all employees have equitable access to technology and resources, regardless of their location. Furthermore, fostering a strong company culture and a sense of belonging in a hybrid work environment requires innovative approaches to communication, engagement, and team building. In today's corporate workplaces, we see a dynamic interplay of flexibility, technology, and human-centric design. It is crucial for businesses to embrace these trends and create workplaces that cater to the evolving needs of employees. Doing so will help them to attract and retain talent, foster innovation, and thrive in the ever-changing landscape of work.

3.4   CHARACTERISTICS OF CORPORATE WORKPLACES

The modern corporate workplace is a complex and ever-changing environment that is influenced by various factors such as organizational structures, technological advancements, cultural norms, and social movements. By examining the essential traits of these contemporary workspaces, we can get a better understanding of the ongoing evolution of how we work and interact within professional settings. Although traditional hierarchical structures are still common in many organizations, there is a noticeable shift towards flatter hierarchies and greater collaboration. This change allows employees at all levels to share their ideas and knowledge, resulting in a more adaptable and responsive workplace. Despite this, questions about accountability and leadership development remain, necessitating a balance between enabling individuals and sustaining effective management structures.

In the modern corporate workplace, technology has become an integral part of daily operations. With the help of cloud-based tools, communication platforms, and automation

software, work processes have become more efficient, collaborative and streamlined. This has freed up human resources to focus on more strategic tasks. However, there are concerns about digital fatigue, job displacement, and ethical implications of automation. Therefore, it is essential to carefully consider and responsibly implement these technologies. The traditional concept of a 9-to-5 workday is being challenged as more people seek a better work-life balance and greater flexibility. Hybrid work models have become more popular, allowing employees to work from various locations, giving them more autonomy and control over their schedules. However, it is still important to ensure that all employees, regardless of their location, have equal access to resources and opportunities. This remains a significant challenge.

The modern corporate workplace is undergoing some significant changes, with a growing focus on employee well-being. Design principles that prioritize the physical and cultural aspects of the workplace are shifting towards a more human-centric approach. This approach includes elements such as ergonomic furniture, natural light, access to green spaces, and designated relaxation areas. Additionally, promoting a positive and inclusive work culture that prioritizes mental health awareness and support for employees is increasingly important for attracting and retaining top talent. Many corporations are realizing their duty towards the environment and as a result, they are incorporating sustainable practices into their workplace design and operations. This includes the use of eco-friendly materials, the adoption of energy-efficient systems, and the reduction of waste. These measures not only help protect the environment but also promote a more responsible and socially conscious work culture.

The attributes of corporate workspaces are continually changing, influenced by various social, technological, and economic factors. In order to create efficient and prosperous work environments in the future, it will be essential for organizations to embrace flexibility, use technology responsibly, prioritize well-being, and adopt sustainable practices.

3.5   ADVANTAGES OF CORPORATE WORKPLACES

Although remote work has become popular, traditional corporate offices still offer several advantages for both employees and employers. Being physically close to each other is

important as it allows us to interact face-to-face. This can be very beneficial for promoting collaboration and communication among colleagues. When working in the same physical space, brainstorming sessions, impromptu discussions, and quick consultations become much easier and more natural. This, in turn, can lead to better problem-solving, quicker decision-making, and a stronger sense of teamwork.

Corporate workplaces provide opportunities for employees to build social connections and develop a sense of belonging. Shared experiences, casual interactions, and team-building activities can foster a positive company culture, leading to increased employee engagement, morale, and loyalty. Large corporations usually invest in cutting-edge technology, advanced equipment, and extensive training resources that might not be easily accessible to individuals or smaller businesses. This can provide employees with the necessary tools and expertise required to perform their tasks efficiently and keep up with the latest trends in their field. Corporations often offer career development programs, mentorship opportunities, and internal training initiatives. These programs can help employees acquire new skills, gain valuable experience, and advance their careers within the organization. Some individuals benefit from the structure and routine of a corporate workplace. Clear expectations, defined roles, and regular working hours improve productivity.

Many corporations provide attractive benefits packages, such as health insurance, retirement plans, and paid time off. In addition to these, some companies may offer on-site amenities like gyms, cafeterias, and social events, which can contribute to employee well-being and satisfaction.It is important to note that the advantages of corporate workplaces are not universal and may differ depending on individual preferences, company culture, and job nature. Although corporate workplaces offer many benefits, it's crucial to consider the potential drawbacks such as lack of flexibility, distractions, and limited autonomy which may not be suitable for everyone.

In conclusion, corporate workplaces offer unique benefits for both employees and employers. These advantages include promoting collaboration, building relationships, providing access to resources, and career development opportunities, which can contribute to a productive, engaging, and rewarding work experience. However, it is essential to assess individual needs and preferences when considering the suitability of a corporate environment.

3.6   DISADVANTAGES OF CORPORATE WORKPLACES

While corporate workplaces offer numerous advantages, it's crucial to acknowledge their potential drawbacks. Many corporate workplaces have rigid schedules that require employees to be physically present in the office. Unfortunately, this can make it challenging for individuals with diverse needs and responsibilities to balance their work and personal lives. Those with long commutes, caretakers, and working parents are especially impacted by this inflexibility. Open-plan offices and shared workspaces are often noisy and distracting, which can impede focus and productivity. This can be especially detrimental for tasks requiring deep concentration or creative thinking.

Corporate structures severely limit individual autonomy and control over work processes, stifling creativity, innovation, and employee ownership. This not only leads to feelings of disengagement and frustration but also adversely affects organizational growth and development. Large organizations can often be bogged down by bureaucratic processes, leading to slow decision-making and excessive paperwork. This can hinder their efficiency and responsiveness. Unhealthy work cultures in certain corporate environments can lead to stress, burnout, and negative impacts on employee well-being and mental health. These cultures are often characterized by excessive pressure, long working hours, and a lack of work-life balance.

Commuting to and from work in corporate settings can cause problems such as traffic congestion, air pollution, and increased carbon footprint. Large office buildings also consume a lot of energy, which can lead to sustainability concerns. However, it is important to note that not all corporate workplaces have these disadvantages. Many companies are taking steps to address these issues, such as offering flexible work arrangements, investing in noise reduction solutions, promoting employee well-being initiatives, and adopting sustainable practices.

In summary, although corporate workplaces have many benefits, it is crucial to recognize their potential drawbacks. Knowing these limitations allows individuals to make informed decisions about their work environment and advocate for changes that promote a more balanced, flexible, and sustainable work experience.
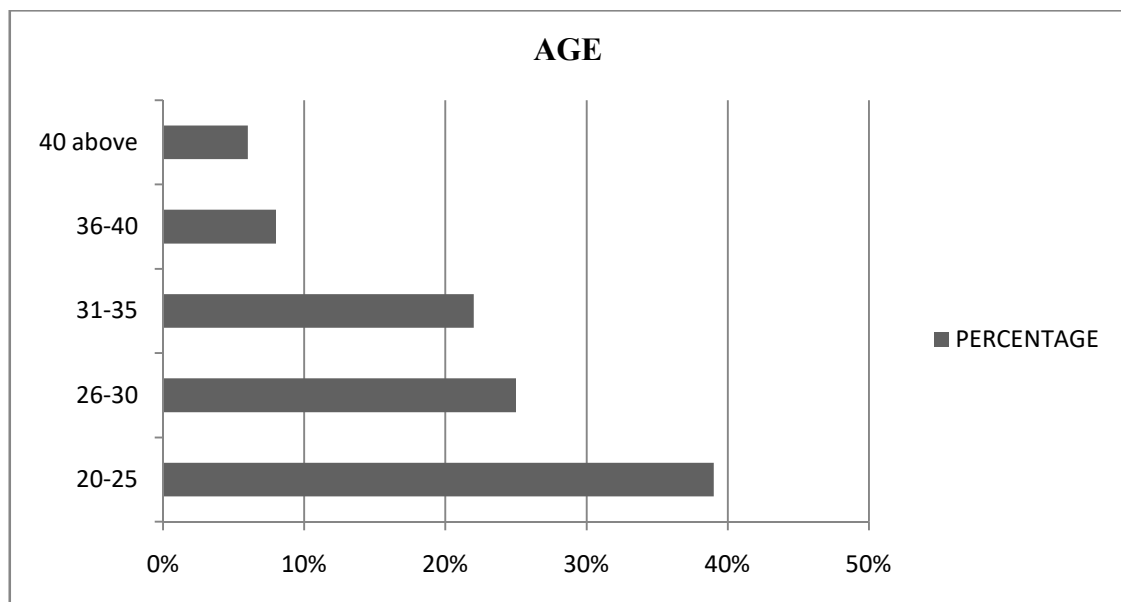
CHAPTER 4

DATA ANALYSIS

TABLE NO. 4.1

RESPONSE ON AGE

AGE	RESPONSE	PERCENTAGE
20-25	39	39%
26-30	25	25%
31-35	22	22%
36-40	8	8%
40 above	6	6%
Total	100	100%

Source : Primary Data

CHART. 4.1

INTERPRETATION

The attrition rate is the highest for employees between the ages of 20-25, at 39%. This means that a significant number of younger employees are leaving the company. As the age group increases, the attrition rate decreases. The lowest attrition rate is observed among employees who are 40 years or older (6%).Limited growth opportunities, work-life balance challenges, compensation, benefits, and company culture are some factors that might influence younger employees to leave.
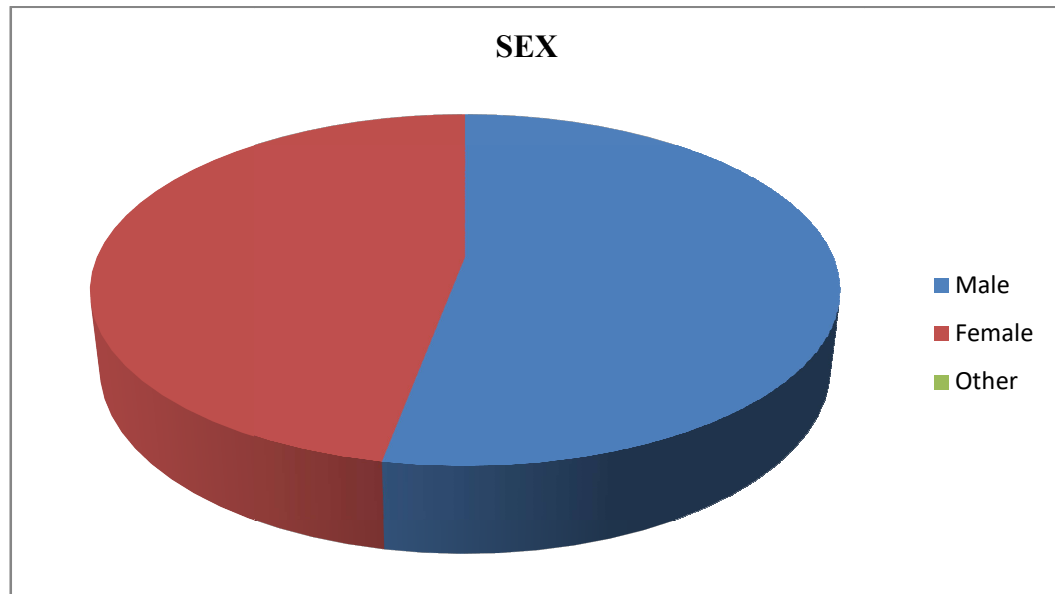
TABLE NO: 4.2

