

**“EMPLOYEE PERCEPTIONS ON EMPLOYEE RETENTION STRATEGIES IN
BENGALURU CITY IT COMPANIES”**

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Abstract: The success or failure of every organization irrespective of its nature depends upon its workforce. Employees are considered to be key resources that decide, and determine the success of an organization. At present IT Companies make enormous efforts to select the right employees for the right jobs at the right times and place them in the right positions. If employees are not properly recognized, rewarded, treated, motivated, and ensured a congenial social environment, the talented employees may possibly leave the organization. Organizations in the 21st century including IT Companies have been paying much consideration to frame employee retention strategies of different types to retain, reward, attract, young and talented employees and train them to be ingenious for the effective and efficient running of the organization in a competitive business environment as of today. The IT industry in the recent past has been facing a few problems managing the talented and knowledgeable workforce. In the light of these problems and challenges in the IT sector, it is the high and right time on the part of the IT Companies to rethink and redesign their jobs. As a matter of fact, employee retention gained attention from the employers of IT Companies as employee attrition has become problematic in recent years. Many organizations including IT Companies consult Human Resource experts to study the problems in a systematic order and made new retention strategies for their organizations. It has become a regular practice done by purpose to engage specialists to review the challenges and opportunities of employee retention and recommended a few possible solutions. In this research paper, an attempt is made to present the outline of employee retention strategies.

Key Words: Employee retention, IT Employee's and Perception

Introduction:

Employee Retention Strategies have become vital topics for discussion, debate and research among the business administrators, corporate giants, academicians and researchers. The aspect of Employee retention gained extensive attention and concentration in Job designing by the modern business organisations including Information Technology (IT) companies. This issues have become much more importance and most of the organizations are consulting Human Resource experts to study the problem and made new retention strategies to their organizations. It has become a practice done by purpose to engage specialists to review the opportunities and challenges of employee retention and recommended with possible solutions. The Employee retention has become expert function and retention strategy is often opted to direct and control situation.¹ The retention of knowledgeable Employees has become extremely critical for the success of a business organization in the present scenario particularly in the service sector.² Employee retention and attrition is one of the foremost problems faced by the IT industry throughout the globe. IT industry investing huge money on Human Resource Department in the way of recruitment, selection, training and reward etc.³ Today IT sector is very competitive and found young and talented IT Employees background with all diversities in their everyday life, seek for challenging jobs and good working environment in working place.⁴ It has been observed that there is a enormous demand for skilled IT employees within India and abroad, which has resulted in more attrition in IT industry. This created a demand and for talented workforce and need to design effective retention strategies in Indian IT and multinational companies by the Human Resource Management.⁵ Hence, failing to retain a talent employees is an expensive proposition to IT Companies, such as researchers recommended that losing key employees in organizations costs up to five times of their salary.

Reasons for leave the organization by Employees: There are certain situations that lead to workers leaving their organizations. They are like job is not what the Employee expected to be, job and person mismatch, lack of growth opportunities, deficiency of appreciation, privation of trust and support,

stress from over work and work life imbalance, compensation packages, new job offers. In addition the above, the poor wages, salaries, poor job requirement, deprived infrastructure with- in workplace, poor working condition, lack of medical facilities, unfortunate sense of belongingness, inflexible working hours, fewer growth opportunities, reduced inter-personal relationship, deficiency of educational facilities and other poor perks and privileges.⁶

Review Literature

Moaz Nagib Gharib (2017)⁷ conducted a study on "Factors Affecting Staff Retention Strategies used in Private Syrian Companies during the Crisis". Professional development and training have no statistically significant effect on employee retention, according to the findings of the study, although other variables such as the reward system, job security, and job satisfaction do. Furthermore, this study found that employee job satisfaction has a greater impact on staff retention than job security and reward schemes.

Altanchimeg Zanabazar (2018)⁸ made a study on "Impact of Employees Satisfaction on Employee Loyalty, Retention and Organizational Performance". In this concentrate on the Researcher taken representative fulfillment is an autonomous variable, worker reliability and maintenance considered as an intervening element, monetary and non-monetary exhibitions were considered as reliant factors. The review inferred that finding and tending to factors impacting in representatives fulfillment are fundamental for the worker maintenance in the organizations.

Parul Jhajharia and Havisha Gupta (2015)⁹ in their "Study on Employee satisfaction and Its Impact on Employee Retention in Retail sector" aimed to measure Employee Satisfaction and its impact on employee retention. Further, the creators reasoned that representative fulfillment is affecting efficiency and organizations need to investigation the issues in workers perspective and get ready new arrangements.

