

“A CASE STUDY ON VARIOUS FACTORS OF EMPLOYEE TURNOVER RATE”

A CASE STUDY REPORT

Submitted to

Department of Management Studies, VIIT

In the partial fulfillment of the requirements for

the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

By

S. SRI KAVYA

[Reg. No. 20L31E0091]

Under the guidance of

Dr. O. Naresh MBA Ph. D

Associate Professor

Department of MBA



DEPARTMENT OF MANAGEMENT STUDIES

VIGNAN'S INSTITUTE OF INFORMATION TECHNOLOGY [AUTONOMOUS]

Approved by AICTE and Affiliated to JNTUK University,

Kakinada, A.P, INDIA.

2020-2022

LETTER OF TRANSMITTAL

Dr. O. Naresh
Associate Professor
Dept of Management studies
Vignan's Institute of Information Technology
Subject: Submission of Case Study Report on Various Factors of Employee Turnover Rate.

Respected Sir,

I am pleased to submit “**A Case Study on Various Factors of Employee Turnover Rate**” as per your instruction to fulfil the requirement of course Case Study [3099192170]. While preparing this report, I have tried my level best to include all the relevant information, explanations, things I have gathered from the various sources like Literature reviews, Thesis, Research Papers, Articles, Journals. It would not have been possible to complete this report without your assistance, of which I am very thankful. Also, it was a great experience to prepare this report and I will be available for any clarification, if required.

Therefore, I pray and hope that you would be kind enough to accept my Case Study Report and oblige thereby.

Sincerely,

Surakasula Sri Kavya

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DEPARTMENT OF MANAGEMENT STUDIES

DECLARATION

I hereby declare that the work described in, “**A Case Study on Various Factors of Employee Turnover Rate**” titled which is being submitted by me in Partial fulfillment for the award of degree of Master Business Administration in the Dept. of Business Management, Jawaharlal Nehru Technological university, Kakinada, is the result of investigations carried out by me under the guidance of Dr. O. Naresh Associate professor, Department of Management studies, Vignan’s Institute of Information Technology, Duvvada, Visakhapatnam.

Place: Duvvada.

Signature:

Date:

Name of the candidate: S. Sri Kavya.

Reg.No:20L31E0091.

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Department of Management Studies

Date: 06th May, 2022.

FACULTY GUIDE CERTIFICATE

This is to certify that the Case Study Review report titled “**A Case Study on Various Factors of Employee Turnover Rate**” is a bonafide work of **S. Sri Kavya, 20L31E0091** carried out in partial fulfillment for the award of Degree of MBA under my direct guidance and supervision. This Case study review is his/her original work and not submitted earlier for the award of any Degree for any other University/Institution.

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MARKS ASSESMENT SHEET

NAME OF THE STUDENT : S. Sri Kavya

REGISTER NUMBER : 20L31E0091

TITLE OF THE PROJECT : **A CASE STUDY ON VARIOUS FACTORS OF EMPLOYEE TURNOVER RATE**

EXAMINATION NAME	MAX MARKS	MARKS AWARDED
CASE STUDY REVIEW REPORT	50	
CASE STUDY PRESENTATION	50	

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ACKNOWLEDGEMENT

Performing research on the “**Various Factors of Employee Turnover Rate**” was interesting. During the course of Case Study, I learnt How important it is to hold the talent in the industry and How Human Resource Works in attracting and retaining the talent.

It is a great and unique pleasure to me that I have got a chance to thank a large number of individuals for their help and encouragement to make the Case Study successful.

Apart from the efforts of me, the success of this research work depends largely on the encouragement and guidelines of many others. take this opportunity to express any gratitude to the concerned that have been instrumental in the successful completion of this internship.

I wish to convey my gratitude towards our beloved Principal **Dr. B. Arundhati** for her cooperation and support in the regulatory issues and valuable suggestions throughout my research work.

I am also thankful to our Head of the Department (HOD) **Dr. P. Ramesh**, PhD who helped me directly and indirectly for the successful completion of my research work and he also motivated many times during my study by giving a clear picture of research during department meetings which have helped me to involve in work with utmost curiosity and involvement.

I extended my heartfelt gratitude to my project guide **Dr. O. Naresh**, Associate professor, Dept of Management Studies for his consistent encouragement, benevolent criticism, inseparable which were the main reasons to bring the work to present shape.

Finally, I deem it a great pleasure to thank one and all who helped us directly and indirectly throughout this Case Study.

S. SRI KAVYA, 20L31E0091.

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1. INTRODUCTION

EMPLOYEE TURNOVER RATE

MEANING: Employee turnover refers to the total number of workers who leave a company over a certain time period.

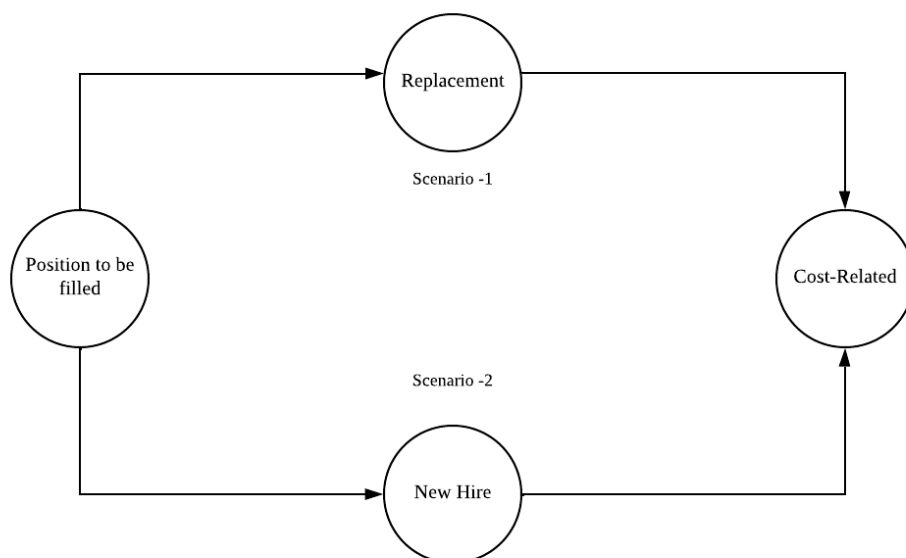
Employee turnover, or employee turnover rate, is the measurement of the number of employees who leave an organization during a specified time period, typically one year. While an organization usually measures the total number of employees who leave, turnover can also apply to subcategories within an organization like individual departments or demographic groups.

FORMULA:

Turnover Rate = (Number of exits over a period of time / Average Number of employees over a period of time) * 100.

Where, Average Number of employees = (Opening Balance / Closing Balance).

SCENARIO'S: In Employee Turnover Rate there are probably two scenarios as imputes below:



TYPES OF EMPLOYEE TURNOVER RATE:

They are four types as stated below:

1. Voluntary Turnover

No organization is immune from voluntary turnover. People will decide it's time for a change and are likely to leave at some point. But it is possible to reduce your voluntary turnover rate.

Chances are, you already have exit surveys in place for voluntary turnover. If not, start here!

Surveying employees who choose to leave your organization will provide invaluable insights on how to move forward. Use this data to understand:

- Why an employee left
- What you could have done about it
- The impact their loss will have on the organization

You'll want to keep a special eye on your undesirable turnover. This is when you lose top performers for preventable reasons.

2. Involuntary Turnover

Involuntary turnover is when the company asks an employee to leave. This could be due to:

- Poor performance
- Behavioural issues
- Changing business needs
- Budget cuts
- Structural reorganization/reductions in force

Most will assume that an employer makes this decision—and that the employee never wanted to leave. But with involuntary turnover, there is always two sides to the story.

Use your turnover data to confirm that the organization made a fair decision—and that the employee will not suffer from the loss. Where it is great impact to the organization as well.

3. Retirement

People tend to say exits due to retirement are inevitable and out of the company's control. However, surveys show that some employees become disengaged and choose to retire early. They might decide to exit your organization, but keep on with their career.

Create an exit survey targeted to retirees. This will help you understand their unique needs and challenges. You'll be able to identify ways to engage and retain older, more tenured employees.

Retiree feedback can help make your workplace better, so you can keep new employees for the long haul.

4. Internal Transfers

Internal transfers involve employees taking new positions within the same organization. This type of employee turnover can be a sign of healthy movement. But there may be other intentions behind an employee's cross-team move.

Exit surveys can help paint a better picture of why an employee transferred. It could be because they were interested in a new role or a growth opportunity. Or it could be that they are running from a bad manager, distrust in co-workers, or lack of growth.

This type of survey data can help you understand what is working as whole, and where individual teams could improve. When an employee leaves a team or department, there's an opportunity for managers to ensure that those left behind remain engaged.

GENERAL PERCENTAGE OF EMPLOYEE TURNOVER RATE:

- 90% - Retention rate.
- In between 1% to 10% - Turnover rate.

Whichever organization has the rate as above indicates it's healthier. Whereas, if that is not the case implementation of best policies and practices where required.

2. CASE STUDY ANALYSIS

Step 1: Decide on the Area

The research study is related to the area of “**EMPLOYEE TURNOVER RATE**”.

Step 2: Identify the literature that you will review

Altogether 102 Research papers were collected in the area of Employee Turnover from various sources like

- **Scopus.**
- **Emerald.**
- **Shodhganga.**
- **Web of science.**
- **Sage Publications.**
- **Science Gate.**
- **PubMed.**
- **Research gate and various other articles and journals.**

Step 3: Analyse the literature

After collecting 102 papers related to the concerned area, Analysis have done based on time. It has been identified that there is a drastic change in the in long range planning, budgeting, and management of practices and policies in the industry to strengthen employee retention rate which results in reduction of employee turnover rate.

Step 4: Summarize the literature in table or concept map format

S. No	Year	Title	Objective	Findings	Conclusion	Future Study
1	2022	Employee Turnover Intentions In The Automotive Component Companies In Selected Districts Of Tamilnadu	To study the employee turnover intentions in the automotive component companies in selected districts of Tamil nadu. As well as to identify the factors responsible for the employee turnover intentions. To assess the direct and indirect consequences of employee turnover intention.	Findings of this study would help policy makers and managers of companies as well as practitioners to formulate strategies and program to overcome turnover problem among staff as well as to ensure efficiency, effectiveness and high productivity in organization. Consequently, the study suggests that management should consider some aspects that have been identified to be related and have affected the turnover intentions by having proper motivation to them.	The results of this study have shown a remarkable leading factor in assessing the contribution the selected factors (demographic factor, job satisfaction, affective and continuance commitment, training, empowerment, job hopping and etc) on turnover intentions	This study is limited in the selected automotive component companies and based on cross sectional nature of study it is suggested that future research should consider experimental or longitudinal approach which may help in improving one's ability to make causal statements. Factors such as organizational, personal, occupational and cultural elements apart from demographic variable, job satisfaction, commitment and etc that may influence turnover intentions should be explored.
2	2022	Age separation and voluntary turnover: Asymmetric effects for collective turnover rates and individual turnover intentions depending on age	The age separation may not only increase turnover through perceived age discrimination (i.e., a self-categorization perspective), but can also reduce it through increased perceived belongingness (i.e., a social identity perspective).	These findings support that age diversity conceptualized as separation is not as unmistakably detrimental for turnover as previously assumed and affects younger and older employees and workforces differently.	The role of age in the age separation–turnover relationship may help organizations to prevent the loss of valuable knowledge through the departure of both older and younger employees.	The new theoretical perspective to age diversity and turnover research can be proposed to reduce the risk of age diversity as separation (the clustering into age-based subgroups), which is considered a turnover stimulator.