RESPONSE ON SEX

SEX	RESPONSE	PERCENTAGE
Male	54	54%
Female	48	48%
Other	0	0%
Total	100	100%

Source: Primary Data

CHART. 4.2

INTERPRETATION

Table 4.1 displays the distribution of gender in the survey sample. According to the data, out of the 100 individuals surveyed, 54% identified as male while 48% identified as female. There are slightly more males than females in the survey sample.
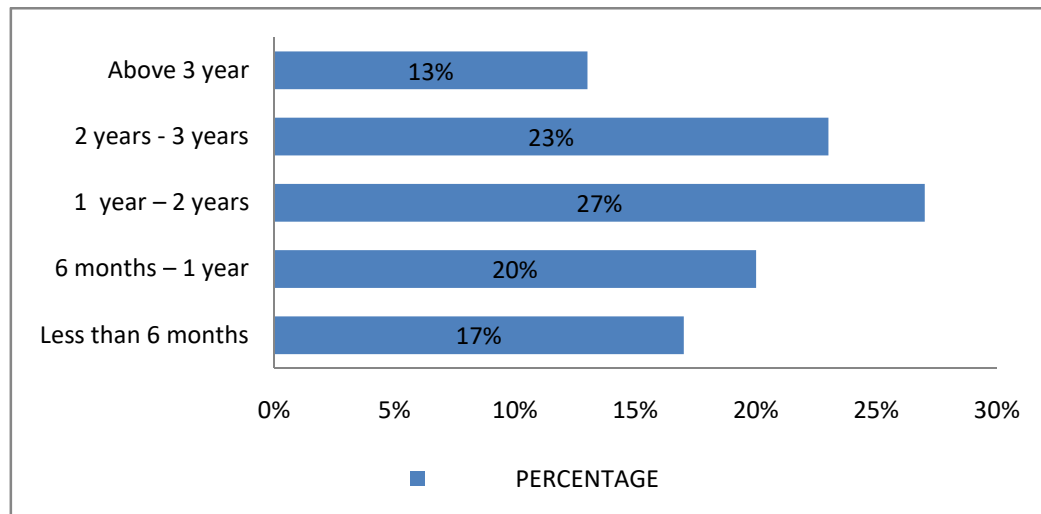
TABLE NO. 4.3

RESPONSE ON YEAR OF SERVICE

YEAR OF SERVICE	RESPONSE	PERCENTAGE
Less than 6 months	17	17%
6 months – 1 year	20	20%
1 year – 2 years	27	27%
2 years – 3 years	23	23%
Above 3 years	13	13%
Total	100	100%

Source: Primary Data

CHART 4.3

INTERPRETATION

The employees who have been with the company for 1 to 2 years have the highest attrition rate of 27%. This could be due to various reasons, such as a lack of career development opportunities, poor fit with the company culture, unsatisfactory compensation or benefits, or better job opportunities elsewhere. However, the attrition rate drops for employees who have been with the company for 2-3 years (23%) and then again for those above 3 years (13%). This suggests that employees who continue to work for the company past the initial 2 years tend to be more engaged and settled in their roles.
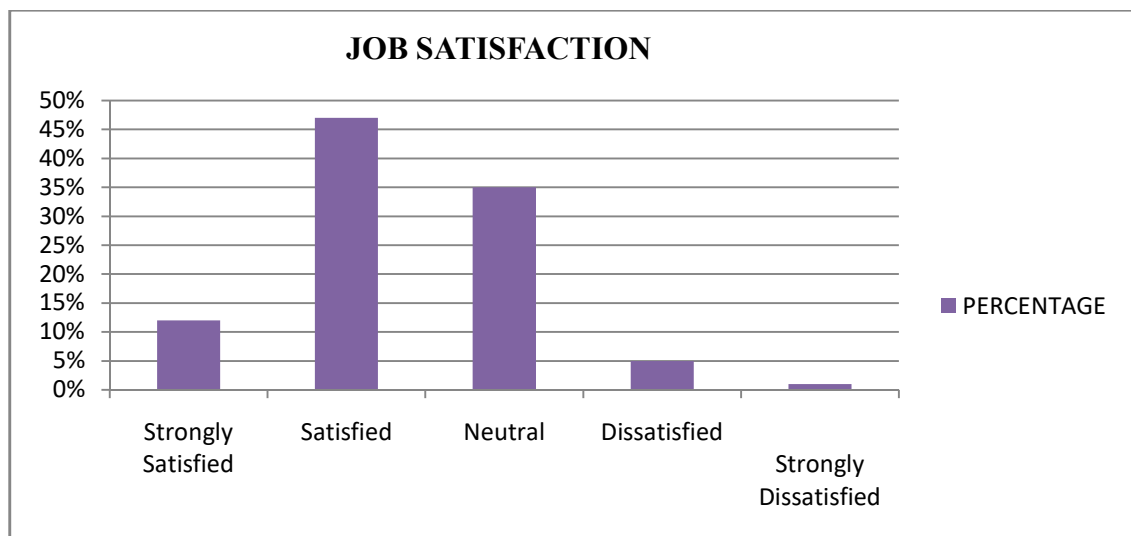
TABLE NO. 4.4

JOB SATISFATION OF EMPLOYEES

JOB SATISFACTION	RESPONSE	PERCENTAGE
Strongly Satisfied	12	12%
Satisfied	47	47%
Neutral	35	35%
Dissatisfied	5	5%
Strongly Dissatisfied	1	1%
Total	100	100%

Source: Primary Data

CHART 4.4

INTERPRETATION

Only 13% of employees have reported their dissatisfaction, including those who are "Strongly Dissatisfied" and "Dissatisfied". This indicates a generally positive attitude among employees, which suggests a lower risk of attrition resulting from dissatisfaction. However, there is a relatively large group of employees (35%) who remain neutral. This represents a potential vulnerability because these employees might be open to new opportunities if they don't feel sufficiently challenged or valued in their current roles.
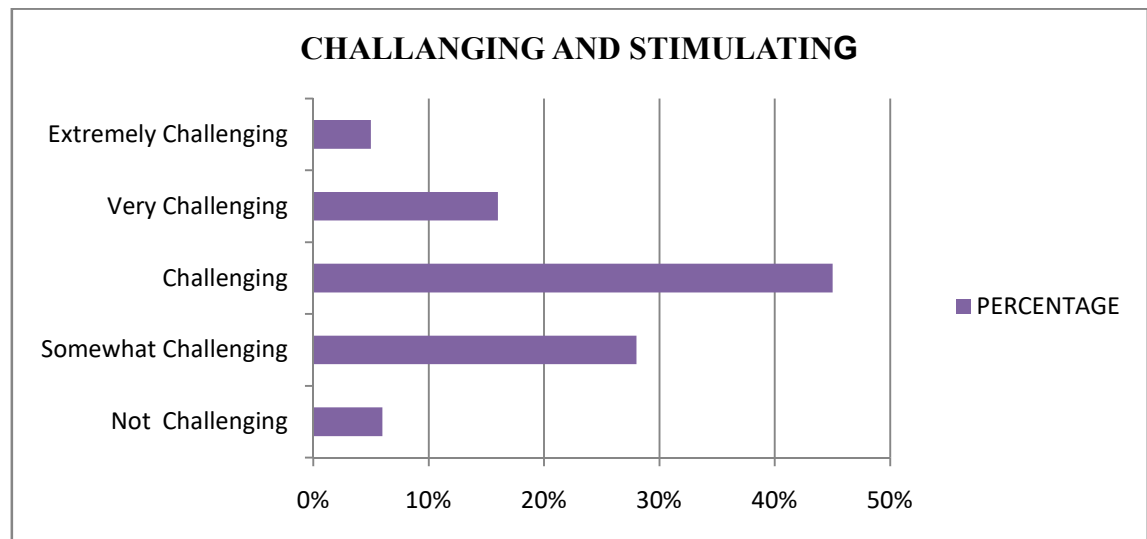
TABLE NO. 4.5

HOW CHALLENGING & STIMULATING DO YOU FIND YOUR WORK

CHALLENGING AND STIMULATING	RESPONSE	PERCENTAGE
Not Challenging	6	6%
Somewhat Challenging	28	28%
Challenging	45	45%
Very Challenging	16	16%
Extremely Challenging	5	5%
Total	100	100%

Source: Primary Data

CHART 4.5

INTERPRETATION

The results indicate that 61% of employees find their work challenging, suggesting that boredom is not a significant driver of attrition. However, a combined 34% of employees find their work either not challenging or only somewhat challenging, which could lead to disengagement and a higher likelihood of seeking new opportunities. Additionally, 21% of employees who find their work extremely challenging or very challenging could be at risk of burnout, which may also lead to them leaving the company. These findings suggest that employers need to take a proactive approach to ensure that their employees are neither under-challenged nor over-challenged to maintain a high level of productivity and employee retention.
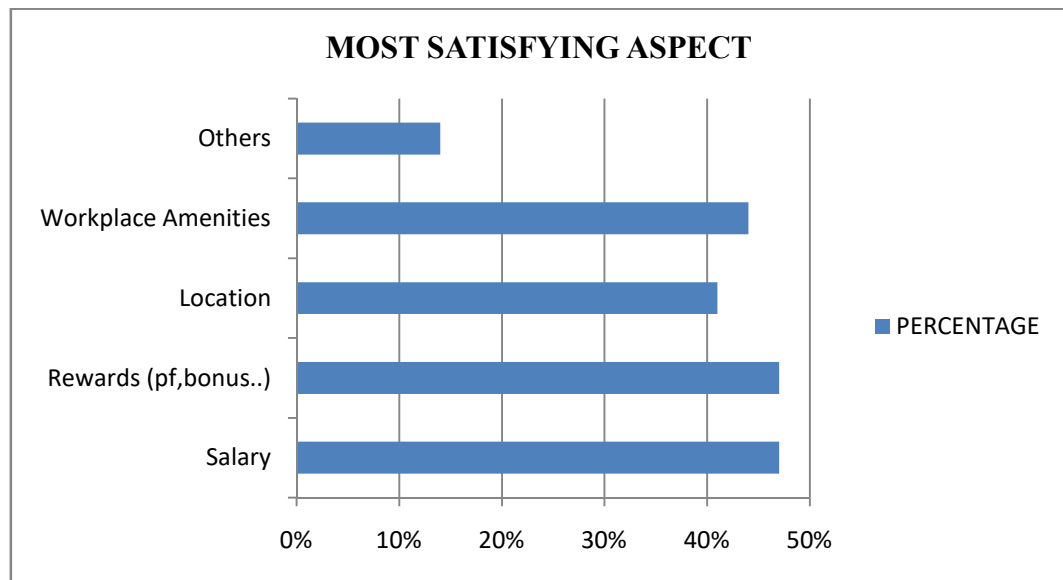
TABLE NO. 4.6

RESPONSE ON MOST SATISFYING ASPECTS

MOST SATISFYING ASPECTS	PERCENTAGE
Salary	47%
Rewards (pf,bonus..)	47%
Location	41%
Workplace Amenities	44%
Others	14%

Source: Primary Data

CHART 4.6

INTERPRETATION

It is important to prioritize financial security, nearly half (47%) of employees consider their salary and rewards, including provident fund and bonuses, as the most satisfying aspect of their job. This highlights the significance of providing competitive compensation and recognition programs to retain employees.