Balaji Mathimasran (2017)¹⁰ made a study on "Employee Retention Strategies- an Empirical Research". The review discloses that employees are not happy with compensation, responsibility, acknowledgment and execution examination gave in the associations. The researchers also proposed that organizations need to zero in additional on natural and extraneous inspirational variable to hold their representatives.

The specific objectives of this study include

- 1 To identify and analyse the employee retention strategies in the IT companies
- 2 To study the reasons why Employees are leave the organization
- 3 To analyze the perceptions of IT Employees on various aspects of Employee Retention Strategies.
- 4 To suggest measures for effective framing of Employee Retention Strategies specially in IT sector.

Sample universe and Sample Selection of the Employees: In the current study, 450 questionnaires were printed and distributed to Bengaluru city IT employees. Finally, 300 questionnaires were satisfactorily completed. As a result, the current research is based on responses gathered from 300 IT employees using purposive and convenience sample approaches.

Data Source tools of data collection: The data for this study was collected from primary and secondary sources. Primary data was congregated through the use of a questionnaire, while secondary data was gathered from books, journals, and websites.

Statistical tools used for interpretation of data: For the analysis of primary data, Chi-Square test has been used.

Limitations of the study: The study has been restrained to IT Companies in Bangalore city only. The survey was limited to 300 IT employees working in IT organizations due to finance and time restrictions. The factors on Employee Retention Strategies were generated and developed exclusively for this study by the researcher himself. As a result, there may have been room for

overlap while framing them. As a result, the study's findings are based on the responses of the 300 IT employees who were chosen for the study.

Table -1
Classification of IT Employees based on Gender

S.No	Gender	Numbers of Respondents	Percentage to Total
1	Male	160	53.34
2	Female	140	46.66
	Total	300	100.00

Source: Primary data collected from the field survey

It is observed from the figures in the table -1 that (53.34%) per cent are the male whereas the remaining (46.66%) per cent were female.

Table - 2
Classification of select IT Employees according to their age

Sl. No	Age group	Number of Respondents	Per centage to Total
1	20-25	35	11.66
2	26-30	85	28.34
3	31-35	65	21.67
4	36-40	75	25
5	40 above	40	13.34
	Total	300	100

Source: Primary data collected from the field survey

It is found in this study that as many as 85 respondents representing 28.34 per cent were in the age-group of 26-30 years followed by in the age-group of 36-40 years 25 per cent, 31-35 years 21.67 per cent, 40 years and above 13.34 per cent and 20-25 years age 11.66 per cent. On the whole more than two-third out of 300 selected IT Employees for the study are in the age group between 26-40 years.

Table - 3
Classification of respondents based on the educational qualifications

S.No	Qualification	Number of Respondents	Percentage to Total
1	B.Tech	125	41.66
2	M.Tech	65	21.66
3	MCA	40	13.33
4	B.Com, BBA, M.Com and M.B.A	70	23.34
	Total	300	100

Source: Primary data collected from the field survey

In table-3 educational backgrounds of the respondents in the current study were demonstrated. It is found in the current study that as many as 63 per cent of the respondents, in the study have Technical background as their basic educational background, while 23.34 per cent have business education like B. Com, BBA, MBA and M. Com.

Data Analysis and Interpretation: In order to understand the objectives of the study, the following null hypotheses have been framed and tested using Chi-square test.

Null hypotheses

- Ho1: There is no ensured professional growth and opportunities are available in the IT companies
- Ho2: There is no Personal recognition in the IT Company
- Ho3: There are no opportunities for career progression in the IT Company
- Ho4: There are no chances for personal and professional growth in other IT companies.

Ho5: There is no cordial relationship with top management in the IT Company

Ho6: There is no a sense of belongingness and team culture in the IT company

Ho7: There is no sharing of mutual learning ambience for personalized growth and development

Ho8: Working environment in IT Company is not conducive and favourable to work

Ho9: Working in IT Company does not give satisfaction in personal life

Ho10: There is no future opportunity for continued growth and security of IT Profession.

Chi-square test has been used to the above hypotheses and results of test is as follows.