3	2022	Time to leave? The interaction of temporal focus and turnover intentions in explaining voluntary turnover behaviour	To explain why some employees translate turnover intentions into behaviour and others do not. (sample size - 683)	The findings imputes that some employees translate turnover intentions into behaviour and others do not, this study examines the moderating effect of temporal focus (i.e. the degree to which one thinks about the past, present and future) between turnover intentions and voluntary turnover, using the lens of theory of planned behaviour.	The past temporal focus conditions the positive relationship between turnover intention and turnover, such that the relationship is stronger when past temporal focus is high. Future temporal focus has an opposite moderating effect, such that the relationship between turnover intention and turnover is weaker when future temporal focus is high. Results show no significant moderating effect of current temporal focus. Overall, temporal focus helps explain why some employees leave and others stay by conditioning the likelihood of translating turnover intentions into quitting.	The turnover research is an assumption that individuals are current focused, yet our results suggest scholars should explicitly examine this assumption.
4	2022	Personality and commitment as predictors of turnover intentions among Greek employees in the lodging industry	The effect of the Big Five personality traits and commitment on turnover intentions of lodging employees was examined.	These findings provide useful input to hiring managers in the hospitality sector by helping them to tackle the high staff turnover rates.	Emotional stability was found to be a predictor of organisational turnover intentions. Conscientiousness was found to predict organisational commitment.	This may further enable to find differences that might exist in personality and commitment features among different cultures in the hospitality industry.
5	2022	A Study on 'THE GREAT RESIGNATION' at TCS	High attrition is a big HR challenge faced by the software industry. The study majorly focuses on TCS under various aspects like --> To identify the major reasons which resulted in increasing attrition rate. --> To study the measures taken by TCS to control attrition and have the lowest attrition rate among its competitors. --> To propose further recommendations to control the attrition.	Sustained investment in organic talent development, progressive workplace policies and a vibrant culture that empowers individuals and fosters creativity, have resulted in a long-term talent retention	Big companies like TCS, Infosys, Wipro need to change their strategies and adopt new practices to deal with these challenges.	Employee attrition analytics to identify why employees leave, what might have prevented them from leaving, and how companies can use this data to predict attrition risk. It also helps organizations understand and design the interventions that will be most effective in reducing unwanted attrition.

6	2022	Attrition Issues of Employees in Pharmaceutical Industries: An Overview	To study the causes and factors influencing the attrition of employees in pharmaceutical industries. And the importance of employee retention in pharmaceutical Industries.	Particularly marketing employees are facing many problems to promoting their product. Where pharma companies produce similar products yet need to sustain in the competition which require talented employee. In this paper the findings are the difficulty of a marketing employee in pharma company are majorly focused	Human resource management team should concentrate more on retaining their valuable employees in pharma industry. Their role starts right from the selection of right campaigners through strict recruitment procedures, proper training to the employees and taking some anti-attrition measures or retention policies. Also conducive working terrain, favorable organizational gets to increase the confidence, self-esteem and morale of the medical representatives, reward and recognitions of outstanding performers can reduce the higher attrition rate in the field of pharmaceutical marketing industries.	Implement any framework to draw assumptions on employee's expectation.
7	2022	Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review	Aims to review and discuss the employee retention strategies in the hospitality industry in order to keep talented employees for a longer period of time. The study is based on past literature and peer-reviewed articles published between 2010 and 2020.	In order to increase its contribution to economic development and survive in a competitive market, the hospitality industry needs to invest in its human capital. In the service industry, employees' direct interaction with customers adds a lot to the competitive advantage of a company.	The study proposes a model for the hospitality industry to revamp its recruitment and selection practices in order to retain its employees. Furthermore, the study provides a focused directions that will aid in the establishment of employee retention strategies and practices.	Consideration of Another guideline regarding the retention of employees is offering career growth opportunities. Employees in the hospitality industry usually suffer from stress regarding their career growth. When employees are not provided with proper guidelines or mentorship regarding their career growth, a succession planning program, or proper lines of communication, this leads to a high turnover rate.

8	2022	A STUDY ON EMPLOYEE RETENTION STRATEGIES WITH REFERENCE TO HOTEL HOUSEKEEPING	To Find out why employees are quitting their jobs, Retention initiatives should be studied in order to identify the most important aspects and To identify the role of the manager in retention the employees.	The majority of employees believe that the Companies welfare Programmes and grievance procedures are effective and Those employees who are willing to stay with the current job if modification is made to the work load/ flexibility and working environment.	This study imputes that holistic strategy to retaining the best and brightest workers. As Singh, S. and colleagues discovered, exist interviews can be extremely beneficial in identifying the reasons for an employee's departure, which in turn reduces attrition and increases employee retention, thereby reducing costs. Ethnic background, age, gender, years of experience, and retention variables can all be linked to one other in a multiple regression analysis, which can be used to determine how much weight each of these characteristics contributes to the reasons why people stay with a company for a long time.	The majority of employees see professional development programmes as a beneficial way for their business to keep them on the payroll. There's a sense of devotion to the companies that invests in its employee's professional development. Employees are more inclined to remain loyal to on organization if it can assist them in furthering their professional goals.as well as Another key action that may be taken to regulate staff retention is the improvement of work related aspects.
9	2021	Once an entrepreneur, always an entrepreneur? Entrepreneurial identity, job characteristics, and voluntary turnover of former entrepreneurs in paid employment	Understanding the retention of former entrepreneurs - those who were previously founders of business ventures	The finding offer implications for firms endeavoring to retain entrepreneurial talent and individuals pursuing a career that may involve both paid employment and entrepreneurship	Entrepreneurs in paid employment deserve greater attention because entrepreneurial experience may profoundly influence their subsequent career and add strategic value to the potential employers.	The supplementary analysis provides additional evidence regarding turnover destinations.

10	2021	Employee Turnover: Causes, Importance and Retention Strategies	This research aims to understand the causes of employee turnover and retention strategies in an organization.	The Findings indicate that employees have several reasons to leave their workplaces, such as job stress, job satisfaction, job security, work environment, motivation, wages, and rewards. Furthermore, employee turnover has a huge impact on an organization due to the costs associated with employee turnover and can negatively impact the productivity, sustainability, competitiveness, and profitability of an organization.	The organization must understand the needs of its employees, which will help organizations adopt certain strategies to improve employee performance and reduce turnover. Thus, implementing strategies will increase job satisfaction, motivation and the productivity of individuals and organizations, which can reduce employment problems, absenteeism, and employee turnover.	Human Resource Analytics application to retention strategies with embedded technology like AI.
11	2021	The Impact of Transformational Leadership Style on Employee Turnover Intention in State-Owned Enterprises in Ghana. The Mediating Role of Organisational Commitment	Identifying the factors that reduce employee turnover intention is in line with Sustainable Development Goals.	Findings state that an insignificant negative relationship between transformational leadership and turnover intention. However, job satisfaction is demonstrated to fully mediate the relationship between transformational leadership and turnover intention. Transformational leadership indirectly influences turnover intention through mediating role of job satisfaction.	Proved that transformational leadership and job satisfaction greatly influence an employee's decision to leave or stay with his or her organisation.	Impact of different leadership style can be imputed. As, well the result prediction of transformational leadership can be shown with an validation.
12	2021	Employee Turnover Intention and Job Satisfaction	Identify the correlation between job satisfaction and employee turnover intention in private hospital in Erbil.	The Implications of this study is a quantitative method was used to analyze the current study. The correlation between job satisfaction factor as independent factor and turnover as dependent factor, the value of R for the Job satisfaction is =.386** which indicates that turnover is a positive and weak correlation with turnover intention	This study concluded that there is a positive correlation between job satisfaction and employee turnover. Finally, on the turnover intentions of private hospital personnel in Erbil, most of them would quit in case if they have a better opportunity.	As the correlation is used to test the both dimensions job satisfaction and employee turnover. With application of extracting the useful models from the correlation the better viable conclusion can be drawn.

13	2021	The impact of job satisfaction on the employees turnover intention at public universities	The study focuses on the turnover amongst the employees in an attempt to develop an incentive initiative via increased remuneration. Based on the findings, administrative staff job satisfaction level was high and such level was influenced by gender, with male staff members being more satisfied than their female counterparts.	The findings shows that staff with shorter tenure had higher levels of job satisfaction than long-tenured staff. The same higher job satisfaction held true for those with lower qualifications and job levels, in comparison to those with high qualifications and job levels.	Benchmarking of this study focus on the administrative staff as a point of view but the other studies focus on the academic staff, this study explains how job satisfaction plays an important role. This study focused on the role of job satisfaction in reducing employee job performance in public universities.	Further extension to the study can happen by taking the sample size of staff as a higher number of participants play a key role in verifying the generalizability of the context. Also, a balanced ratio of men to women respondents could be achieved. Which provide significant results on the job satisfaction of both genders in relation to their turnover intention. It can also compare faculty members and administrative staff job satisfaction and its relationship with their turnover.
14	2021	Reducing employee turnover in hospitals: estimating the effects of hypothetical improvements in the psychosocial work environment	Aimed to identify and quantify which aspects of the psychosocial work environment have the greatest impact on one-year employee turnover rates within a hospital setting, both overall and within occupational groups.	Of the 24,385 participants, 2552 (10.5%) left the workplace during the one-year follow-up. Up to 44% of this turnover was potentially preventable through hypothetical improvements in the psychosocial work environment.	Improvements in the psychosocial work environment may have great potential for reducing turnover among hospital staff, particularly among nurses.	This study considered responses from employees who left organization previously. These insights can be interpreted by converting data into information further it can be used to make better control of employee turnover by implementing effective and relevant strategies.
15	2021	Impact of Empowerment on Performance and Retention of faculty in Private Universities of Punjab	To study the Perception of employees about Employee Empowerment. To compare Employee Perception for Employee Empowerment on the basis of demographic factors.	The study has endeavored to verify that, if there are any variations between age groups, marital status, number of children, designation, nature of employment, income groups, experience level, education level with respect to employee empowerment and its impact on performance and retention of faculty.	43% of respondents were earning between 20,001-30,000. 81% of respondents have an experience of 0-5 years. 89% of respondents working in universities have done Master degree.	If the analysis regarding UGC regulations leading to empower the faculty in Private Universities is made in prior it will help for the future study the Perception of employees about Employee Empowerment.

16	2021	The Impact Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia	Aimed to explore the effect of work-life balance on job satisfaction and employee retention of the millennial generation employees in the city of Bandung, Indonesia.	the managerial implications of the research results that can be implemented is organization should provide a good work environment and facilities to increase the motivation of the employees.	Study results found that there was an effect of work-life balance on job satisfaction as much as 8.3%, and there was an effect of work-life balance on employee retention of 4.4%.	It is expected to deepen and expand the variables in this study and examine other variables that have not been studied such as leadership, work motivation or other work behaviours; next research can choose a particular industry to describe the influence between variables more specifically, and give more time to distribute questionnaires.
17	2021	Work Life Balance of the Employed Population During the Emergency Situation of COVID-19 in Latvia	To analyse During the COVID-19 emergency situation, many people in the world were forced to work from home. Initially, there were observed some certain expectations about the possibility of working from home as a positive factor that will promote work-life balance.	Summarizing the information about the major changes in respondents' households aimed at enhancing work-life balance during the COVID-19 emergency situation, it can be concluded that women aged 35–44 with children under the age of 18 in their households the most frequently involved in changes related to working patterns and redistribution of household responsibilities.	It can be concluded that the emergency situation caused by COVID-19 did not promote work-life balance of the employed in Latvia, especially of teleworkers, particularly if there were children under the age of 18 in the households.	It is therefore important to promote the development of accessible, high-quality care services for children, the sick, people with disabilities, the elderly and other dependents, especially in the place of their residence, taking into account priorities and principles of social service policy so that as many employed people as possible can reconcile work and family life.
18	2021	Effect of Perceived Stress on Work-Life Balance among Married and Unmarried Working Women	To study the level of work life balance among married and unmarried working women belonging to the young adult age group.	The provision of Work-Life Balance strategies can provide a positive and direct impact on women employee decision to remain in an organization.	To achieve Work-Life Balance, every woman should set the goal and excel both in career and family. Some of the strategies and skills at work such as planning, organizing and setting limits can be used at home and work place for accomplishing a satisfying and fulfilling well balanced life both professionally and personally.	Widening of geographical area chosen for study so as to build a comparative analysis among women employees across different cultures.