The work environment also plays a vital role. A considerable proportion of employees (41% and 44%) value the location and workplace amenities. This suggests that creating a pleasant and convenient work environment can contribute to employee satisfaction and reduce attrition.
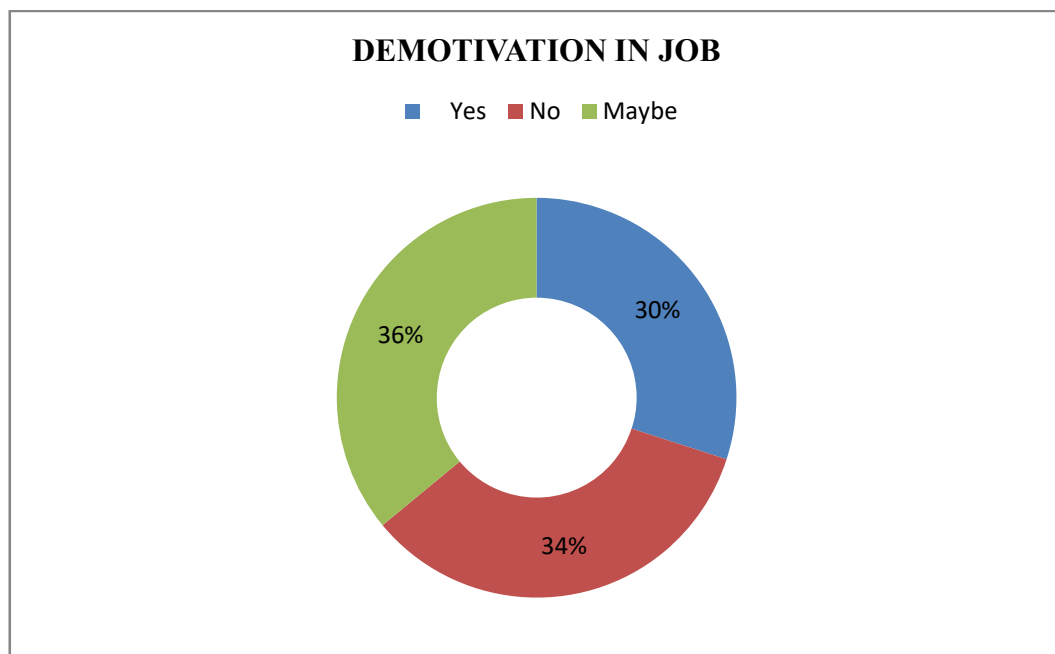
TABLE 4.7

RESPONSE ON FACTORS THAT DEMOTIVATES IN JOB

DEMOTIVATION IN JOB	RESPONSE	PERCENTAGE
Yes	30	30%
No	34	34%
Maybe	36	36%
Total	100	100%

Source: Primary Data

CHART 4.7

DEMOTIVATION IN JOB

Yes ■ No ■ Maybe

30%

36%

34%

INTERPRETATION

There is a high risk of employee attrition due to job demotivation, as 66% of employees have reported being either "Yes" (30%) or "Maybe" (36%) on the issue. This demotivation can lead to lower morale, decreased productivity, and ultimately increase the likelihood of employees looking for new job opportunities. It is important to understand the "Maybe" group (36%), as they are on the fence and could be swayed to leave if their demotivation isn't addressed.

TABLE NO. 4.8

RESPONSE ON MOST FRUSTRATING ASPECTS

MOST FRUSTRATING ASPECTS	PERCENTAGE
Salary	31%
Rewards	16%
Location	17%
Workplace Amenities	21%
Others	47%

Source: Primary Data

CHART 4.8

MOST FRUSTRATING ASPECTS

■ PERCENTAGE
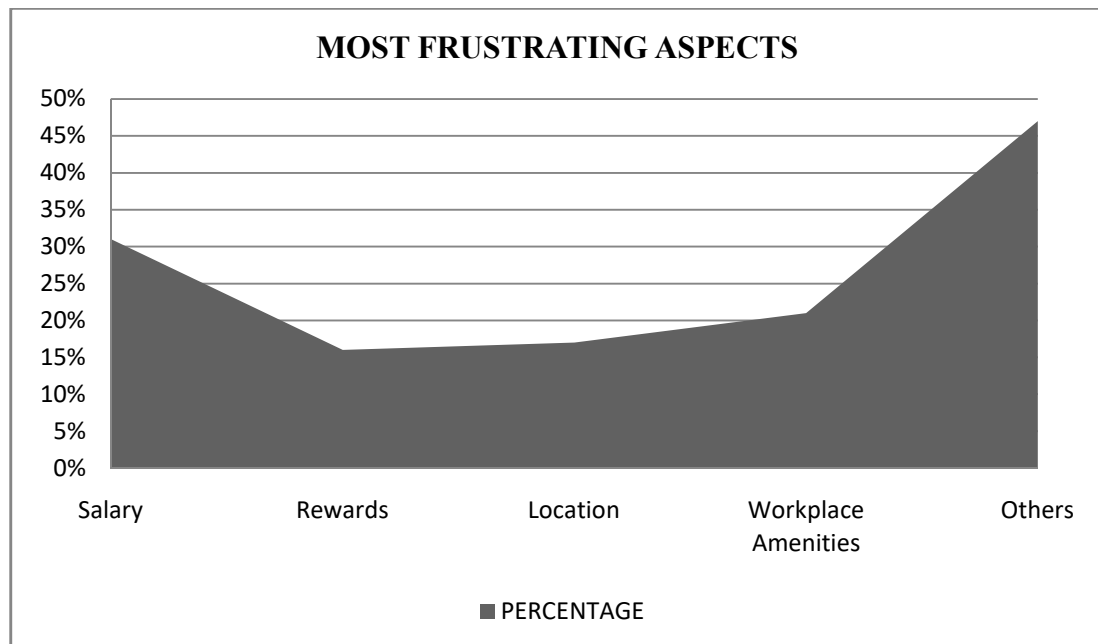
INTERPRETATION

Financial concerns are a common issue among employees, with 47% of them feeling frustrated with their compensation and rewards. The work environment also plays a significant role in reducing attrition, with 17% of employees being unhappy with their location, and 21% with the workplace amenities. The "Other" category (47%) captures a range of potential frustrations, such as lack of work-life balance, limited growth opportunities, poor communication/culture, difficult co-workers or managers, and feeling undervalued. These factors need to be identified to reduce attrition.
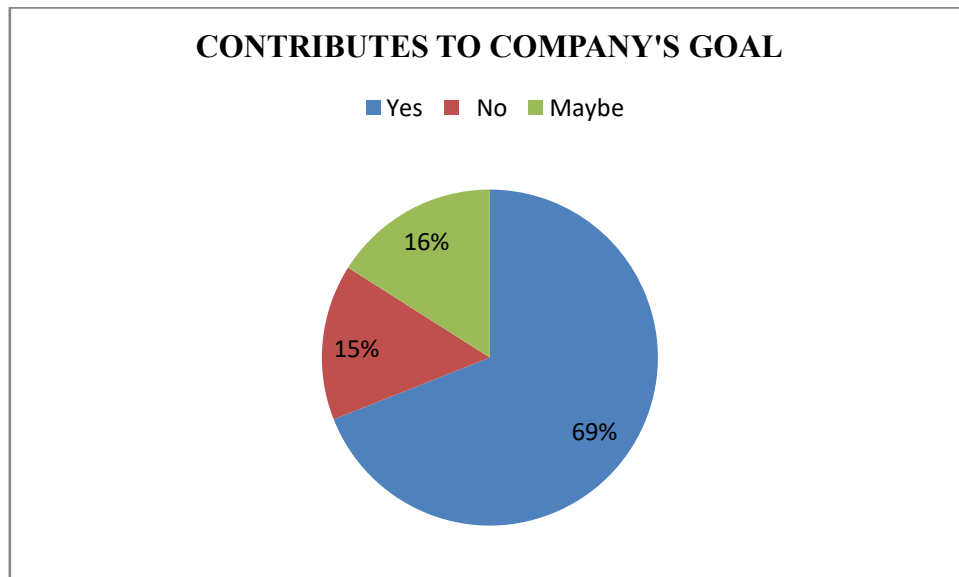
TABLE 4.9

RESPONSE TO WHETHER YOUR WORK ALIGNS TO THE COMPANY'S GOAL

CONTRIBUTES TO COMPANY'S GOAL	RESPONSE	PERCENTAGE
Yes	69	69%
No	15	15%
Maybe	16	16%
Total	100	100%

Source: Primary Data

CHART 4.9

INTERPRETATION

It's a positive sign that 69% of employees feel that they contribute to the company's goals. When employees feel that their work is meaningful, they are generally more engaged and less likely to leave. However, there is still room for improvement as 31% of employees are uncertain about their contribution. 16% of employees are "Maybe" and 15% of employees are "No". This represents a potential vulnerability as these employees might not feel fully connected to the company's goals, which could lead to disengagement and ultimately, attrition.
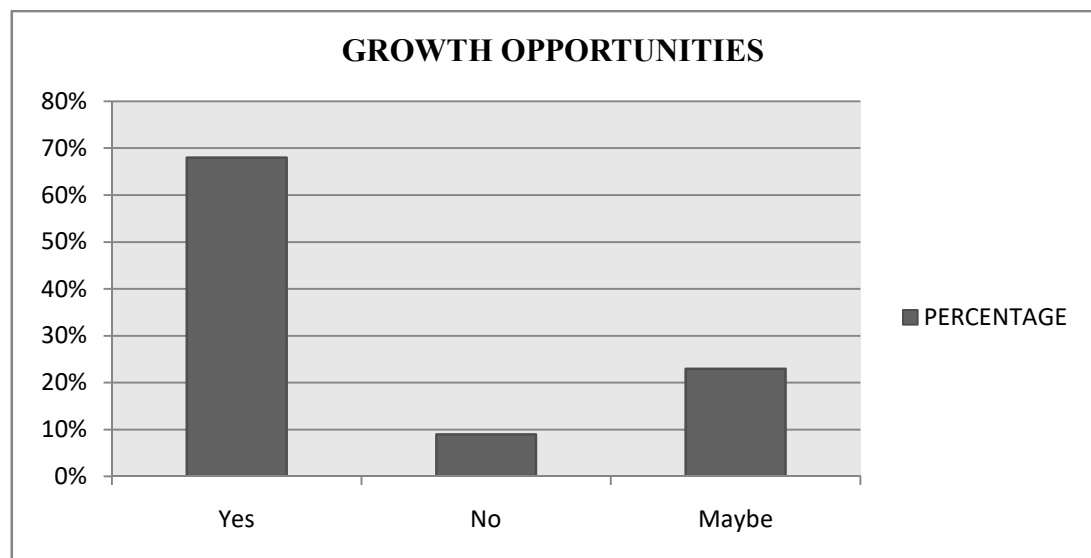
TABLE NO. 4.10

PROFESSIONAL GROWTH OPPORTUNITIES IN YOUR CURRENT ROLE

PROFESSIONAL GROWTH OPPORTUNITIES	RESPONSE	PERCENTAGE
Yes	68	68%
No	9	9%
Maybe	23	23%
Total	100	100%

Source: Primary Data

CHART 4.10

GROWTH OPPORTUNITIES

INTERPRETATION

It's a positive sign that 68% of employees feel there are opportunities for professional growth within the company. When employees believe they can advance their careers and develop their skills, they are more likely to be engaged and stay with the organization.