Table - 4
Testing of formulated hypotheses

	Statement	Chi-square value	Table Value	Findings
Ho1	There is no ensured professional growth and opportunities are available in the IT companies	7.731	15.507	Accepted
Ho2	There is no Personal recognition in the IT company	63.590	15.507	Rejected
Ho3	There are no opportunities for career progression in the IT Company	22.509	15.507	Rejected
Ho4	There are no chances for personal and professional growth in other IT companies.	9.529	15.507	Accepted
Ho5	There is no cordial relationship with top management in the IT Company	83.728	15.507	Rejected
Ho6	There is no a sense of belongingness and team culture in the IT company	20.802	15.507	Rejected
Ho7	There is no sharing of mutual learning ambience for personalized growth and development	73.197	15.507	Rejected
Ho8	Working environment in IT company is not conducive and favorable to work	10.488	15.507	Accepted
Ho9	Working in IT company does not give satisfaction in personal life	19.363	15.507	Rejected
Ho10	There is no future opportunity for continued growth and security of IT Profession	4.938	15.507	Accepted

Degree of freedom: 8

Level of Significance: 5%

Findings on the Employee Retention Strategies in IT companies

- 1 Based on the responses to the statement that to what extent there exists a scope for personal and professional growth for being in the IT Company, it is observed that 62 per cent have held that there is high scope while 30 per cent have responded respectively. The formulated null hypotheses ($7.731 < 15.507$) accepted.
- 2 Concerning the proper personal recognition of the Employees in the IT Company's majority of them have contended that proper personal recognition was given. The null hypotheses ($63.590 > 15.507$) is rejected.
- 3 IT Employees opinion on the possibility of career progression if they remain with the same IT companies, on the whole 74 per cent have held positively. This suggests that majority of the IT Employees under the study have gratified that attracting the IT Companies would bring them career progression. The framed null hypotheses ($22.509 > 15.507$) rejected.
- 4 Perception of the Employees on personal and professional growth in IT Companies, on the whole, it is observed that majority of the IT Employees i.e., 62 per cent have agreed that there are growth prospects, while 30 per cent opined that such chances are remote and not

- possible in the IT Companies in which they are working now. The null hypotheses is (9.529~15.507) has been accepted.
- 5 Opinion of the IT Employees on cordial relationship between companies top management, most of the IT Employees stated that 52 per cent of the respondents agreed that cordial relationships are prevailed. The formulated null hypotheses (83.728~15.507) rejected
 - 6 Whether there prevails a sense of belongingness and team culture as an added atmosphere in the IT companies, it found that 66 per cent respondents agreed it could be found that team culture and a sense of oneness among IT Employees could not be considered as an added atmosphere. The null hypothesis (20.802~15.507) rejected.
 - 7 Regarding the opinion of the select IT Employees on scope for sharing of personal growth and developments for mutual benefits in the current IT companies, it is found that majority of the Employees of IT companies have said that such scope for sharing is not prevailed among them. Hence, the null hypothesis (73.197~15.507) is rejected for this statement.
 - 8 For the statement that whether conducive and favorable working environment is existing in the IT companies, it is observed from the responses that majority of the Employees in the study held that conducive working environment was very much prevalent in the IT companies. In this the formulated null hypothesis accepted (10.448~15.507)
 - 9 Regarding a statement on working in IT company neither brings a sense of satisfaction in personnel life and nor Job satisfaction among the IT Employees, it is disclosed by majority of the IT Employees have strongly agreed to it. Hence, it can obviously be stated that the statement is strongly agreed. The formulated null hypothesis rejected for this statement (19.363~15.507)
 - 10 It is also found that majority of IT Employees in the current study, strongly agreed that the IT Companies under the study are incapable to ensure further opportunity for continued growth and security was not ensured and very small sample size of Employees however, had a positive hope that company may shows future opportunity to grow and security of employees can be ensured. For this statement the null hypothesis accepted (4.938<15.507)

Suggestions

Most IT Employees dissatisfaction with this, saying that there are no opportunities for further development in the future, no opportunities for personal and professional development and the working environment is not conducive. Therefore, it is recommended that IT Companies pay special attention and make efforts to ensure the continuous growth and safety of IT Employees. Therefore, IT Companies are advised to take the above situation seriously and pay attention to developing retention strategies in order to maintain existing strategies and attract a new generation into the IT industry.

Conclusion: This paper takes a look at the employee retention strategies conceptually, need for employee retention strategies in IT sector, presents the probable reasons why employees leave the organisations, a glance of employee retention in IT Companies and perceptions of the IT Professionals on the retention strategies at the end.

Scope for future Research: This present research has been confined only to employee retention strategies in IT Companies in Bengaluru city. However, there is a wider scope to take up few more variables such as the status of attrition rate, Job satisfaction and a deep comparative studies can also be carried out in the IT and also ITES companies across the country.

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