19	2021	A comparative study of job satisfaction among primary school teachers working in government and private schools in Kaithal District Haryana	To study the job satisfaction of primary school teachers working in Kaithal district. & To assess the impact of Right to Education Act on job satisfaction of primary school teachers in Kaithal district & To assess the impact of organizational and personal factors on job satisfaction of primary school teachers in Kaithal district.	Education, being under the Concurrent List, the GOI also initiated area specific and target group specific programs at national, state and at the local level to fulfil Universal Elementary Education (UEE) Goals. Universal enrolment of students in schools was one of the key goals of many of the national broader policies and a program like District Primary Education Program (1993), Mid-Day Meal (1995), Sarva Shiksha Abhiyan (2000), Right to Education Act (2009) etc.	No doubt there are several policies formulated by governments for the welfare of teachers, but making laws and policies alone cannot solve the problem. Teachers used to occupy a very high position in ancient India, but today, their image appears to be a dismal picture. They are not getting due recognition and respect for being in the teaching profession. Their academic, personal and professional needs remain unfulfilled.	The review of relevant literature covers different aspects of job satisfaction. Most of the literature reviewed indicates that job satisfaction is influenced by two major factors: 1) Organizational factors, 2) Personal factors. Further, it was found that the emphasis of earlier studies on job satisfaction was mainly on employees working in the industries and commercial sector.
20	2021	A Study on Talent Management of Secondary School Teachers in Relation to Their Job Satisfaction and Organizational Climate in Bangalore	To analyze the talent management of secondary school teachers in relation to personal and institutional variables. & To assess the job satisfaction among the secondary school teachers in relation to personal and institutional variables.	The genders of secondary school teachers have no significant difference with total talent management. The genders of secondary school teachers differ significantly only regarding empowerment of teachers. The perception of female teachers in empowerment of teachers is lower than the male teachers	This is a modest study of the researcher in the field of secondary education. It is evident from the study that the concept of talent management is not well practiced in the secondary schools of Bangalore as revealed by the low and varied perception of talent management among secondary teachers at various levels such as gender, age, experience of the teachers, marital status and also the type of managements	The study could be extended to assess the status of talent management of secondary schools among the stake holders, students, parents and management as it has been done among the secondary school teachers in this study. & The system of talent management could be studied in colleges and universities.

21	2021	Employees_ Perception Of Job Satisfaction In The Banking Sector _A Study Of Selected Public Sector Banks Of Surat District_	To measure the impact of various factors on the job satisfaction and amount of variance in employees overall level of job satisfaction explained by these factors. & To trace the association between demographic factors and employees job satisfaction.	The data regarding number of branches of public sector banks in India reveal that there has been continuous increase in number of branches. 22.93% increase in number of branches was observed in last five years (2012-2016) of SBI and its associates and 35.34% increase was observed among the public sector banks including other public sector banks i.e. IDBI and Bharatiya Mahila Bank Ltd.	There is a continuous increase in deposits of the public sector banks, as from past few years the number of branches of public sector banks have increased considerably as well as also due to diversified deposits provided by the banks presently to depositors. & Loans and advances given by public sector banks have reduced considerably after 2014-15 in comparison to the loans provided previously by these banks.	In future, the researchers might make use of the present study as a stepping stone for further research towards a more complete understanding of job satisfaction in particular and other related type of sectors. Same model and parameters can be used to measure job satisfaction on other relevant sectors. The attributes showing present job satisfaction does not show much reliability and influence on job satisfaction
22	2021	Job satisfaction stress and change proneness among secondary school teachers in vizianagaram district of Andhra Pradesh an analytical study	To standardize the Teacher Stress Scale of Uday's SCIT Scale (1990). & To develop and standardize Teacher Change-Proneness Scale of Nistala constructed by the present investigator. & To find the relationship between Teacher Job Satisfaction and Teacher Stress.	The major purpose of this review of the available literature is to determine the significant facts, which are essentially related to the problem under investigation. For the knowledge emerging from the investigation would enable the investigator to avoid unintentional duplication, as well as to provide an understanding and insight for the development of logical framework for the present problem under investigation.	There is significant relationship between Teacher Stress' and Teacher Change-Proneness'. & There is significant relationship between the dimensions - 'Professional', 'Teaching Learning', 'Innovation' and 'Inter-Personal Relations' of Teacher Job Satisfaction.	The study may be extended to higher education & Product variable may be compared with the obtained presage and process variables. Relationship between Teacher Job Satisfaction and Teacher Characteristics may be attempted to form another study.
23	2021	Impact of Empowerment on Performance and Retention of faculty in Private Universities of Punjab	To study the Perception of employees about Employee Empowerment. To compare Employee Perception for Employee Empowerment on the basis of demographic factors.	The study has endeavored to verify that, if there are any variations between age groups, marital status, number of children, designation, nature of employment, income groups, experience level, education level with respect to employee empowerment and its impact on performance and retention of faculty.	43% of respondents were earning between 20,001-30,000. 81% of respondents have an experience of 0-5 years. 89% of respondents working in universities have done Master degree.	If the analysis regarding UGC regulations leading to empower the faculty in Private Universities is made in prior it will help for the future study the Perception of employees about Employee Empowerment.

24	2020	Work-home and home-work conflict and voluntary turnover: A conservation of resources explanation for contrasting moderation effects of on- and off-the-job embeddedness	Theorize how greater off-the-job embeddedness could lead employees facing high interrole conflict to be more likely to quit, though greater on-the-job embeddedness would reduce turnover likelihood in the face of conflict.	Higher off-the-job embeddedness would strengthen the positive relationship between interrole conflict and turnover.	The strength of on- and off-the-job embeddedness moderation effects would differ depending on the direction in which conflict is experienced	The turnover may fluctuate on differentiating the interrole conflict between working mothers and working women (not mothers yet).
25	2020	Employee Turnover Intention at a Historically Disadvantaged South African University	Motivated by the desire to explore the nature and level of turnover intention at a historically disadvantaged university in South Africa	Findings project that this study has mainly exploratory in nature and used quantitative and descriptive research techniques to assess and explain seven behavioural intention factors to leave or stay in the current organisation. It also show high desirability of employees to leave their present job.	Organization should come out of the perception that one way of approaching to employee' is suitable to all level of employee' in the organization. It has to develop and follow the different way of approaching style/pattern to different level of employee'	Implementation of Funnel can assess the management in controlling the employee in the aspect of turnover rate.
26	2020	Retention Strategies for Front Line Sales Employees A Study of Insurance Sector in India	The study also establishes the relationship among different variables affecting the turnover and retention of frontline salespersons in the insurance industry in India and how the organizations can combat high retention of employees.	It was found that the biggest challenge faced by the HR managers in insurance sector continues to be the retention of Front-line Sales employees. Companies are investing huge money in hiring and training the employees, but they are unable to retain them for longer.	The study has also investigated the impact of retention strategies on the employee retention. It was found that the retention strategies such as Pay and Benefits Leadership & Mentorship, Training and Development and Work Life Balance have positive impact on retention of frontline salespersons	if we find out the factors affecting the decision of an individual to join Insurance industry in order to Compare impact of demographic variables
27	2020	Work life balance and its importance in employee satisfaction in 5 star Hotels	To identify work life balance factors on employees satisfaction in sampled hotels.	It indicates that the workers in the five-star hotels in Amman could meet the requirements of the work-life-balance, which is a positive indicator of the concept of work-life-balance in different sectors in the city of Amman, Jordan.	There is no evidence to believe that age plays any role on work-life balance. Finally, we have also examined the effects job experience and did not find any meaningful results between people with different job experiences on work-life balance.	The researchers recommend the hotel sectors in Amman to establish continuous workshops to introduce the importance of work-life balance on the workers and their private family life, and ways to achieve an appropriate balance between them

28	2020	A Study of Job Satisfaction of Teachers and Leadership Behavior of Institution Heads in Relation To Academic Achievement of Engineering College Students of Haryana State	To examine the extent of relationship between leadership behavior of Principals and academic achievement of engineering college students. & To study gender differences in the leadership behavior of Principals. & To study gender differences in job satisfaction of teachers.	Leadership behavior of head is positively correlated with teacher's jobsatisfaction. It means both of them are closely related. Leadership behavior of the head played an important role for teacher's job-satisfaction. Similarly Leadership behavior and job satisfaction of teachers have positive relationship with academic achievement of students.	To maximize the achievement within a given setup should be therefore the goal of every educationist, teacher and an educational leader. Academic achievement therefore 100 is an interrelated term, which depends upon the Institution teachers and the head of the Institution. Head of the Institution, in real sense, is the academic leader of the Institution. It becomes necessary to have glanced on leader i.e. the Institution – head, teacher and the academic achievement separately	Suggestion for the further investigation should be worded specifically and should not exceed the number that would have practical use of a follow up in the study. They may identify faults found in the study and specify changes to be made in any replication of the study new data to be collected for a follow up investigation and a course of action to take in placing the study result in the situation of practical application.
29	2020	Employee Motivation Job Satisfaction and Organisational Commitment A Case Study of State Secretariat Employees Government of Mizoram	To investigate the existing motivational factors adopted for ministerial staff in state civil secretariat, government of Mizoram, To examine the factors influencing motivation, job satisfaction and organisational commitment of employees	Total number of employees under Mizoram state government was 56,239, out of which 48,453 were regular employees and 5995 were muster roll and 1791 were work-charged and 42,206 were male and 13,457 employees were females. There are approximately 4260 ministerial employees as a whole there are around 850 assistant, 1510 UDC's and 1900 LDC's.	Relational benefits includes-recognition, work itself, Responsibility, personal growth, fear of failure, punishment or disciplined within the organisation, affiliation, achievement, power, security, social status, social service, creativity, working conditions, level of activity, organisation's policy, working hours, workplace culture, quality of supervision, supervisors, competition, transparency, independence, transfer and level of trust	Motivation, job satisfaction and organisational commitment of all ministerial employees under government of Mizoram. Motivation, job satisfaction and organisational commitment of the top and middle management level employees, government of Mizoram. Human resources practices in various government institutions in Mizoram. Comparative study on motivation, job satisfaction and organisational commitment of public and private sector employees in Mizoram.
30	2020	Retention Strategies for Front Line Sales Employees A Study of Insurance Sector in India	The study also establishes the relationship among different variables affecting the turnover and retention of frontline salespersons in the insurance industry in India and how the organizations can combat high retention of employees.	it was found that the biggest challenge faced by the HR managers in insurance sector continues to be the retention of Front-line Sales employees. Companies are investing huge money in hiring and training the employees, but they are unable to retain them for longer.	The study has also investigated the impact of retention strategies on the employee retention. It was found that the retention strategies such as Pay and Benefits Leadership & Mentorship, Training and Development and Work Life Balance have positive impact on retention of frontline salespersons	if we find out the factors affecting the decision of an individual to join Insurance industry in order to Compare impact of demographic variables

31	2020	Employee Attrition Predictive Model Using Machine Learning	Identify the dissatisfaction factor of employees and for what reasons they prefer to change their jobs. Once the dissatisfaction factor/s of employees has/have been identified, the organizations can take actions accordingly and it may help them to reduce the attrition rate.	The Findings state that the algorithms used to design the model are four different machine learning algorithms such as KNN (K-Nearest Neighbor), SVM (Support Vector Machine), Decision Tree, Random Forest. This paper suggests reasons which optimize the employee attrition in any organization.	Conclude that Random Forest performs better than the other classifiers. It is observed that, the cause of employee attrition is because of both external and internal factors. This study might help organization for knowing the factors of employee attrition and can take appropriate steps to minimize the attrition rate.	Implications of result obtained by each used algorithm can further go for analysis to develop a decision making model for future usage to take decisions over the employee attrition.
32	2020	Explaining and predicting employees' attrition: a machine learning approach	A new approach focused on machine learning was used to enhance different retention approaches for targeted employees. There is also an effort in this paper to shed some light on different factors influencing the attrition rate of workers and their possible solutions.	From the standard confusion matrix for the classifiers and the classification report, it is more typical of classifiers to detect the majority class and be less sensitive to the minority class and the classification. Thus, it might be biased, and the result is simply predicting the majority class, which, in our case, is an employee not leaving the company.	If an employee is getting high pay, then the kind of treatment given to him by the company will be immoderate. Moreover, the cost of treatment should be weighted accordingly. The employee attrition prediction problem is about people's decision making. In this work, various machine learning techniques have been implemented on the human resource dataset.	That flaw of human resource is dangerous for the organization, as the company is not only losing an employee but also has to hire another employee and spend the cost of training and recruitment. Depending on this condition, They can further categorize the type of treatment based on the types of employee incomes.
33	2020	Role of employee value proposition in creating employer brand value for employee attraction and retention	To explore the mediating role of External Employer Brand Value between the Employee Value Proposition and Intention to apply.	Understanding how employees from different generation perceive the workplace is the first step in improving their work-life and thereby reducing turnover. The employee value proposition components did influence the employer brand value by around 37 per cent for this cohort. The employer brand value, in turn, influenced the employees' intention to stay by around 74 per cent.	Three different models have been developed to help managers build and communicate unique employee value proposition among Gen X and Gen Y employees to enhance the internal employer brand to increase the intention to stay among them and to increase the intention to apply among the current final year students belonging to gen Z.	The researchers can also conduct the study for different sectors to know the value proposition framework suitable for different sectors to strengthen the employer brand value.
34	2019	Employee Retention and Turnover	The exploration of what turnover is, why it happens, what it means to the companies.	To predict or control this behavior, firms often define voluntary quits rather than employer-initiated delving like dismissals.	Examines recent calls for greater scrutiny of turnover "destinations" (where employees end up when they quit) and collective turnover (unit- or organizational-level attrition).	Prescribe more person-centered methods (e.g., latent profile analysis) for investigating withdrawal and participation mindsets.