However, the remaining 32% of employees represent a potential risk for attrition. This group includes 23% who are unsure if such opportunities exist and 9% who see no opportunities for growth. These employees might feel stagnant and start looking for new opportunities elsewhere if their growth aspirations are not addressed.

TABLE NO. 4.11

SATISFIED WITH CURRENT SALARY & BENEFITS PACKAGE

SATISFIED WITH CURRENT SALARY	RESPONSE	PERCENTAGE
Strongly Satisfied	4	4%
Satisfied	26	26%
Neutral	52	52%
Dissatisfied	14	14%
Strongly Dissatisfied	4	4%
Total	100	100%

Source: Primary Data

CHART 4.11

SATISFIED WITH CURRENT SALARY

■ PERCENTAGE

- Strongly Dissatisfied 4%
- Dissatisfied 14%
- Neutral 52%
- Satisfied 26%
- Strongly Satisfied 4%
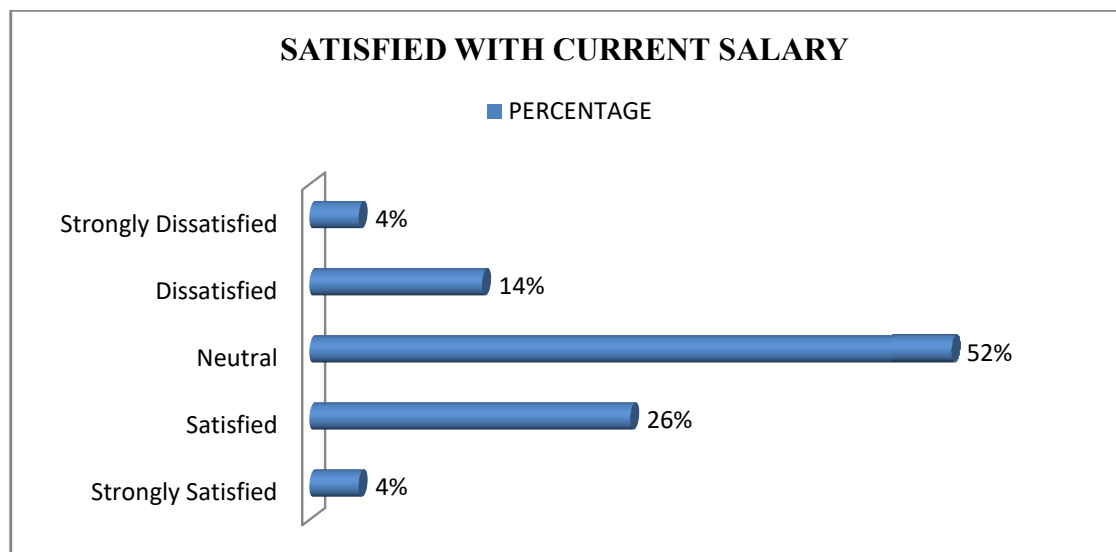
INTERPRETATION

There is a significant portion of dissatisfied employees (18%), which is the combined percentage of those who are "Dissatisfied" and "Strongly Dissatisfied" (14% + 4%). This raises concerns that these employees might leave due to compensation-related issues. While the majority of employees (52%) are neutral, it doesn't necessarily mean they are satisfied. They could be passively seeking better opportunities if other workplace factors are unfavorable. Moreover, only 30% (4% + 26%) of employees are either strongly or somewhat satisfied with their current salary, indicating the need for improvement in compensation practices to boost employee morale and retention.
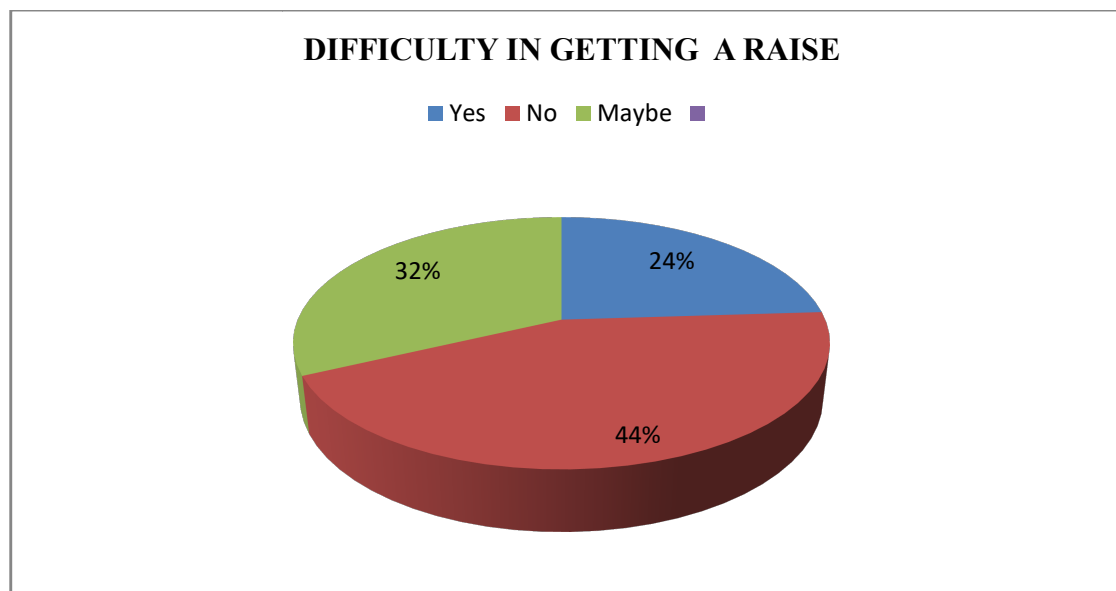
TABLE NO. 4.12

IS IT DIFFICULT TO GET HIGHER SALARY COMPARED TO EMPLOYEES WORKING IN OTHER INDUSTRIES

DIFFICULT TO GET HIGHER SALARY	RESPONSE	PERCENTAGE
Yes	24	24%
No	44	44%
Maybe	32	32%
Total	100	100%

Source: Primary Data

CHART 4.12

DIFFICULTY IN GETTING A RAISE

Yes ■ No ■ Maybe ■

INTERPRETATION

A considerable number of employees (24%) find it challenging to receive a higher salary. This indicates that compensation could be a significant factor that influences employee attrition. It is essential to examine the competitiveness of salaries in your industry and location to ensure that you are providing competitive remuneration. Additionally, it would be beneficial to explore alternative compensation strategies such as bonuses, stock options, or professional development opportunities to retain employees.
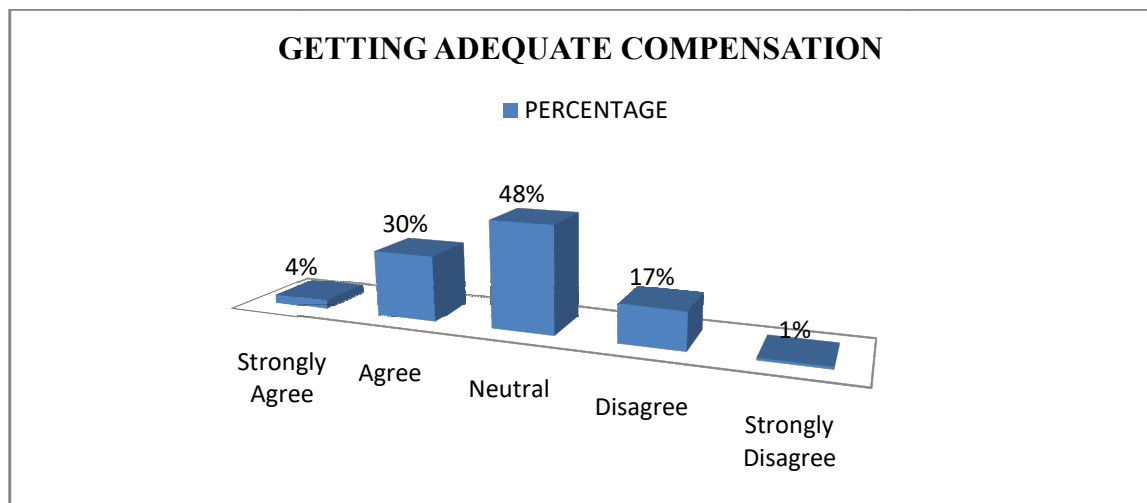
TABLE NO. 4.13

WHETHER GETTING ADEQUATE COMPENSATION OR BENEFITS

GETTING ADEQUATE COMPENSATION	RESPONSE	PERCENTAGE
Strongly Agree	4	4%
Agree	30	30%
Neutral	48	48%
Disagree	17	17%
Strongly Disagree	1	1%
Total	100	100%

Source: Primary Data

CHART 4.13

GETTING ADEQUATE COMPENSATION

■ PERCENTAGE

INTERPRETATION

A significant proportion of employees (18%) feel that they are not receiving fair compensation, as indicated by the combined percentage of those who "Disagree" (17%) and "Strongly Disagree" (1%). This may make them more susceptible to external job offers. Similarly, a large portion (48%) of the respondents are neutral, which although not directly indicative of dissatisfaction, suggests a lack of strong positive sentiment regarding compensation. Only 34% ("Strongly Agree" "Agree") feel that they are receiving adequate compensation, which is another indication that compensation practices might need to be adjusted.