35	2019	Factors Influencing Employee Turnover and Its Effect on Organizational Performance: The Case of Harar Beer Factory, Oromia Regional states.	<p>To identify factors that influence employee turnover.</p> <p>To analyze how turnover affects performance of organizations.</p> <p>To find out the possible solutions of reducing turnover</p>	<p>The study finding suggests that salary is among the primary cause of staff turnover, highlighted that high staff turnover increases work load to the present employees, showed that staff turnover causes reduction in service delivery to the customers and reflects poorly on the image of the company, unhealthy working relationship may also be the cause of staff turnover in HBF.</p>	<p>Staff turnover may be caused by lack of opportunities for career development, remuneration and working condition. Staff turnover if not taken into consideration will damage the image of the organization, where customers will lose trust in the organization.</p> <p>Moreover, productivity of the organization will also decrease, while employees will be demotivated to work for accompany with high staff turnover rate. Paying employees a market related salary may help management in retaining valuable employees. The service provided by HBF will end up being compromised due to high staff turnover and this may cause customers to move to other organizations for better service.</p>	The empirical analysis, to reduce staff turnover in the HBF.
36	2019	A qualitative case study of employee turnover in retail business	<p>This research main motive is to value congruence as an important element in job satisfaction, employee retention, positive outcomes, and improved performance.</p>	<p>This study findings state four broad mindsets:</p> <p>i. The enthusiastic stayer stays with the organization because they want to, and remain with the organization for as long as they can or until they retire.</p> <p>ii. The reluctant stayer stays for as long as they have to, or until something happens to remove the barriers to leaving.</p> <p>iii. The enthusiastic leaver wants to leave, and can leave, but when and how they exit depend on certain conditions.</p> <p>iv. The reluctant leaver wants to stay, but must leave the job. [which result in context based employee turnover]</p>	<p>Insights obtained from this study are when there is a congruence of values, the environment affords individuals with an opportunity to fulfill their needs, and the alignment of personal and organizational values tend to enhance employee retention and reduce employee turnover</p>	In addition this research is needed to focus on different social contexts, for instance, what is the impact of value congruence on employee retention during periods of economic growth or improved economic indices.

37	2019	A Study on Employee Retention Strategies and Factors with Special Reference to IT Industry	To examine the effect of employee retention strategies namely employee reward programs, flexible working hours, timely promotions, career developmental programs, performance-based bonus on employee retention and employee performance.	The findings states that Competent employees" retention is very critical to the long-term benefits and success of the organization. Retaining our best employee ensures product sales, customer satisfaction, contented co-workers and reporting authority, effective progression planning and deeply embedded organizational knowledge and learning: Following are some potential factors for an employee to stay long time in the organization such as work schedule flexibility, personal development, personal compensation, work life balance, top performer, recognition and rewards, superior-subordinate relationship, training and career development, job characteristics and job commitment, financial rewards and welfare programmes, less compensation packages and benefit	The study results revealed that employee retention strategies have positive effect on employee retention as well as employee performance. The theoretical framework of this study would encourage the companies and their employers to constitutes their employees as an important resource as they are difficult to retain and costly to acquire.	Human Resource managers of talented organizations still related to compensation package. Second, opportunities for career development are considered as one of the most significant factors influencing employee retention. It is recommended that a company that wants to encourage its relation with its employees must invest in the development of these employees
38	2019	A Literature Review on Employee Retention with Focus on Recent Trends	To highlight the traditional retention techniques followed as well as contemporary techniques used to retain the employees. Also, more emphasis will be put on the factors such as leadership style of superiors, ability to exercise control with respect to decision-making and problem-solving, desire for career advancement and skills development, flexible working and ever increasing aspiration on retention of key employees.	As the replacement cost of key employees involves huge turnover, there is a need to develop a fully integrative retention policy to tackle such type of problems. critically analyze the various works done in the field of employee retention and highlight factors responsible for employee departure and retention initiatives followed to retain them.	Employees are the most important asset for any organization. Their contribution is immense in the profitability and growth of the company. They bring innovation and paves the way for sustainable development for the organization. This study was focussed on a literature review on employee retention. However, the abundant material makes my task very tough to assimilate and synthesize the study in a concise format.	As the study is descriptive in nature, a number of secondary sources are explored to synthesize the fragmented knowledge. As the ever-changing technology, stiff competition, and globalization has brought human resources at the forefront in organizational roles, no organization wants to lose their talented employees.

39	2019	A study on factors influencing employee retention with special reference to select IT companies in chennai metro	To study the socio – economic profile of employee’s working in IT companies located in Chennai Metro and also to Study the opinion and expectations of IT employees from the companies towards retention	It is found from the analysis that the respondents having less than 3 years of experience were having high level of satisfaction with the present job and responsibilities than the other categories.	The study on Factors influencing retention of employees with special reference to select IT companies in Chennai metro provides a valuable source of information about the satisfaction of employees with present job and responsibilities, reasons for employees leaving the job, and factors influencing retention of employees in IT industry.	For the sake of future forecasting it is better to identify the effective retention strategies among the various strategies followed by IT Companies
40	2019	A study of Work life balance: challeges and solution	1. To study the relationship between work-life balance and various demographic variables. 2. To study the impact of compensation policies on the work-life balance of employees. 3. To study the influence of work-life balance on the family life of the employees	It has been found that measurement of work-life balance and implementation of work-life balance policies is required in meeting the needs and desires of individuals in profession as well as personal life	The present study reflects that the employee-driven solutions for balancing work-life, will help organization to implement and design work life balance.	It will help to reduce overtime, stress, and workloads on the work front and increase flexibility and family and leisure time on domestic front.
41	2019	Job stress and job satisfaction a comparative study of public and private sector healthcare employees in Rajasthan	To compare the attitude of general practitioners of selected government and private hospitals regarding job stress. &To compare the job satisfaction level of general practitioners of selected government and private hospitals	It has been observed that majority of the doctors belonged to the public hospitals as the number of employees in public hospitals were more in comparison of private hospitals. It is evident that majority of the respondents were selected from SMS hospital followed by SDMH, Fortis and Jaipuria	The third objective of the study is ‘To evaluate the impact of job stress on job satisfaction among general practitioners of selected hospitals.’ The hypothesis based on this objective is ‘There is a significant impact of identified factors of job stress on identified dimensions of job satisfaction	The future research work can be done on finding the impact of job stress on employees’ productivity and loyalty. &The study was conducted in the state of Rajasthan. The future research work can be done by extending this study to the other states of our nation.

42	2019	Work Life Balance & Job Satisfaction: A Literature Review	It provides an understanding on the Organisation and individuals, scope and status of work life balance and job satisfaction	The findings suggest that work life balance has a deep impact on individuals / employee job satisfaction in industries.	The higher the level of balance in the work life of an individual employee the higher will be his commitment to his work and more will be the satisfaction in his job.	If an organization wishes to have better productivity and more commitment from employees then they have to be committed and satisfied. This can be achieved by an individual when have a fulfilled life inside and outside and his work and is accepted and respected for the mutual benefit of the individual and the organization.
43	2019	Work life balance and Factors Influencing Employee Turnover and Its Effect on Organizational Performance: The Case of Harar Beer Factory, Oromia Regional states	To provide an empirical elaboration on the effects of organizational culture and Islamic work ethic on permanent lecturers' job satisfaction, organizational commitment and work performance.	job satisfaction has a positive and significant effect on lecturers' performance through organizational commitment among lecturers.	job satisfaction has a positive and significant effect on lecturers' performance through organizational commitment among lecturers.	An attempt has been made to examine organizational climate, employee motivation and job satisfaction of employees in the industrial sector of Northern India. As the study measures organizational climate which is a perceptual variable varying in different organizational contexts so similar study can be conducted in other parts of the country. It will help in understanding the difference in perception of respondents across different organizational settings
44	2019	A SURVEY PAPER ON EMPLOYEE ATTRITION PREDICTION USING MACHINE LEARNING TECHNIQUES	Aims at identifying factors affecting employee attrition like salary hikes, growth opportunities, work environment, business travel opportunities, superior – subordinate relationship, recognition and appreciation, years since last promotion etc.	Employee attrition could be attributed to a wide variety of factors ranging from personal preferences to work environment to monetary goals. Identifying the most relevant factors is a difficult task.	This study has identified those complex factors which are key responsible for employee attrition in selected organization. The education and experience of employee creates opportunity for new job in market and it helps to enhance better career opportunity. The ethical work culture, cordial employee relation and implementation of organizational policies are the most attractive area of making employee to stay back in organization.	Trade-off between building a simple model and making better predictions by including more independent variables. Find the right model which has a low false negative rate since classifying an employee at risk of leaving as not at risk is critical.

45	2019	A Study on Employee Attrition: Effects and Causes	This research paper is an attempt to find out the causes of attrition from different dimensions. It undertakes the effect of the same on employer and employee both. Following this, some strange reasons for attrition have been discussed in this regard.	Findings imoutes that Irrespective of the kind of industry or the structure of the organization, attrition is a common problem in every organization which not only hampers production but also results in heavy long-run costs and loss of goodwill to the organization. Therefore, there arises a need to delve into this multi-dimensional problem and come out with feasible solutions.	Intrinsic factors are equally and sometimes more important than extrinsic factors while controlling attrition and Effective leadership; to a great extent, may be helpful to control attrition along with Attrition does not always have a negative impact on the organization.	Global recession and attrition can be taken as an issue for discussion and research. Attrition and women labour force can be studied and undertaken as a topic for research. Attrition in salesforce can be taken as a vibrant topic for future researches.
46	2019	A study on learning organization with reference to employee engagement retention and job satisfaction in industries	To study relationship between personal variable such as age, education, designation and total experience and learning organization, employee engagement, Retention and Job satisfaction.	major finding regarding to learning organization, employee engagement, retention and job satisfaction and its association and correlation with independent variable.	Study also shows that majority respondents were satisfied for having creativity in job and getting growth & developmental opportunity while working with organization. They feel secured with present job and satisfied with their working condition, interpersonal relationship and decision-making power.	Management should increase employee involvement in its vision by communicating it to all employees. The department Heads' should share their vision to each employees of the organization and help them to link it with individual goal and organization goal.
47	2018	Talent Retention in Multi National Companies in Indian IT Industry A of Selected Software Companies	To analyze the relationship between various aspects like work schedule, job satisfaction etc and employee status (employees who have worked for different employers and employees who have been working with same employer)	Average employee replacement costs are 1 to 1½ times their salary. Exit interviews should be conducted to know the reasons for resignations.	A judgmental random sampling technique has been used in the study. For this study we sent the questionnaire to communication portals of 6 IT MNCs of India.	It would be easier for future analysis if they mainly concentrate on Talent management in order to understand the reasons for quitting a position in any organization and also helps in achieving the overall job satisfaction among genders.
48	2018	Work life balance of Women doctor in Private hospitals of Kanyakumari District	To study the general perception of the women doctor in private hospitals towards their personal and professional life.	1. Majority of 42.5% are working extra for below 4 hours in a week with pay. 2. Family worries or problems distract women doctor from their work with mean score of 59.3	It is concluded that the Quality of work life of women doctor in private hospitals in Kanyakumari district should need to be improved.	Further, work flexibility and autonomy should also be given to women doctor

49	2018	The relationship among change fatigue, resilience, and job satisfaction of hospital staff nurse	To examine relationships between change fatigue, resilience, and job satisfaction among novice and seasoned hospital staff nurses.	In a multiple regression model, job satisfaction had a statistically significant negative association with change fatigue and significant positive association with resilience. A linear trend was found with hospital size and change fatigue and education level and resilience.	The results are consistent with job satisfaction among hospital nursing staff being negatively influenced by change fatigue and positively influenced by resilience.	resilience may be increased by higher educational level of hospital staff nurses.
50	2018	The Effect Of Organizational Culture And Islamic Work Ethic On Permanent Lecturers' Job Satisfaction, Organizational Commitment And Work Performance.	To provide an empirical elaboration on the effects of organizational culture and Islamic work ethic on permanent lecturers' job satisfaction, organizational commitment and work performance.	job satisfaction has a positive and significant effect on lecturers' performance through organizational commitment among lecturers.	job satisfaction has a positive and significant effect on lecturers' performance through organizational commitment among lecturers.	An attempt has been made to examine organizational climate, employee motivation and job satisfaction of employees in the industrial sector of Northern India. As the study measures organizational climate which is a perceptual variable varying in different organizational contexts so similar study can be conducted in other parts of the country. It will help in understanding the difference in perception of respondents across different organizational settings
51	2018	JOB SATISFACTION OF SECONDARY SCHOOL TEACHERS IN RELATION TO PERSONALITY AND EMOTIONAL INTELLIGENCE	To compare job satisfaction of secondary school teachers with regard to personality traits. & To compare job satisfaction of secondary school teachers with regard to emotional intelligence. & To compare job satisfaction of secondary school teachers with regard to gender	Job satisfaction did not differ significantly between teachers with openness and extraversion personality traits, conscientiousness and agreeableness personality traits and extraversion and agreeableness personality traits. It means there is no significant difference exist between above 3 pairs with regard to job satisfaction	The present investigative study is a valuable addition to the new emerging field of emotional intelligence, personality and job satisfaction. The study provides excellent evidences, how job satisfaction is affected and related to emotional intelligence, personality and gender. The preliminary aim of the study was to find out relationship between job satisfaction of secondary teachers with respect to their gender, emotional intelligence and big five personality traits.	Other demographic properties such as qualification, teaching experience, residential background of the teachers may be included in the future studies. The present study is a descriptive interrelationship type of study but similar study may be undertaken as an experimental study.

52	2018	Corporate governance and employee job satisfaction empirical evidence from Ethiopian commercial banks	<p>Determine the relationship between good corporate governance and employee job satisfaction in Ethiopian Commercial Banks , Investigate the relationship between board leadership and employee job satisfaction in Ethiopian Commercial Banks ,Ascertain the relationship between stakeholder relation and employee job satisfaction in Ethiopian Commercial Banks , Examine the relationship between board effectiveness and employee job satisfaction in Ethiopian Commercial Banks</p>	What are the perceptions of stakeholders concerning the implementation of corporate governance practices and principles in ECBs? Is there any relationship between corporate governance and employee job satisfaction in ECBs? Is the relationship between corporate governance and employee job satisfaction significant and positive?	<p>Based on the output of the statistical analysis undertaken in this study, it can be concluded that corporate governance and its dimensions influence employee job satisfaction. In fact the results obtained from the regression analysis revealed that all explanatory variables significantly and positively relate to employee job satisfaction. However, it was noticed that the explained variance differs with each independent variable.</p>	<p>This study makes a significant contribution to the exploration of corporate governance system in Ethiopia and the role of corporate governance and its dimensions in influencing stakeholders' satisfaction in general and employee job satisfaction in particular. However, a significant amount of corporate governance areas has not been addressed by this study, which may be useful for further study of Ethiopian and other developing countries. Thus, there are several ways in which the research study as a whole can be extended.</p>
53	2018	Talent Retention in Multi National Companies in Indian IT Industry A of Selected Software Companies	To analyze the relationship between various aspects like work schedule, job satisfaction etc and employee status (employees who have worked for different employers and employees who have been working with same employer)	Average employee replacement costs are 1 to 1½ times their salary. Exit interviews should be conducted to know the reasons for resignations.	A judgmental random sampling technique has been used in the study. For this study we sent the questionnaire to communication portals of 6 IT MNCs of India.	It would be easier for future analysis if they mainly concentrate on Talent management in order to understand the reasons for quitting a position in any organization and also helps in achieving the overall job satisfaction among genders.

54	2018	Employee Attrition Prediction	Aims to predict whether an employee of a company will leave or not, using the k-Nearest Neighbors algorithm. The use evaluation of employee performance, average monthly hours at work and number of years spent in the company, among others, as our features.	Findings state that intuitively, data points that are close to each other are likely to have the same outcome of attrition. This is the basis for choosing the KNN algorithm in this paper.	The results of this research showed the superiority of the KNN classifier in terms of accuracy and predictive effectiveness, by means of the ROC curve. When used with its optimal configuration, it is a robust method that delivers accurate results in spite of the noise in the dataset, which is a major challenge for machine learning algorithms. The authors thus recommend the use of the KNN classifier for accurately predicting employee attrition in an organization, which enables HR to take necessary action for the retention of employees predicted to be at risk of leaving.	Other approaches to this problem can be included as of ANNs, decision trees and logistic regression. The dataset can be split, using 70% for training the algorithm and 30% for testing it, achieving an accuracy of 94.32%.
55	2018	Modeling the Influence of Commitment on Employee Retention among Indian IT Employees	To study the role of Y Gen psychographic on the direct relationship between employee commitment and employee retention, employee commitment and psychological meaningfulness and psychological meaningfulness and employee retention.	If there is no work that provides meaning to the Y Gen employees or if the job expectations are not specified to the millennials, there is a great amount of frustration among this population leading to dissatisfaction followed by turnover intentions and ultimately high levels of attrition.	The check for multicollinearity among variables was done by WarpPLS 6.0 software. No multicollinearity was found to exist. The path coefficients and p values of relationships among variables were obtained. Out of the thirteen hypotheses formulated to examine relationships among variables in the research model, eleven hypotheses were supported.	Future research should examine these psychological conditions other than meaningfulness their relationships with employee retention more closely to determine whether or not these constructs really do play a role in generation Y employee retention's nomological net.
56	2017	Recruitment and Retention Across Cultures	Study on the flow of people into and out of organizations in a variety of cultural contexts and especially in organizations managing talent across national borders.	Maintain a centric-perspective. Narrow perspective may be misleading, particularly in an increasingly globalized work context.	Building Social-Everyone as such platform may help in making suitable recruitment process result in lively working conditions that project less turnover rate.	Create a coherent platform for future research by identifying key themes of recruitment and retention.

57	2017	The effect of employee turnover on performance: A case study of the KwaZulu-Natal Department of Arts and Culture	To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture. Along with various sections in the department that are mostly exposed to employee turnover and the performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover	The findings obtained from both the quantitative and qualitative data were comparable.	A reasonable salary based on the current market pay should be offered to the department's employees. Employees who are satisfied with the salary they receive from an organisation that they offer their services to are likely to work for that organisation for some time.	A number of different respondents had different views regarding employee turnover and performance, and this could be researched in depth. Further research may focus on the assessment of employee retention strategies of the KwaZulu-Natal Department of Arts and Culture. The qualitative approach should be utilised in this field of study, which will permit the researcher to use interviews to collect data from respondents.
58	2017	Employee Retention Models and Factors Affecting Employees Retention in IT Companies	Examine the scenario of Employees Retention in Indian IT companies, Identify the major models of Employees' Retention and To find out the major factors affecting the Employees retention in IT companies.	Findings project that lack of growth opportunities and salary are the major factors which force employees to change their jobs.	The analysis and discussion of the people retention policies and practices in the IT organizations covered under this study shows one thing very clearly that the IT organizations are conscious of the need to manage people with care. They know that it is advantageous to have better people management practices. They not only have implemented good salary/compensation packages for the employees, but more importantly they take care of the career needs of the employees.	In addition to these general strategies different organizations should have their own strategies such as awards and rewards, family involvement, employee engagement activities, regular and frequent meetings between the employees and the top management executives including the President of the Company, recognition from the President of the contributions the employees make
59	2017	EMPLOYEE ENGAGEMENT & RETENTION: A REVIEW OF LITERATURE	To identify the meaning of retention and engagement of employees in the organization as well as its significance and To analyze the factors which can affect the level of retention & engagement of employees with the help of literature review.	The findings of the study like good training & development, compensation structures, autonomy, quality of work life, work policies and arrangements will lead the managers and management to a new dimension with holistic approach in the field of employee retention & engagement.	A study concluded extracted that HRM practices like effective leadership, communication, value profiles must be integrate with strategic goal that can drives good financial condition of employee which leads to retention of employees	The studies in this study revealed that in 21st century it has been a very crucial and difficult task to manage and retain the employees. So the management need to know and understand the perception and mobility of employees dynamically because preference can change rapidly. So proper attention has to be made to reduce employee turnover rates by applying new and competent retention strategies all the time.

60	2017	A study of Work-Life Balance in HealthCare Industry with special reference to Allopathic Doctors in Indore City	To study the Work life balance amongst Allopathic Doctors. To explore the factors influencing Work Life Balance of Allopathic Doctors. To explore the factors influencing Work Life Balance of Allopathic Doctors. To analyze the critical factors among identified factors. To suggest strategies to improve the work life balance of doctors	It is found that female employees felt more work life strain due to child care responsibilities, and it is further noticed that elder dependency is doubling the burden of women than men.	The study concludes that the major factors that may cause imbalances in the personal and professional lives of doctors are Physical and Mental stress, Personal Needs and Time Management, Workload and Family Support and the Work Itself	Achieving a good balance between work and family commitments is a growing concern for doctors and their organizations.
61	2017	Work Life Balance : An Empirical study Focusing on Higher Education Teachers in Oman	1. To measure work-life balance, teaching and job satisfaction of teachers in the higher education institutions in the Sultanate of Oman 2. To explore the relationship between work-life balance, teaching satisfaction and job satisfaction	The findings from the study support the path-breaking research who identify the 'Cognitive Intrusion of Work', which is interference of work-related thoughts and worrying aspects during non-work settings and non-work timings	The values of the structural equation model indicated that WIPL and PLIW had a negative relationship with teaching satisfaction and job satisfaction, whereas WPLE had a positive relationship with both teaching satisfaction and job satisfaction	Employees' job satisfaction is enhanced leading to heightened levels of commitment and loyalty to the organizational objectives and mission
62	2017	Job satisfaction among healthcare employees in public and private sector hospitals in Punjab	To analyze the relationship between demographical variables and job satisfaction. & To determine whether there is a statistically significant relationship between job satisfaction and factors leading towards job satisfaction.	Results for factors affecting job satisfaction and overall job satisfaction of hospital employees working in the public and private sector hospitals revealed interesting information in terms of their relationships. Although, the study shows a significant relationship between job facet and variables associated with it viz. (pay promotion, supervision, fringe benefits, nature of work and co-workers) yet there are other job facets which had no statistically significant relationship (viz. contingent reward, operating procedures and communication).	As far as demographic variables and their relationships to job satisfaction in public and private sector is concerned, the relationship between age, gender, education level, job experience, income level and total job satisfaction is found to be statistically significant.	Only limited factors have been explored in the present study. However, there might be various other factors which have a significant influence on job satisfaction & One may use different instruments to assess job satisfaction producing higher validity and reliability within this population