TABLE NO: 4.14

SATISFACTION WITH CURRENT WORK-LIFE BALANCE

CURRENT WORK-LIFE BALANCE	RESPONSE	PERCENTAGE
Strongly Satisfied	5	5%
Satisfied	32	32%
Neutral	41	41%
Dissatisfied	18	18%
Strongly Dissatisfied	4	4%
Total	100	100%

Source: Primary Data

CHART 4.14

SATISFACTION WITH CURRENT WORK-LIFE BALANCE

■ PERCENTAGE

5%	32%	41%	18%	4%
Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
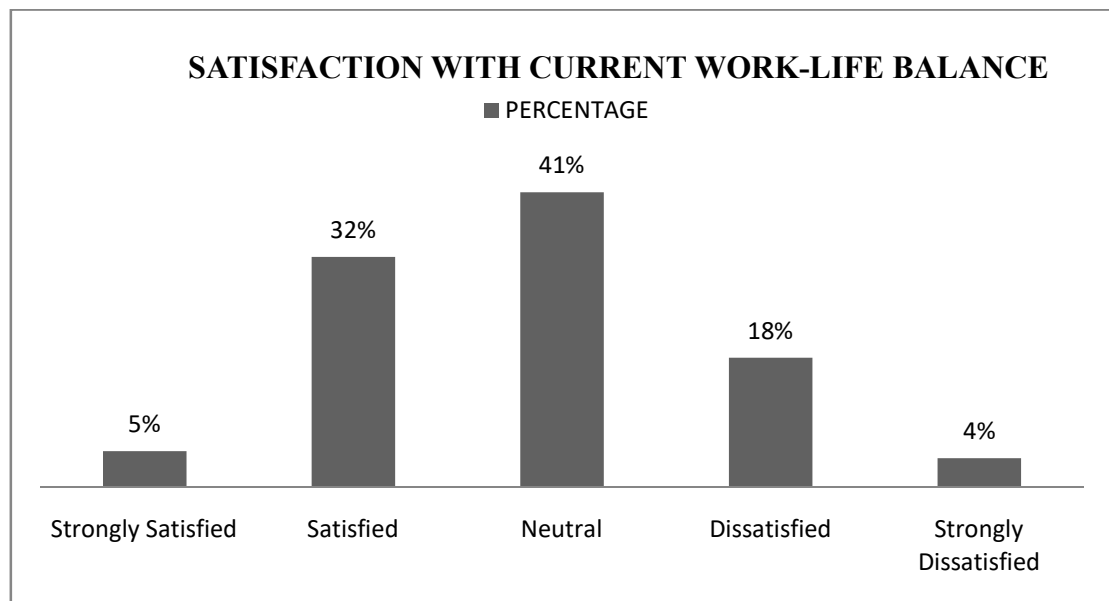
INTERPRETATION

The data suggests that a significant number of employees (18% Dissatisfied and 4% Strongly Dissatisfied) may leave due to work-life imbalance. Additionally, a neutral majority of 41% exists, who although not dissatisfied, could be swayed by offers of better work-life balance. Only 37% of employees (Strongly Satisfied + Satisfied) feel that they have a good work-life balance, indicating a need for improvement in creating a work environment that respects personal time.
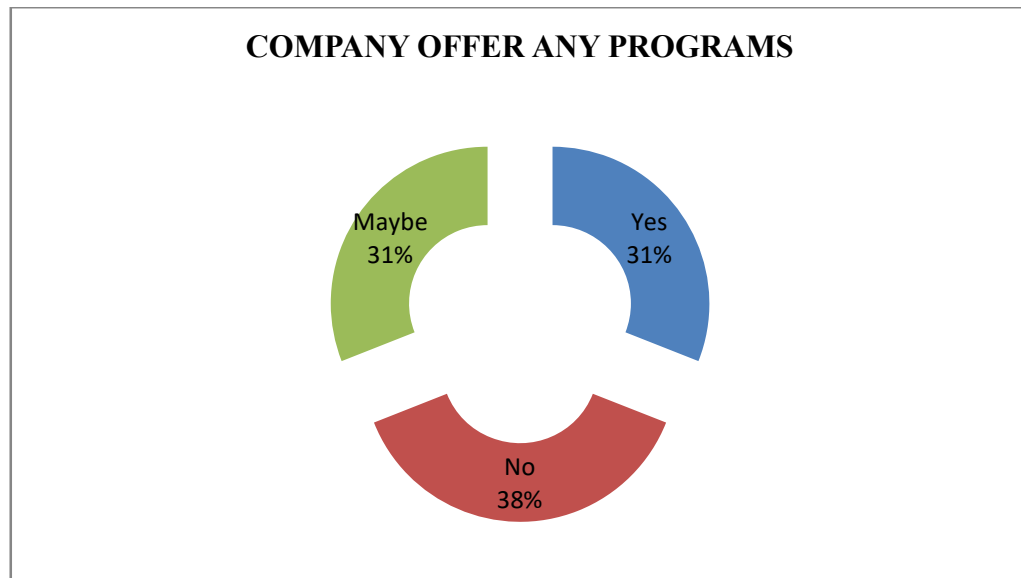
TABLE NO. 4.15

DOES THE COMPANY OFFER ANY PROGRAMS

COMPANY OFFER ANY PROGRAMS	RESPONSE	PERCENTAGE
Yes	31	31%
No	38	38%
Maybe	31	31%
Total	100	100%

Source: Primary Data

CHART 4.15

COMPANY OFFER ANY PROGRAMS

INTERPRETATION

The data indicates that companies with no programs have the highest percentage (38%) of employee attrition. This suggests that the lack of programs may be a contributing factor to the high turnover rate. On the other hand, companies that offer programs (either Yes or Maybe) have a lower percentage (62%) of employee turnover. This indicates that offering programs may help retain employees.
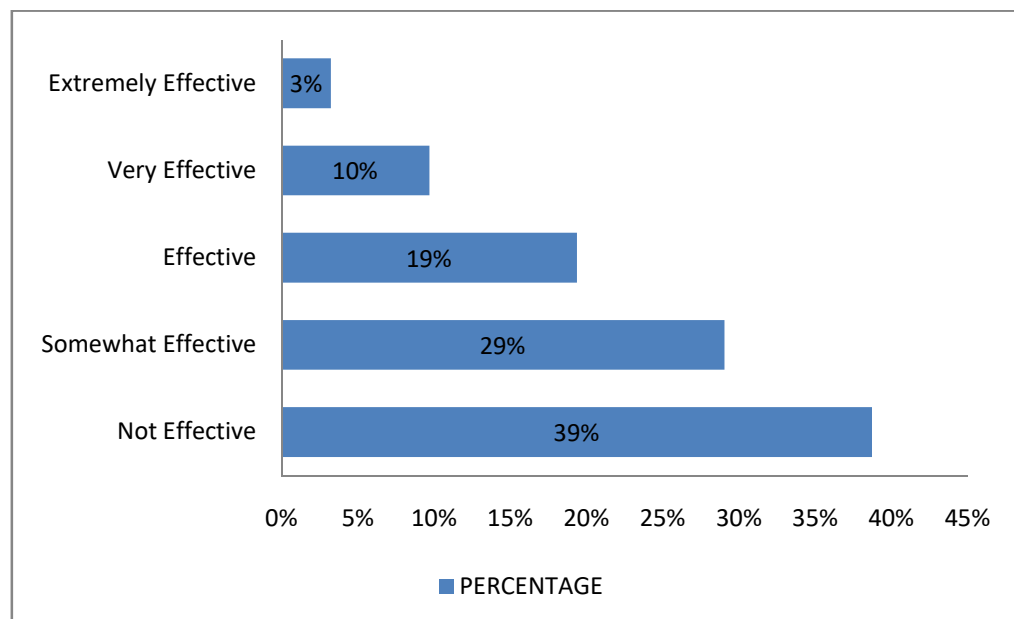
HOW EFFECTIVE ARE THESE PROGRAMES

HOW EFFECTIVE ARE THESE PROGRAMES	RESPONSE	PERCENTAGE
Not Effective	12	39%
Somewhat Effective	9	29%
Effective	6	19%
Very Effective	3	10%
Extremely Effective	1	3%
Total	31	100%

Source: Primary Data

CHART 4.16

INTERPRETATION

According to the data collected, 39% of the respondents indicated that the programs were not effective. This implies that there is a significant need for improvement in either program design or implementation. The survey found that 29% of the respondents found the programs somewhat effective. This category highlights the potential for improvement, but it also suggests some positive impact. The remaining 32% of respondents rated the programs effective (19%), very effective (10%), or extremely effective (3%). These findings offer some encouragement, but further efforts are likely necessary to achieve widespread effectiveness.
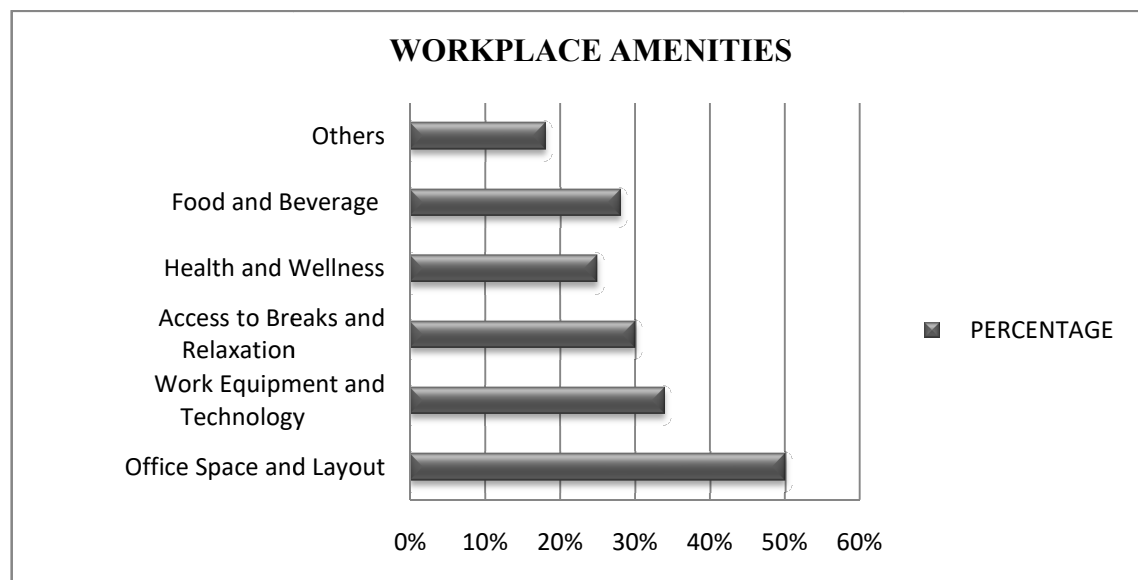
TABLE NO. 4.17

WORKPLACE AMENITIES THAT SATISFIES

WORKPLACE AMENITIES	PERCENTAGE
Office Space and Layout	50%
Work Equipment and Technology	34%
Access to Breaks and Relaxation	30%
Health and Wellness	25%
Food and Beverage	28%
Others	18%

Source: Primary Data

CHART 4.17

WORKPLACE AMENITIES

INTERPRETATION

The office space and layout, accounting for 50%, is the most crucial factor for employees. It suggests that a well-designed workspace can promote productivity, collaboration, and comfort, which is highly valued by employees. Work equipment and technology follow in second place, accounting for 34% of employee concerns. Employees want up-to-date tools and resources to perform their jobs efficiently, which could include high-speed internet, powerful computers, and relevant software. Access to breaks and relaxation, accounting for 30%, is also vital for maintaining a healthy work-life balance. By providing break rooms, comfortable seating areas, or even outdoor spaces, employers can help employees de-stress and recharge, potentially reducing burnout and increasing job satisfaction.
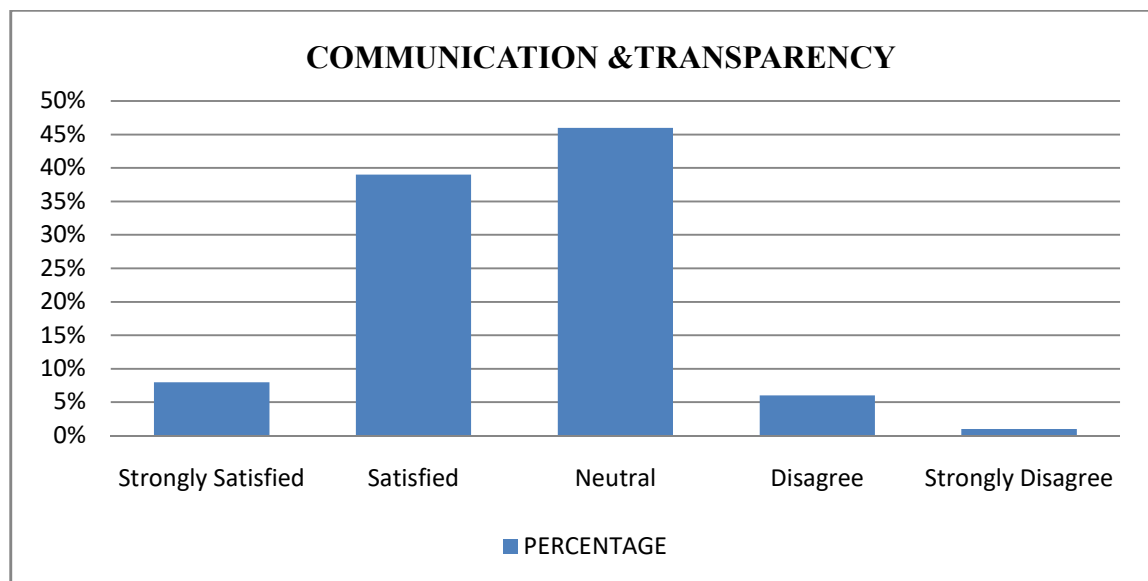
TABLE NO. 4.18

COMMUNICATION & TRANSPARENCY WITH COMPANY

COMMUNICATION & TRANSPARENCY	RESPONSE	PERCENTAGE
Strongly Satisfied	8	8%
Satisfied	39	39%
Neutral	46	46%
Disagree	6	6%
Strongly Disagree	1	1%
Total	100	100%

Source: Primary Data

CHART 4.18

COMMUNICATION &TRANSPARENCY

INTERPRETATION

According to the survey results, a minority of employees (8% + 39%) are satisfied with communication and transparency, which provides a starting point for improvement. However, the low percentage shows that the majority have concerns that need to be addressed. The large number of neutral responses (46%) may indicate a disengaged workforce that does not feel informed or valued. This could be due to a lack of strong opinions, or a sense of resignation. The negative responses (6% + 1%) are a clear issue that needs to be addressed. Even a small percentage of strongly dissatisfied employees can have a significant negative impact on morale and productivity.
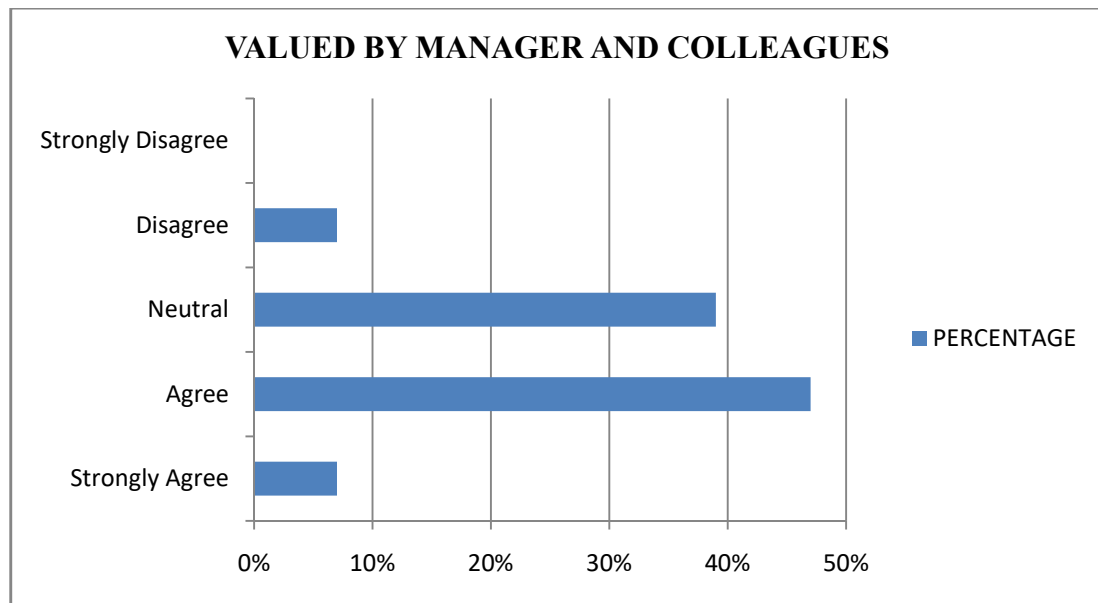
TABLE NO. 4.19

VALUED & APPRECIATED BY MANAGER & COLLEAGUES

VALUED BY MANAGER & COLLEAGUES	RESPONSE	PERCENTAGE
Strongly Agree	7	7%
Agree	47	47%
Neutral	39	39%
Disagree	7	7%
Strongly Disagree	0	0%
Total	100	100%

Source: Primary Data

CHART 4.19

VALUED BY MANAGER AND COLLEAGUES

INTERPRETATION

The results show that 7% of employees have a negative response, 47% of employees have a positive response, and 39% of employees have a neutral response. A higher percentage of positive responses suggests that employees feel appreciated by their managers and colleagues, which contributes to a better work environment. However, a large portion of employees with neutral responses suggests a lack of strong connection or recognition within the team, which is a cause for concern. Even a small percentage of negative responses can have a significant negative impact on employee morale and motivation, making it a clear issue that needs to be addressed

TEAMWORK & COLLABORATION WITHIN YOUR DEPARTMENT

TEAM WORK & COLLABORATION	RESPONSE	PERCENTAGE
Yes	62	62%
No	16	16%
Maybe	22	22%
Total	100	100%

Source: Primary Data

CHART 4.20

TEAMWORK WITHIN DEPARTMENT
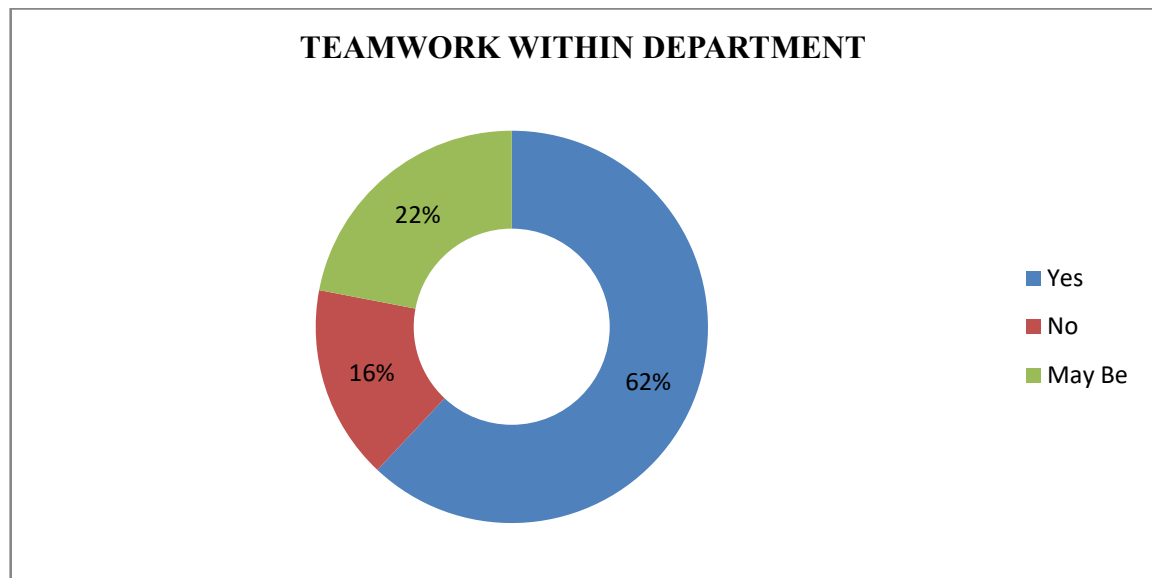
INTERPRETATION

The data shows that a large majority of employees 62% appreciate the importance of teamwork and collaboration in the workplace, which is a positive aspect of their work environment. However, there are areas for improvement as 22% of employees are unsure about the presence of teamwork and collaboration, and 16% disagree. This suggests that more effort is needed to foster a more collaborative work environment.