63	2017	Work motivation, occupational stress and job satisfaction of employees in private sector	To study of work motivation, occupational stress and job satisfaction of employees in relation to type of work	Administration working employees show higher work motivation than Technical working employees.	The research is a study of work motivation, occupational stress and job satisfaction of technical and administrative working employees in relation to level of experience and types of city. The researcher represented conclusions, implications of the research and limitations of research. The researcher also recommendations of the future researches	It is therefore suggested that study may be conducted on more other states, to establish the results fairly. The further investigation can be made by taking other variables like value dimension, occupational stress, and work adjustment.
64	2017	Impact of Commitment and Motivation on Job Satisfaction A Study of Teachers in Higher Education	Impact of Commitment and Motivation on Job Satisfaction A Study of Teachers in Higher Education	Involvement and commitment of teachers is purely dependent upon morale, motivation and job satisfaction	Experience also plays a major role in the organizational commitment. Highly experienced teachers are more committed to the organizations rather than less experienced teachers. Teachers, who are above 45 are found more committed to organizations.	Due to constraints of time and money researcher has taken only professional college in the higher education as its area of research so as too similar studies can be under taken on non professional college and also in secondary level and primary level of education.
65	2017	Role of Psychological Contract in Employees Retention A Study of Private Higher Education Institutes in Uttarakhand	Organizations and especially academic institutions and their respective owners/ chairpersons will have challenging times ahead if they do not accept and realize the importance of employees' engagement and psychological contracts.	Psychological contract explains 51.4 % variation in employee retention AS Coefficient of determination between psychological contract fulfillment and employee retention was found to be 0.514 which is sufficiently high.	Administration need to ensure that the adherence to instruction by employees is not coupled with resistance. Employees may be found to be working having grudges or grievance against the administration and ceteris paribus will always be looking after a new job.	Organizations and especially academic institutions must pay special attention to this unexplored topic called psychological contract and faculty retention as it holds great importance in coming times.

66	2016	FACTORS INFLUENCING EMPLOYEE TURNOVER RATES IN AN INSURANCE CALL CENTRE ENVIRONMENT	<p>To evaluate whether there is a significant difference in the perceptions of employees in varying in organisational and biographical data (company, age, marital status, qualification, tenure, gender) regarding the key dimensions having the potential to influence employee turnover rates (work environment, supervisor support, compensation, career development, work-family balance) respectively.</p>	<p>The findings of this study indicate that supervisor support is the most significant dimension that has the potential to influence employee turnover. Compensation and career development have the most significant inter-correlations, which impact on the turnover intention, especially if both dimensions are below the employees' required standard.</p>	<p>Biographical and organisational factors contributing to employee turnover intentions have been evaluated. Although none of the institutional factors can significantly influence turnover intentions in isolation, it is important to take a holistic approach on the process of dealing with employee turnover issues in any organisation</p>	<p>Furthermore, it is advisable for the future researchers to undertake a qualitative research and conduct more detailed data on the influences that contribute to turnover intentions. Other aspects such as management style or group dynamics for instance, should be taken into consideration to assess whether these factors have a potential influence on turnover intention.</p>
67	2016	Retention and the psychological contract	<p>The article is the product of research which describes the nature of the psychological contract and analyses the extent to which the Limpopo Provincial Treasury (LPT) is able to retain financial practitioners (scarce skilled employees) by focusing upon issues such as career development, motivation and attachment.</p>	<p>The LPT faces serious staff turnover rates in scarce skilled employees, specifically pertaining to young internal auditors, which has resulted in unmet targets over the past 10 years. employee development programs offered by companies are successfully retaining employees</p>	<p>The results revealed that the employee morale, the lack of promotion opportunities and inadequate resource allocations were the main causes for retention failure.</p>	<p>Recommendations put forward for the development of an integrated human resource management policy aligned to retention through an intensive resource allocation strategy.</p>

68	2016	Employee Retention in the Pharmaceutical Companies: Case of Lebanon	Aims at exploring and assessing the different factors which are considered influential in retaining of employees working at Lebanese pharmaceutical companies.	findings of the current research deserve to be reviewed. On the average (58%), taking the average of all the percentages characterizing the statements mentioned next, results show that the respondents are happy with the position and status of their jobs, consider their job rewarding, enjoy coming to work every day, agree that their working conditions are pleasant and interesting, agree that the salary offered is fair as compared to their counterparts in similar jobs in other organizations, agree that they are satisfied with the company's benefits, agree that their salary is fair to their peers in the organization, and agree that their pay match job performance.	Attitude toward retention factors such as employees' satisfaction, working conditions, organizational support, respect, continuous development which among other factors are also considered determinants of behavioral intention to stay in current job position, or the current pharmaceutical company.	The local pharmaceuticals market is still highly import-dependent from an economics perspective; thus, the market remains far from achieving a mature status that is, having a balance between import-export activities. Consequently, the market presents opportunities for growth for both the pharmaceutical companies and their employees. However, the turnover rate is high, and companies tend to head hunt from competitors.
69	2016	Organizational strategies for Employees Retention in the Emerging Environment	The main purpose of HRM is to make competent and required human resource available in the organization in order to achieve organizational objectives.	The challenge facing the industry is the high turnover (attrition) of healthcare professionals leading to a global shortage of nearly 7.2 million healthcare workers that is expected to increase to 12.9 million by 2035	Today, globalization and privatization has created large number of employment opportunities for talented people. All talented people are switching their jobs as they get better opportunity.	As Employee retention is very important for any sector of work if the healthcare sector related strategies are involved it would be better for future analysis as it is being the one of the biggest struggles that managers face today.
70	2016	Work Life Balance in the Health Care Sector	1. To understand the HR practices of the organisation with specific reference to Work Life Balance. 2. To explore the challenges faced by employees in a service organisation with regard to maintaining work life balance and give suggestions for the same.	While doctors work in shifts on 2 days a week, paramedical staffs are always on shifts. Clerical and administrative staffs work from 9 a.m. to 5 p.m. The clerical staff felt that it was better to have shifts, while the paramedical staff felt it was better to have fixed working hours (general shifts).	They have to compete with the hospitals which are started by corporates backed by global collaborations and partnerships.	Organisations must make available various resources like, better rest rooms, flexible work hours, since these have been directly linked to job satisfaction and organisational commitment for all employees who have family responsibilities.

71	2016	A study of the job satisfaction of the teachers working in the kallar reclamation schools in tamilnadu	To find out whether there is any significant difference between the sub samples of the teachers in respective of their satisfaction	The data thus obtained were subjected to statistical analysis. The Means and the Standard Deviations of the job satisfaction scores of the entire sample (208) and its sub samples were computed. The following results were derived, which have been summarized in this chapter	Being a pioneering effort, this research stands as a unique attempt in studying the job satisfaction of the teachers working in the Kallar Reclamation Schools. Though these schools were existing since 19201s, no such study has been attempted so far	A comprehensive study may be undertaken to find out the impact of administrative and academic factors responsible for job satisfaction of the teachers working in the Kallar Reclamation Schools so as to find out the relative influence of each factors causing job satisfaction or job dissatisfaction.
72	2016	Job satisfaction and job involvement among female employees _a comparative study of nationalized and private banks in Himachal Pradesh_	To study the impact of various variables such as type of banks, age, marital status, number of dependents, rank and educational qualification on Job Satisfaction & Job Involvement.	The finding of the study have been presented in the following manner. (A) Job-Satisfaction (B) Job-Involvement (C) Correlation between Job-Satisfaction & Job-Involvement (D) Inter correlation among dimensions of Job-Satisfaction & JobInvolvement on total scores	The present study is focused on, "Job satisfaction and job involvement among female employees of nationalized and private banks" that how for a women is engrossed in her work both mentally and physically her job commitments, job longing, her ego involvement, job obligation and job satisfaction etc	The present study can be replicated in other banks located in other zones of the country taking into consideration the rural and urban strata. &The study may be conducted with other allied variables like levels of aspiration, academic alienation, working styles, personality traits and attitudes etc. to ensure better and wider generalisation
73	2016	Relationship of teacher effectiveness with personality hardiness job satisfaction and feminist identity	To construct and standardize personality hardiness scale for teachers. & To study teacher effectiveness of women teachers teaching in schools of Punjab. & To study personality hardiness of women teachers teaching in schools of Punjab.	Education is the most powerful agency instrumental in bringing about the desired changes in the social and cultural life of a nation (Hussain, 2004). Within education system of any country, teachers occupy the central place, as the success of educational institutions mostly rely on teachers, who educate the most valued assets of country, i.e., students; therefore, teacher effectiveness is the basic concern of all educational institutions	4.5% to 9% of women teachers depict very high level, 13% to 19.5% exhibit high level, 45% to 48% possess average level, 16.5% to 27% have low level and 7% to 9.5% have very low level ofteacher effectiveness. & 6.5% of women teachers depict very high level, 21.25% has high level, 47.5% possess average level, 15.75% has low level and 9% exhibit very low level of personality hardiness	Studies relating to the means and measures for enhancing teacher effectiveness of elementary, secondary, higher secondary and university level teachers. & Studies relating to the institutional factors having adverse effect over the teacher effectiveness ofteachers. & Studies relating to the factors hindering teacher effectiveness ofteachers

74	2016	Organizational climate employee motivation and job satisfaction in the industrial sector of Northern India	To examine the organizational climate prevailing in the industrial sector. To find out the level of employee motivation prevailing in the industrial sector. To find out the level of job satisfaction among employees. To examine the relationship between organizational climate and employee motivation	Employees agree on all statements of organizational climate. It shows the existence of a positive organizational climate in the industrial sector of Northern India. Of all the statements of organizational climate, employees show a higher degree of agreement on loyalty to organization, proud to work in the organization, people working together in team and recognition of work in team. Agreement level is low on taking employees' suggestions seriously, attention to employees' interest and job causing stress in life.	To understand employee behavior and why they behave in a certain way, the study of motivation plays an important role. In order to channelize employees' efforts towards achieving organizational goals, management needs to understand their unfulfilled needs and motive	An attempt has been made to examine organizational climate, employee motivation and job satisfaction of employees in the industrial sector of Northern India. As the study measures organizational climate which is a perceptual variable varying in different organizational contexts so similar study can be conducted in other parts of the country. It will help in understanding the difference in perception of respondents across different organizational settings
75	2016	Organizational strategies for Employees Retention in the Emerging Environment	The main purpose of HRM is to make competent and required human resource available in the organization in order to achieve organizational objectives.	The challenge facing the industry is the high turnover (attrition) of healthcare professionals leading to a global shortage of nearly 7.2 million healthcare workers that is expected to increase to 12.9 million by 2035	Today, globalization and privatization has created large number of employment opportunities for talented people. All talented people are switching their jobs as they get better opportunity.	As Employee retention is very important for any sector of work if the healthcare sector related strategies are involved it would be better for future analysis as it is being the one of the biggest struggles that managers face today.
76	2016	EMPLOYEE ATTRITION AND STRATEGIC RETENTION CHALLENGES IN INDIAN MANUFACTURING INDUSTRIES : A CASE STUDY	The study helps to evaluate the general interest and the outlook of the employees towards their nature of job and company. It can serve as a basis for measuring the organisation's overall performance in terms of employee satisfaction and help to devise specific retention strategies.	Findings state that the ongoing conditions in Indian manufacturing organisations, discusses the reasons behind attrition and strategic steps developed to ensure retention. Different types of workplaces have been taken into account and suitable factors were studied to depict a suitable analysis.	It is observed that in the global competitive scenario, organisations are investing considerable amount of effort, time and money on employee retention because losing a valued employee has negative impact in the form of knowledge value, apprehensive colleagues and lost capital.	Recommendable to have a transparent functioning system so that every employee can know what he's expected to do in the organisation. It is necessary to point out that there's no universal attrition management solution for every company. Each organisation has to develop its own impetus based on compatibility between organisational and individual goals.

77	2015	ASSESSMENT OF EMPLOYEE TURNOVER ON ORGANIZATIONAL EFFICIENCY: A CASE STUDY OF INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE (ILRI)	The general objective of the study is to assess the impacts of employee turnover on organizational efficiency, a case study of ILRI. The study was guided by the following specific objectives; to evaluate the actual reasons for employee turnover at ILRI, to assess the impact of employees' turnover on organization efficiency at ILRI, to determine the possible mitigation of reducing employee turnover at ILRI.	The study found out that the organization was experiencing high cases of employee turnover. Most respondents indicated that lack of retention strategies affected organization productivity to a great extent. Most respondents felt that the organization had employed various measures to manage employee turnover.	The study concluded that causes of employees turnover that impacted negatively on organizational productivity included; lack of employees retention strategies, low level of employee motivation, lack of career development opportunities and poor work environment	The study recommended that the organization human resource management should employ strategic strategies such as increased salaries and remuneration, providing recognition, and individual growth opportunities. The organization human resource management should provide open communication, offer employee reward program, offer recreation facilities as well as various gifts.
78	2015	Employee empowerment a way to employee engagement A critical requirement for employee retention	This prime focus of the study was to find out the degree of relationship between empowerment and engagement strategies adopted by NALCO with retention of employees to gain competitive advantage and organizational success.	As a case study approach in the public sector, the generalizability of the results may not be applicable in private sector organizations.	In the competitive environment, the most competitive organization has become prominently visible since introduction of new economic policy. The compulsion to be competitive has made an organization to think about the effectiveness and utmost utilization of existing human resource for their survival and growth.	It would be better to develop a concrete evidence of the combined effort of empowerment and engagement for retention of employees. Which ultimately leads to smooth functioning of work and transparency between employees as well.
79	2015	HR Strategies in the 21st Century with Special Reference to Attrition Trends and Retention Practices in Select Telecom Companies in India	To Study various H.R strategies being formulated for reducing attrition and retaining employees in telecom sector. To suggest effective strategies for lower attrition and higher retention in the telecom companies.	The increase in the attrition rate in the year 2012-13 i.e. 16% can be attributed to the fact that the year saw large scale expansion in Vodafone to various markets and launching new products as a result of which it employed more than 4900	Work-load management has to be proper. In order to reduce the tremendous pressure on the existing employees, H.R should make proper recruitment plans and recruit more manpower to fill the dearth of employees.	The study regarding the current trends about compensation and other motivational factors which help in future analysis of retention of employees and also helps in analysing the reasons and extent of attrition in telecom companies in India..
80	2015	Work life balance Women Employees in IT Industry	To identify and analyze the profession and personal related factors challenging the work-life balance amongst working women in the IT Companies.	This section presents the results of the analysis conducted for data reliability, descriptive statistics and multivariate analysis of variance.	The researcher strongly believes that the challenge of effecting a change rests with the attitude of the employers and the employees towards each other, who will be responsible for improving the work life balance of future employees and ensure a safe and happy workplace.	Further research towards how can the aspect of work life balance be associated with the Companies would bring about a mutual understanding and synergies of employee retention.

81	2015	An empirical study on job satisfaction among employees of automotive industries in Madurai district	To trace the importance of Job Satisfaction with its theoretical concept. To measure the level of Job Satisfaction and to examine the relationship between Demographic Personal Profiles of Employees and level of Job Satisfaction. To extract the important factors of Job Satisfaction of Employees in different levels.	The job satisfaction is achieved when actual rewards match with the perceived rewards of the employees. The perceived reward is a reflection of their need and hence, job satisfaction is a matter of degree of need satisfaction. High job satisfaction is associated with better performance whereas low job satisfaction is associated with poor performance and disciplinary problems.	Employees job satisfaction results in increase in production, and then it may also yield reduction in absenteeism and stress of the employees. Managerial initiatives should demonstrate the ability of influencing relevant outcome variables. Automotive industries should consider alternate managerial initiative techniques to attain employee job satisfaction.	Comparison between employee's job satisfaction level in automotive industries and other professions. Relationship of employees with employer in automotive industries. Scope for research on Total Quality Management (TQM) and job satisfaction. Attitude of employees towards organizational climate in automotive industries.
82	2015	Employee empowerment a way to employee engagement A critical requirement for employee retention	This prime focus of the study was to find out the degree of relationship between empowerment and engagement strategies adopted by NALCO with retention of employees to gain competitive advantage and organizational success.	As a case study approach in the public sector, the generalizability of the results may not be applicable in private sector organizations.	In the competitive environment, the most competitive organization has become prominently visible since introduction of new economic policy. The compulsion to be competitive has made an organization to think about the effectiveness and utmost utilization of existing human resource for their survival and growth.	It would be better to develop a concrete evidence of the combined effort of empowerment and engagement for retention of employees. Which ultimately leads to smooth functioning of work and transparency between employees as well.
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84	2015	The Impact of Talent Management on Employee Engagement, Retention and Value Addition in achieving Organizational Performance	This paper tries to present the association between talent management and employee engagement, retention, value addition and improved organizational performance. It's based on available empirical evidence	It's important to not only finding the people who can contribute to make an organization, but also making them acquire the required competencies and motivating them to add value continuously for the success of the organization. The function in the organization that takes care of managing people is called Human Resources Management. It basically deals with employing the right people, developing their competencies as per the demands of the organization, compensating, utilizing, maintaining them to meet the organizational goals	All modern organizations have realized the importance of attracting, developing and retaining their talent to survive in the competitive market. Companies have talent war to grab the attention of talented workforce. It is talent management that enables the organization in improving employee engagement, commitment, retention, value addition that is leading to improved organizational performance	In talent management it should be integrated processes and systems of automation and guiding the philosophy and principles of succession planning and identifying like succession management , fast track leadership programs and actively match top talent to critical roles.
85	2014	STUDY OF EMPLOYEE RETENTION	To identify the prevalent and potential reasons for an employee to leave his job and also talks extensively about the problems faced by an organisation associated with the high employee turnover.	The Employees to guarantee and satisfy their need for security. On the other hand, staff from leaving or going to work for other companies or their competitors'. In a piece of evidence, employee development programs offered by companies are successfully retaining employees	Efficacious communication helps worker to spot with the organisation and produce in openness and religion. Impelled workers don't seem to be solely committed to a lot of output however conjointly influence a much better work culture for a protracted run.	Increasing numbers of organization mergers and acquisitions have left employees feeling displeased with the companies that they work and haunted by concerns of overall job security. As a result, strategic career moves are taken by employees to guarantee and satisfy their need for security.
86	2014	Staff perceptions on talent management and retention: A case of a labour organisation in Gauteng	The aim of this article is to report on the employees' perceptions of talent management retention at a labour organisation in Gauteng. The population comprised 317 permanent staff members, and a convenience sample of 162 was used. A principal factor analysis was employed to determine the main factors, namely, dedication to staff and dedication of staff.	The findings of the study with scrupulous accuracy and integrity. The findings and results of the research have not been misrepresented and are not deceptive.	It is concluded that it is essential for organisations to manage talented employees and retain these valuable employees in order to maintain competitive advantage and save on turnover costs. Employees who perceive that effective talent management practices are in place feel motivated, engaged and committed towards their current organisations.	Recommendations are offered to labour relations practitioners on how human resource practices can contribute to the fair treatment and retention of talented employees in an organisation.

87	2014	An assessment of employee retention policies in private sector firms a case study of bhiwani district	To find out the variation in retention strategy to tackle the urban and rural background personnel.	The researcher found that about 80% employees think, the financial rewards play an important role to attract an employee. Only 10% employees are undecided because they are those employees who are on contract basis.	Current monetary development is making more employments occupations that must be filled by qualified, talented laborers. The accessibility of employment chances is as of now invigorating expanded development of laborers in generally fields as ability moves to new positions.	As most of the employee want to change their jobs within 2-3 years, based on this perspective if the retention strategies are improved then it will help in reducing heavy labor turnover, high cost of selection & recruitment.
88	2014	Work life balance A Study with reference to Women in IT sector in India	To identify the work life balance factors influence for women employees satisfaction in IT sector.	Women employees in software industry is steadily shows the decreasing trend from 85% to 52% in the last ten years and more over 80% of women employees in software industry having more health issues and also not in the position to balancing their family as well as highly pressure working environment even though the women employees contribution is constantly supporting for the development of software industry hence the aim of the study is attempt to analyze the work life balance of women software employees.	The study conclude the good correlation between women employees work life balance is well correlated in terms of family environment ,personnel factors ,experience, number of dependant, childcare, procedures and policies	The overall study has analysed experience, salary, family, dependants, superiors supporting, procedures and policies, and other working and family environmental factors are more supporting for women employees .I
89	2014	Study of work life balance of faculties of Engineering & Management institutes with special reference to Mumbai and Pune region.	1.To study work life schedule of faculties of engineering & management institutions. 2.To study the level of stress among faculties of engineering & management institutes. 3.To study the impact of demographic variables on work-life balance	The association between the level of work-life balance of Engineering and Management Faculties is significant. It was observed that Management faculties have good Work-LifeBalance, because the mean score of engineering faculties is 62.04 and Management is 69.20	The growing diversity of family structures represented in the workforce, including dual-earner couples, single parents, blended families, employees with elder care responsibilities and the increasing number of people choosing to live alone, has heightened the relevance of balancing work and life roles for a substantial segment of employed men and women.	There is future scope for doing a research on wider basis i.e. for whole state of Maharashtra or India or on international basis. Future research must focus on a wider sample in order to get more generalized results. Moreover, it must be directed at understanding individual differences so that employee specific initiatives to improve work life balance could be initiated by organizations.

90	2014	WORK-LIFE BALANCE – IMPLICATIONS FOR WORKING WOMEN	To determine the factors affecting work life balance among working women To find out the consequences of poor work-life balance for working women.	This study is based on the assumption that there are factors in the family as well as work environment that impact work life balance of working women.	This study has revealed that burden of excessive work, the need to fulfil others' expectations and not having time for themselves are the prime factors affecting work life balance of working women.	It is also based on the premise that poor work-life balance has implications for working women which could be identified. Further, by developing suitable models to build healthy work-life balance, working women could enhance their quality of lives, both in the family as well as work domains.
91	2014	A study of job satisfaction in relation to organisational climate and attitude towards teaching profession of secondary school teachers	To study the difference between male and female teachers in respect of their job satisfaction and its dimensions. & To study the difference between rural and urban teachers in respect of their job satisfaction and its dimensions.	Male and female teachers differ significantly in respect of intrinsic aspect of job satisfaction, physical facilities, institutional plans and Policies, Satisfaction with authorities and rapport with	From the results obtained in the present study, it was found that there is a negative and significant relationship as well as a positive and significant relationship between job satisfaction and organizational climate also with attitude towards teaching profession of secondary school teachers.	In the previous chapter, the review of related literature with respect to Job Satisfaction in relation to School Organizational Climate and Attitude towards Teaching Profession of secondary school teachers was presented. The present chapter deals with the methodology followed by the Researcher.
92	2014	Study on job motivation job involvement and job burnout among the employees of private telecom sector in Coimbatore district South India	To trace out the socio economic status of the sample employees of employees of private telecom industry in Coimbatore. To identify the level of satisfaction of the employees on the working conditions in the private telecom industry of Coimbatore	A majority of the sample employees fall in the young age group of less than 30 years. A majority of the employees are unmarried. A majority of the families have three dependents. A majority of the sample respondents are lower level managers. A majority of the sample respondents are in the age group of 1 -2 years	One of the most important factors in today's business world is the human resources of organizations. It is not easy to make employees committed to their organizations, especially in the telecom sector, where much of the workforce has contact with the public for their redressal. In that respect, organizational commitment is no doubt one of the most important factors to increase the added value of the personnel to the organization. This study is performed to find out the relationship between the burnout and organizational commitment.	Having obtained greater insight into the relationship between employee motivation and job involvement, greater clarity on the relationship between job involvement and organisational commitment and job burnout is necessary owing to the contradictory results obtained in this area. The probable reason for this is that a majority of the studies were conducted in the 231 context of developed countries and there are only few studies carried out in the Indian context