<div align="center">

TABLE NO. 4.21

FEEDBACK IS HEARD AND ACTED UPON MANAGEMENT

</div>

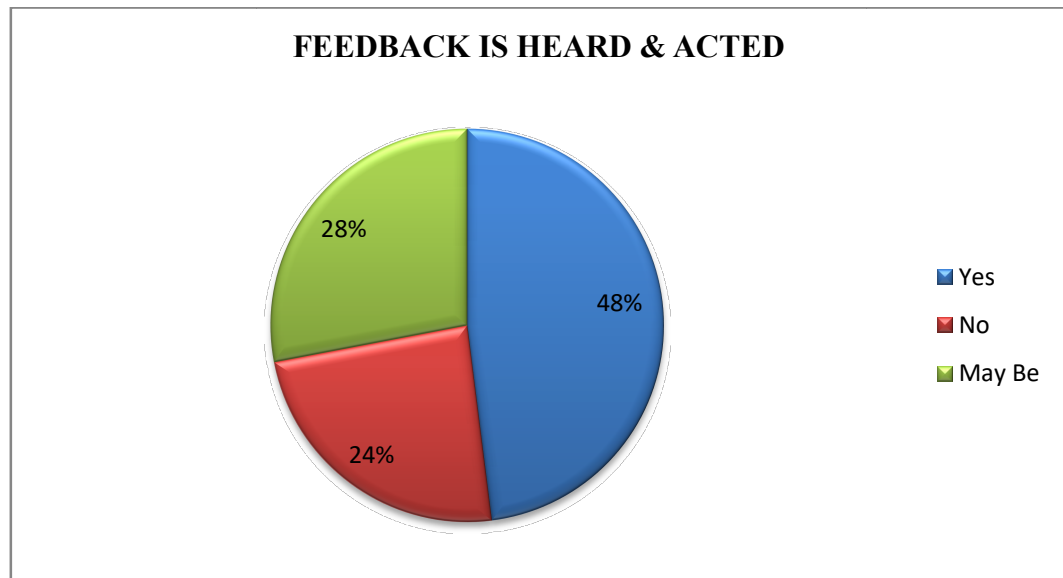| FEEDBACK IS HEARD & ACTED	RESPONSE	PERCENTAGE
Yes	48	48%
No	24	24%
May Be	28	28%
Total	100	100%

Source: Primary Data

<div align="center">

CHART 4.21

FEEDBACK IS HEARD & ACTED

</div>

INTERPRETATION

According to the employee feedback data, only 76.0% of employees believe that their feedback is being heard and acted upon. This indicates that there is room for improvement. A significant portion of employees, 28.0%, are unsure about the status of their feedback, while 24.0% disagree that their feedback is being taken into account. If employee feedback is ignored, it can have a negative impact on morale. Employees may become disengaged and frustrated, leading to potential attrition. To reduce employee attrition, it is recommended to take employee feedback seriously and act on it.

TABLE NO. 4.22

AWARE OF EXISTING RETENTION STRATEGIES

AWARE OF EXISTING RETENTION STRATEGIES	RESPONSE	PERCENTAGE
Yes	37	37%
No	31	31%
Maybe	32	32%
Total	100	100%

Source: Primary Data

CHART 4.22

AWARE OF EXISTING RETENTION STRAGIES
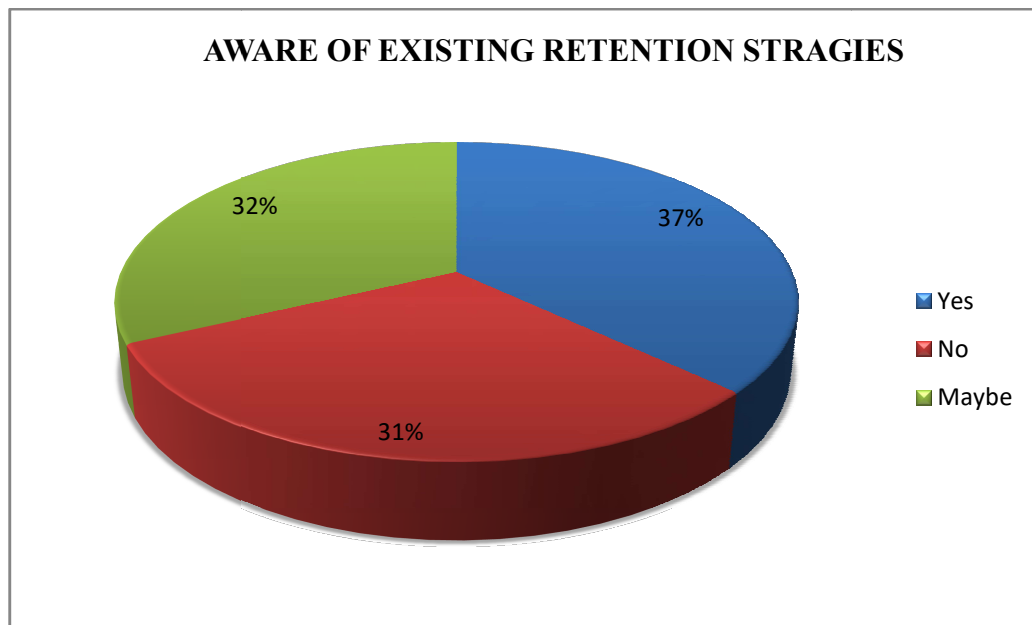
INTERPRETATION

The survey results have revealed a concerning lack of knowledge when it comes to employee retention strategies. Only 37% of employees are aware of the existing programs, leaving a significant majority of 63% either uninformed or uncertain. This lack of awareness could be contributing to employee turnover. Therefore, it is crucial to understand the root cause of this gap.

HOW EFFECTIVE ARE THESE STRATEGIES IN RETAINING EMPLOYEES

HOW EFFECTIVE THESE STRATEGIES	RESPONSE	PERCENTAGE
Not Effective	14	37.8%
Somewhat Effective	10	27%
Effective	9	24.4%
Very Effective	4	10.8%
Extremely Effective	0	0%
Total	37	100%

Source: Primary Data

CHART 4.23
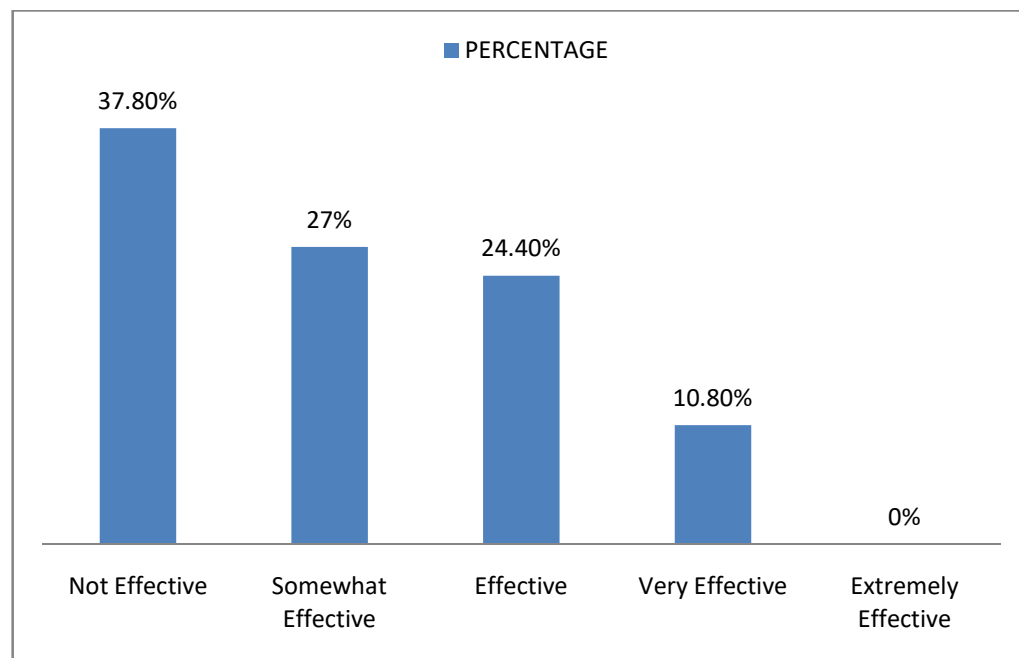
INTERPRETATION

According to the data, there is a need to improve the existing employee retention strategies. Only 24.4% of employees find the current programs effective, whereas 64.8% (37.8% + 27%) find them not effective or only somewhat effective. This suggests that the current strategies may not be fulfilling the needs of the employees. Gathering feedback from employees on which aspects of the programs are lacking and what improvements they would appreciate could provide valuable guidance.

TABLE NO. 4.24

PROGRAMS THAT WOULD BE MOST EFFECTIVE IN IMPROVING EMPLOYEE RETENTION

ADDITIONAL INITIATIVES	PERCENTAGE
Employee Recognition	44%
Career Development Opportunities	64%
Wellness Offerings	50%
Flexible Work Arrangement	48%
Others	10%

Source: Primary Objective

CHART 4.24
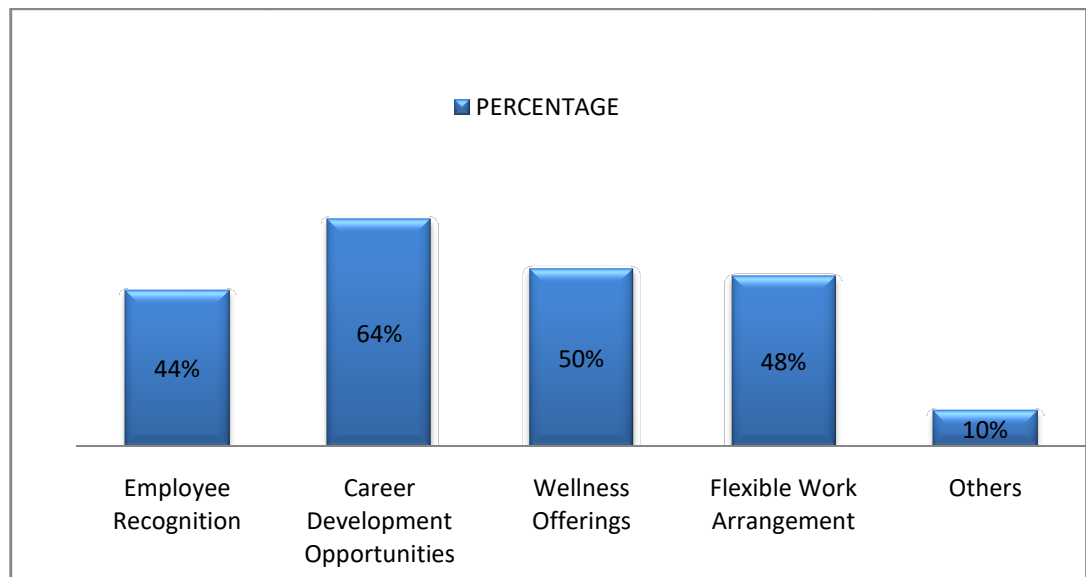
INTERPRETATION

This data provides insights into the preferences of employees regarding specific retention initiatives. Career development opportunities are the most preferred initiative at 64%, indicating a strong desire for professional growth. Wellness offerings (50%) and flexible work arrangements (48%) are the next preferred initiatives, indicating a focus on well-being and work-life balance. Employee recognition (44%) is also deemed important. While the "Others" category encompasses a variety of interests, these top four initiatives offer valuable guidance for tailoring retention strategies to better address employee needs.

CHI – SQUARE TEST ANALYSIS

CHI – SQUARE TEST

H0: There is no significant relationship between satisfaction of employees and year of service.

H1: There is significant relation between satisfaction of employees and year of service.