93	2014	An assessment of employee retention policies in private sector firms a case study of bhiwani district	To find out the variation in retention strategy to tackle the urban and rural background personnel.	The researcher found that about 80% employees think, the financial rewards play an important role to attract an employee. Only 10% employees are undecided because they are those employees who are on contract basis.	Current monetary development is making more employments occupations that must be filled by qualified, talented laborers. The accessibility of employment chances is as of now invigorating expanded development of laborers in generally fields as ability moves to new positions.	As most of the employee want to change their jobs within 2-3 years, based on this perspective if the retention strategies are improved then it will help in reducing heavy labor turnover, high cost of selection & recruitment.
94	2013	Factors Contributing to Employee Turnover Intention at a Selected Company in the Capr Town Clothing Industry	To explore the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. It is hoped that the study will contribute to the understanding of factors driving voluntary turnover in the clothing industry and provide recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry.	The Findings state that subjected sample has undergone several variant tests like mean, median etc to make predictions of opinions of the respondents over the job satisfaction, job mobility and made analyses in order to understand the factor resulting employee turnover.	The researcher shows a relationship between turnover intention, job satisfaction and job mobility and made further analyses in order to make it easy to understand. Various studies indicate that job satisfaction or employee satisfaction are vital to an organisation's success. In organisational behavior studies, job satisfaction influences other organisational variables like productivity, turnover and absenteeism. Therefore, it is vital for managers to keep employees satisfied at work as this has proven to lead to higher levels of productivity, less absenteeism and high job satisfaction.	An early diagnosis and review of the key elements that will lead to a better working relations and restore the dignity of the clothing industry and maximise profits should be done quarterly in order to avoid the challenges that the industry is faced with.
95	2013	Employee Retention: A Review of Literature	This study on review of literature on retention initiatives undertakes the following objectives: To find out the various research works that have been done in the area of employee retention, Highlight the various factors which affect retention initiatives in an organization and To explore the relation between various factors and job satisfaction.	Findings state that a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place the address their diverse needs."	Human resources are complex and not easy to understand. These are the assets which can make as well as break an organization. Retaining them will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by an organization today is retaining as well as satisfying these resources.	Although the research paper tried its level best to reveal the various research works done and the contributions forwarded by various researchers in the area of employee retention and job satisfaction, but still much scope remains for more exploration in the field of employee retention and it by taking into consideration the factors like compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible

						working hours etc. Needless to say that these efforts should be conducted by HR professionals.
96	2013	Employee retention in present Indian scenario	To determine the factors that most significantly influence employees' decision to remain employed at a particular organization and possible reasons for choosing to leave.	During the survey phase, the participants were asked to express their opinion and judgement on current development of retention management in the organisations and to identify the key factors influencing their loyalty towards the organizations they are working in.	The workplace environment needs to be made fully suitable for the needs of all the employees by ensuring leadership styles that encourage decentralisation and delegations of duty and by improving quality of work life of employees.	The determination of the cost implications vis-a-vis policy formulations and implementations. In further it helps in determining the cost implications vis-a-vis policy restructuring and also helps in finding out the cost benefit Grid tracking.
97	2013	Employees motivation and job satisfaction in Indian railways with special reference to Jhansi division	To study the level of motivation and job satisfaction of railway employees towards the various facilities of Indian railways	job security is one of the most important needs that people desire in that job. This is quite evident from higher preference given to the government and public sector job in comparison to the private sector job.	Employee expressed satisfaction when opportunities were opened for them to learn, practise a new skill, when the position changed to enhance their status and to discharge the challenge	Employee expressed satisfaction when opportunities were opened for them to learn, practise a new skill, when the position changed to enhance their status and to discharge the challenge
98	2013	Employee retention in present Indian scenario	To determine the factors that most significantly influence employees' decision to remain employed at a particular organization and possible reasons for choosing to leave.	During the survey phase, the participants were asked to express their opinion and judgement on current development of retention management in the organisations and to identify the key factors influencing their loyalty towards the organizations they are working in.	The workplace environment needs to be made fully suitable for the needs of all the employees by ensuring leadership styles that encourage decentralisation and delegations of duty and by improving quality of work life of employees.	The determination of the cost implications vis-a-vis policy formulations and implementations. In further it helps in determining the cost implications vis-a-vis policy restructuring and also helps in finding out the cost benefit Grid tracking.

99	2012	Talent management and retention strategies with special reference to pharmaceutical industry	The research study has been undertaken with well set objectives to fill in the gap in talent management and retention strategies in general and pharmaceutical industry in particular, as this sector is capable to help in country development through value addition, provision of employment opportunities and superb export potential.	The problem of the industry in Indian context is quite critical, as the rate of attrition is alarmingly high of about 35 percent, which is highest in the pharmaceutical industry.	Indian pharmaceutical industry has grown in a decade time to vital extent and there are 20 large companies handling half of the business in India and abroad. Number of pharmaceutical companies has crossed the number of 20,000 and survival of most of the companies is difficult in most competitive market.	curb down attrition rates in pharmaceutical industry through better talent management and retention system. Which helps in developing key benchmarks for employee-management
100	2012	Talent management and retention strategies with special reference to pharmaceutical industry	The research study has been undertaken with well set objectives to fill in the gap in talent management and retention strategies in general and pharmaceutical industry in particular, as this sector is capable to help in country development through value addition, provision of employment opportunities and superb export potential.	The problem of the industry in Indian context is quite critical, as the rate of attrition is alarmingly high of about 35 percent, which is highest in the pharmaceutical industry.	Indian pharmaceutical industry has grown in a decade time to vital extent and there are 20 large companies handling half of the business in India and abroad. Number of pharmaceutical companies has crossed the number of 20,000 and survival of most of the companies is difficult in most competitive market.	curb down attrition rates in pharmaceutical industry through better talent management and retention system. Which helps in developing key benchmarks for employee-management
101	2012	Retention of managers in IT sectors A case study	To study the HR-interventions followed in the IT Industries. 4. To critically analyze the interventions and strategies adopted by the IT Industries to retain performing employees.	the study is the method used to measure and define an HRM system. Despite the fact that a substantial amount of research has been dedicated to the development of a universally accepted typology for HRM strategy, currently one does not exist.	The HR managers of IT companies should establish flexible working hours. Training as well as personal development plans should be in place which will show more affiliation between employee and employer and will play a vital role in removing the gap between the top, higher and middle level management.	this study utilized an employee group with a very specific level of seniority. Future research could expand the pool of employees and examine the affect that seniority with an institution has on levels of commitment as they relate to HRM strategies.

102	2009	Factors affecting employee turnover intentions: Empirical evidence from textile sector of pakistan.	Performed examination under Employee turnover intentions in to two dimensions: controllable and uncontrollable factors.	The Findings state the factors as Controllable: pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress and Uncontrollable: Job hopping and perceived alternative employment opportunities.	Suggests guidelines for the Human Resource Managers by projecting that proactive plan is needed to face uncontrollable factors and Controllable factors are to be monitored with a time constraint.	Application of T-means, Variance and as such methods to the values obtained during preliminary stage for better interpretations of data.
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Step 5: Synthesize the literature prior to writing your review

Through the Study of various Journals, Thesis, Literature review papers, Research papers “The insights obtained are the factors that are being the root cause for the Employee Turnover remains same irrespective of type of industry it is.

Where, the factors can be stated as Job content, Work-Life balance, Job satisfaction, Compensation, Leadership, Training and Feedback, Co- Worker relations, Aspects - Demographical, Psychological, Mental Efficiency.

Wherefore, there is a need that industries need to develop new mechanisms as well as strategies by adapting to the new technologies with in specific time constraint to make viable decisions in order to withhold the talent in the organization.

The major identification of future study is:

- Employee Turnover Rate related decisions can be taken by inculcating “The empirical analysis”.
- Organization can apply Human Resource Analytics to the retention strategies with embedded technology like Artificial Intelligence.
- Implementation of Funnel can assess the management in controlling the employee in the aspect of turnover rate.
- Impact of different leadership style can be imputing in view of reducing the Employee Turnover Rate.
- Application of Decision- making models (For Example, Zinger Model) can help in selection correct decision to overcome employee turnover problem in achieving good ratio with employee job satisfaction.

Step 6: Writing the Real Review

Review of literature is an important section in any research. Review of literature provides a critical and broad of any subject or any particular area of interest. It helps the researcher to understand the research problem, research methodology, findings and scope for further research.

Solution to reduce Employee' Turnover rate:

- Be clear with all the KRA's, KPA's, KPI's.
- Communicate Benchmark ahead to the employee'.
- Assess the performance gap.
- Provide scope for career growth of employee'.
- Pay in align with the competitors.
- Right training for the right people.
- Maximize the value of rewards.
- Increase employee engagement by finding key drivers and limiters.
- Predict attrition rate at an individual unit and take corrective actions.

This study is going to concentrate on various factors of Employee Turnover Rate: As per the industry classification obtained by a company should design and implement its policies and practices to attract and retain the talent in align meeting employee requirement with respect to parallel companies. The major industry classification is as below:

- **OPERATIONAL EXCELLENCE:** Designing and Planning operations in way that they imply on reduction of cost.
- **CUSTOMER INTIMACY:** Services provided according to customer requirement. Unique services are provided to meet the need of customer's and too stand in the competitive market.
- **PRODUCT LEADERSHIP:** Try to drive into market with innovative and creative idea (Challenge Taker).

Following are few important research papers which are closely related to the study:

- **TITLE** - Employee Turnover: Causes, Importance and Retention Strategies. **SOURCE** - (PDF) Employee Turnover: Causes, Importance and Retention Strategies (researchgate.net)
- **TITLE** - The Impact of Transformational Leadership Style on Employee Turnover Intention in State-Owned Enterprises in Ghana. The Mediating Role of Organizational Commitment.

SOURCE - <https://tinyurl.com/4ytceh4u>- Science gate.
- **TITLE** - Reducing employee turnover in hospitals: estimating the effects of hypothetical improvements in the psychosocial work environment. **SOURCE** - <https://pubmed.ncbi.nlm.nih.gov/34052852/>
- **TITLE** - Employee Turnover Intentions in The Automotive Component Companies In Selected Districts Of Tamil nadu. **SOURCE** shodhganga: <http://14.139.116.20:8080/jspui/handle/10603/232929>

The main objectives of this study are:

- I. To get an insight on various factors causing to more Employee Turnover Rate.
- II. To identify the Impact that work-life balance and job satisfaction has on Employee Turnover Rate.
- III. Obtain few practices, technology implications that the organizations have not adopted at present to Retain Employee which reduce the Turnover Rate automatically.

Step 7: Developing a coherent essay.

There are various Strategic applications, uses and benefits of the technology drivers in India provides efficiency in the processes inculcated, helps managers to make better decisions to retain the existing talent as well as to attract the new talent.

Employee Turnover has become challenging aspect to many industries globally where it involves Cost as major competency where the next liable competencies are Time, Demand and supply of Labor.

Technology Advancement and Updating with Strategies, Policies on time basis in alignment with evolving Employee' requirements, Organizational goals, Competitors channel can reduce Employee' Turnover to maximum extent.

Keywords: Employee Turnover Rate, Employee Retention, Job satisfaction, Work-Life balance.

Step 8: Conclude your RESEARCH TITLE

“A STUDY ON VARIOUS FACTORS OF EMPLOYEE TURNOVER RATE”

Step 9: Develop the research MODEL diagram

OC: Organizational Commitment - Willingness to achieve organizational goals, Desire to contribute to company progress, Motivation to perform effectively, Participation in team meetings and discussions.

HR Practices: Talent Acquisition, Training and Development, Performance Management, Compensation, Career Development.

Job Satisfaction: Working Condition, Respect and Recognition, Job Security, Nature of Task.

Work-Life Balance: Time Management, Stress Management, Technology Management, Managing Change, Self-Management.