OBSERVED FREQUENCY

LEVELS	LESS THAN 6 MONTHS	6 MONTHS – 1 YEAR	1-2 YEAR	2-3 YEAR	ABOVE 3 YEAR	TOTAL
STRONGLY SATISFIED	4	4	4	0	0	12
SATISFIED	11	8	11	4	13	47
NEUTRAL	2	6	9	9	9	35
DISSATISFIED	0	2	3	0	0	5
STRONGLY DISSATISFIED	0	0	0	0	1	1
TOTAL	17	20	27	13	23	100

EXPECTED FREQUENCY

LEVELS	LESS THAN 6 MONTHS	6 MONTHS – 1 YEAR	1 – 2 YEAR	2 – 3 YEAR	ABOVE 3 YEAR
STRONGLY SATISFIED	2.04	2.4	3.24	1.56	2.76
SATISFIED	7.99	9.4	12.69	6.11	10.81
NEUTRAL	5.95	7	9.45	4.55	8.05
DISSATISFIED	0.85	1	1.35	0.65	1.15
STRONGLY DISSATISFIED	0.17	0.2	0.27	0.13	0.23

CHI – SQUARE

LEVELS	LESS THAN 6 MONTHS	6 MONTHS – 1 YEAR	1 – 2 YEAR	2 – 3 YEAR	ABOVE 3 YEAR
STRONGLY SATISFIED	1.883	1.067	0.178	1.56	2.76
SATISFIED	1.134	0.209	0.225	0.729	O.444
NEUTRAL	2.622	0.143	0.021	4.352	0.112
DISSATISFIED	0.85	1	2.017	0.65	1.15
STRONGLY DISSATISFIED	0.17	0.2	0.27	0.13	2.578

CHI – SQUARE TEST STATISTIC	26.4533
P – VALUE	0.04797
ALPHA	0.05

INTERPRETATION

The contingency table displays the relationship between job satisfaction and years of service. Based on the data, we can conduct a chi-square test to determine if the relationship is statistically significant.

The chi-square test statistic is 26.4533. The p-value is 0.04797, which is less than the alpha level of 0.05. Therefore, we can reject the null hypothesis, meaning that there is a significant relationship between job satisfaction and years of service. The null hypothesis stated that there was no significant relation between job satisfaction and years of service. In conclusion, we can say that the data supports the idea that there is indeed a significant relationship between job satisfaction and years of service.

Based on the table, we can also draw following observations:

• Employees who are new to the company (with less than 6 months of service) are more likely to feel strongly satisfied or satisfied compared to employees who have been with the company for longer periods.

• Employees who have been with the company for more than 3 years are more likely to feel satisfied or neutral than employees in other categories.

• Employees who have been with the company for more than 3 years are more likely to feel satisfied or neutral than employees in other categories.

CHAPTER 5

FINDINGS AND CONCLUSION

5.1 FINDINGS

- The data shows that a significant number of employees (39%) between the ages of 20 and 25 have been leaving the company. The lowest attrition rate is observed among employees who are 40 years or older (6%).

- It has been observed that employees who have been with a company for 1 to 2 years tend to have a higher attrition rate of 27%. The attrition rate for employees who have been with the company above 3 years drops to 13%.

- 59% of employees are satisfied with their jobs. This suggests a confident and positive sentiment among employees. Employees reported discontent at lower rate 13%.

- 61% of employees find their work engaging and stimulating, indicating a positive work environment with growth opportunities. A lessor minority of employees 6% regard their work to be "not challenging".

- Data shows financial security and a positive work environment are key factors for employee satisfaction.47% prioritize salary, amenities and location are also important considerations.

- 36% of employees are demotivated due to lack of career growth opportunities. Employees were less likely to report a lack of job security (14%) or aweak business culture (16%) as demotivators.

- Salary and rewards are the most common sources of frustration for 47% of respondents. 17% indicated dissatisfaction with the location.

- The majority of employees, 69% believe that their job adds to the company's aims. 15% of employees said "no" to the question which indicate a need for improved communication of emplpyees' roles with the company's goal.

- 68% of employees say their present role provides opportunity for professional progress. However, a some employees (32%) are hesitant or do not perceive prospects for advancement.

- 30% of employees are content with their current salary, while the remaining 70% are neutral or dissatisfied.This indicate that a sizable section of the workforce may be looking for higher compensation.

- 24% of respondents found it harder to negotiate a higher wage compared to employees in the other industries.32% of respondents believe it is easier to earn better wage than employees in other industries.

- 34% of employees are satisfied with the compensation and benefits provided by their company. However, a minority (18%) belive they are not being appropriately compensated.

- Substantial portion of the workforce (63%) is either dissatisfied or neutral regarding their work-life balance.

- Companies that do not offer programs(38%) have the heighest percentage of employee attrition.

- Majority of respondents (39%) found the programs to be "Not Effective" which implies that there is a need for improvement in company programs.

- Office Space and Layout is the most popular workplace amenity,with 50% of employees reporting satisfaction.

- The majority employees, at 47%, are satisfied or somewhat satisfied with the level of communication and transparency at their company. Only a small percentage, 7% are dissatisfied.

- The data shows that most employees feel valued by their managers and colleagues, with 54% of respondents agreeing or strongly agreeing. 7% of respondents reported disagreeing with feeling valued by their manager.

- 62% of employees report that teamwork and collaboration is present, while 16% indicate that teamwork and collaboration is not present in your department.

- According to the data, 48% of employees say feedback is heard and acted upon, while 24% say it is not heard and acted on.

- 37% of survey respondents are aware of existing retention tactics. 31% of respondents replied no, as they were unaware of retention techniques.

- Most respondents (37.8% and 27%) believe the strategies are somewhat or not effective in retaining employees. 10.8% of respondents believe the strategies are effective.

- Career development opportunities are the programme most likely to be beneficial in promoting employee retention, as indicated by 64% of respondents.

5.2   SUGGESTIONS

- The organisation should undertake surveys or focus groups to discover more about what might increase these employees' job satisfaction.
- Provide competitive salaries and benefits. This is major factor in job satisfaction for many employees.
- Offer opportunities for growth and development. Employees want to feel like they are learning and growing in their careers.
- Recognize and reward employees for their accomplishments. This will help employees feel valued and appreciated.
- Challenge the under-challenged group. Managers could provide more challenging tasks for employees who find their work not challenging.
- Regular conversations to employees about their workload and challenges can help managers to identify potential problems before they arise.
- Offer flexible work arrangements such as remote work options, compressed workweeks, or flexible start and end times.
- Provide generous paid time off and discourage working long hours.
- The company can invest in professional development by providing employees with opportunities to attend training courses, conferences, and workshops.
- Hold team-building exercises to help employees get to know each other better and work together more effectively. Address any conflicts that may be hindering teamwork and collaboration.

5.3 CONCLUSION

Employee attrition is an ongoing concern for business, resulting in lost productivity, lowe morale and considerable financial costs. While some turnover is unavoidable, business may drastically minimise its impact by understanding what drives employees away. Companies can identify critical areas for improvement by doing detailed data analysis and obtaining employee feedback, such as inadequate remuneration and benefits, poor work-life balance, or a lack of growth possibilities.

Addressing these core reasons allows business to establish a work environment that promotes employee well-being and engagement. This involves providing competitive wage packages, encouraging a healthy work-life balance through flexible work arrangements and investing in professional development opportunities. Furthermore, creating a positive work culture that values open communication, gratitude and recognition may significantly increase employee morale and loyalty.

Finally, investing in employee retention strategies is about more than just preventing the flow of departures; it's about setting a firm foundation for long term success. A steady and motivated staff leads to greater production, innovation, and customer satisfaction. By emphasising employee well-being and establishing a workplace where people feel appreciated and engaged, firms may unlock their full potential and obtain a competitive advantage in the marketplace.

CHAPTER 6

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APPENDIX

QUESTIONNAIRE

1. Age

   O 20-25

   O 26-30

   O 31-35

   O 30-40

   O 40 above

2. Job Role _____

3. Sex

   O Male

   O Female

   O Other

4. Year of service

   O Less than 6 months

   O 6 months – 1 year

   O 1 – 2 years

   O 2 – 3 years

   O Above 3 years

5. How satisfied are you with your job overall?

   O Strongly Satisfied

   O Satisfied

   O Neutral

   O Dissatisfied

   O Strongly Satisfied

6. How challenging and stimulating do you find your work?

   O Not Challenging

   O Somewhat Challenging

   O Challenging

   O Very Challenging

   O Extremely Challenging

7. Which of the following aspects do you find most satisfying?

   ☐ Salary

   ☐ Reward (pf, bonus)

   ☐ Location

   ☐ Workplace Amenities

   ☐ Others

8. Are there any factors that demotivates you in your job?

   O Yes

   O No

   O Maybe

9. Which of the following factors do you find most frustrating and demotivating?

   ☐ Salary

   ☐ Reward

   ☐ Location

   ☐ Workplace Amenities

   ☐ Others

10. Do you feel like your work is meaningful and contributes to the company's goal?

   O Yes

   O No

   O Maybe

11. Do you have opportunities for professional growth and development in your current role?

    O Yes

    O No

    O Maybe

12. Are you satisfied with your current salary and benefits package?

    O Strongly Satisfied

    O Satisfied

    O Neutral

    O Dissatisfied

    O Strongly Dissatisfied

13. Do you think it's difficult to get higher salary as compared to employees working in other industries?

    O Yes

    O No

    O Maybe

14. Do you think you are getting adequate compensation or benefits.

    O Strongly Disagree

    O Disagree

    O Neutral

    O Agree

    O Strongly Agree

15. How satisfied are you with your current work-life balance?

    O Strongly Satisfied

    O Satisfied

    O Neutral

O Dissatisfied

O Strongly Dissatisfied

16. Does the company offer any programs in helping you to achieve work-life balance?

O Yes

O No

O Maybe

17. If yes, how effective are these programs in helping you achieve work-life balance?

O Not Effective

O Somewhat Effective

O Effective

O Very Effective

O Extremely Effective

18. Which of the following workplace amenities are you satisfied with?

☐ Office space and layout

☐ Work equipment and technology

☐ Access to breaks and relaxation areas

☐ Health and wellness resources or programs

☐ Food and beverage options

19. How satisfied are you with the communication and transparency within the company?

O Strongly Satisfied

O Satisfied

O Neutral

O Dissatisfied

O Strongly Dissatisfied

20. Do you feel like your feel valued and appreciated by your manager and colleagues?

- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Disagree

21. Is there strong sense of teamwork and collaboration within your department?

- O Yes
- O No
- O Maybe

22. Do you feel like your feedback is heard and acted upon by management?

- O Yes
- O No
- O Maybe

23. Are you aware of any existing retention strategies implemented by the company?

- O Yes
- O No
- O Maybe

24. If yes, how effective do you find these strategies in encouraging you to stay with the company?

- O Not Effective
- O Somewhat Effective
- O Effective
- O Very Effective
- O Extremely Effective

25. Which of the following additional initiatives or programs do you think would be most effective in improving employee retention?

- ☐ Employee Recognition
- ☐ Career Development Opportunities
- ☐ Wellness Offerings
- ☐ Flexible Work Arrangement
- ☐ Other