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A STUDY ON FACTORS INFLUENCING CHURN AT ENERLIFE PRIVATE LIMITED INDIA

By

RAGAV KUMAR K G

211422631119

Of

PANIMALAR ENGINEERING COLLEGE

PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT STUDIES

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

of

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PANIMALAR ENGINEERING COLLEGE

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CHENNAI– 600 123

DEPARTMENT OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this project report titled **"A STUDY ON FACTORS INFLUENCING CHURN AT ENERLIFE PRIVATE LIMITED INDIA"** is the bonafide work of **RAGAV KUMAR K G & 211422631119** who carried out the research under my supervision. Certified further, that to the best of my knowledge, the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on earlier occasion on this or any other candidate.

Internal Guide **Head of the Department**

Internal Examiner **External Examiner**

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ENERLIFE

Date: 22-April-2024

To,

Head of the Department,

Department of Management Studies,

Panimalar Engineering College.

Dear Sir /Madam,

Sub: Internship Project completion letter

This is to certify that **Mr. Ragav Kumar K G,** (Reg No. 211422631119) of MBA student of Panimalar Engineering College has successfully completed his internship training from **05th January 2024 to 22nd April 2024**. The project was undertaken by **Department of Human Capital Management** in the title of **"A study on factors influencing churn at Enerlife India Private Limited"**

During the training period, He was regular in attendance and his conduct found to be good.

We take this opportunity to thank him and wish him all the best for his future.

For Enerlife (India) Private Limited

Enerlife (India) Pvt. Ltd. Chennai-94

S. Kothandam
Head -Human Capital

Corporate Office: Enerlife (India) Pvt. Ltd. 961, SIYAT HOUSE, Poonamallee High Road, Chennai - 600084,Tamilnadu, India Phone: 044-35510065
CIN : U749000TN2014PTC096177

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TABLE OF CONTENTS

S.NO	CONTENTS	Page No.
	Abstract	**i**
	List of tables	ii
	List of charts	ii
I	**INTRODUCTION**	
1.1	Introduction	1
1.2	Industry Profile	7
1.3	Company Profile	10
II	**DEVELOPMENT OF MAIN THEME**	
2.1	Need of the study	13
2.2	Objectives of the study	14
2.3	Scope of the study	15
2.4	Limitations of the study	16
2.5	Review of Literature	17
III	**DATA ANALYSIS AND INTERPRETATION**	
3.1	Research Methodology	21
3.2	Data Analysis and Interpretation	24
3.3	Summary of Findings	56
3.4	Suggestions	57
3.5	Conclusion	58
	ANNEXURE	
	Bibliography	
	Questionnaire	

International Scientific Journal of Engineering and Management ISSN: 2583-6129
Volume: 03 Issue: 05 | May – 2024 DOI: 10.55041/ISJEM01788
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ABSTRACT

This research is about a study on factors influencing churn at Enerlife India Private Limited (Nabati). This company provides fast-moving consumer goods products all over India. The origin of the company is from Indonesia. Nabati Group is a business group that has a business focus in the field of fast-moving consumer goods (FMCG), especially food. The company was initially only engaged in the snack food business with a home industry scale.

Assessing the impact of factors such as job satisfaction, cost Implications, leadership and management, employee burnout, career development, and flexible work arrangements. Proposing recommendations and best practices for reducing employee churn and fostering a more engaged and stable workforce. By studying the external factors, that influence churn in the organization, job security perceptions and career advancement opportunities on churn are the objectives. This study contributes valuable insights to the existing literature on employee churn in the company by identifying new factors or confirming existing ones that influence churn rates within the organization.

In research methodology a questionnaire to collect data from the employees. Stratified random sampling is a type of probability method using which a research organization can branch off the entire population into multiple non-overlapping, homogenous groups (strata) and randomly choose final members from various strata for research which reduces cost and improves efficiency.

This research study underscores the importance of churn at the company. As the employees always looking for new roles for their career growth, the company should ensure that the employee will have their career growth in the company. Giving importance to the employee's insights and suggestions will make as one of the retention strategies used by the company. Churn poses significant challenges for organizations, impacting productivity, morale, and financial stability.

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LIST OF TABLES

S. No	TITLE	Page No
3.2.1	Age of the respondents	24
3.2.2	Gender of the respondents	25
3.2.3	Education qualification of the respondents	26
3.2.4	Annual income of the respondents	27
3.2.5	Occupation of the respondents	28
3.2.6	Bonus structure in the organization	29
3.2.7	Benefit packages in the organization	30
3.2.8	Organization's Culture	31
3.2.9	Current work-life balance	32
3.2.10	Workplace relationship	33
3.2.11	Current leadership	34
3.2.12	Communication with the management	35
3.2.13	Level of recognition and rewards	36
3.2.14	Engagement in the job	37
3.2.15	Involvement in the job	38
3.2.16	Commitment to the organization	39
3.2.17	Interview attended for another job in the last 3 months	40
3.2.18	Intent to be with the organization after 12 months	41
3.2.19	Consideration of quitting your job to pursue studies	42
3.2.20	Consideration of another job, if there is an increase in salary	43

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CHAPTER I

INTRODUCTION

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1.1 INTRODUCTION

Employee churn, also known as turnover, is influenced by a myriad of factors that can vary from organization to organization and even within different departments of the same company. Understanding these factors is crucial for businesses to develop effective retention strategies and maintain a stable and engaged workforce. In this comprehensive exploration, we will delve into the multifaceted aspects that contribute to employee churn, providing insights and analysis into each factor's impact and implications for organizations.

Job satisfaction plays a pivotal role in determining whether employees choose to stay or leave an organization. Employees who are satisfied with their job roles, work environment, and company culture are likelier to remain loyal to the organization. Factors such as challenging work assignments, opportunities for growth and development, supportive management, and a positive work-life balance contribute to higher levels of job satisfaction and engagement. Conversely, employees who feel undervalued, unappreciated, or stagnant in their roles are at higher risk of turnover.

Effective leadership and management practices are essential for fostering a supportive and motivating work environment. Employees look to their leaders for guidance, direction, and inspiration. When leaders demonstrate transparency, empathy, and integrity, they can build trust and loyalty among their teams. Conversely, poor leadership characterized by micromanagement, lack of communication, and favoritism can erode employee morale and contribute to turnover. Therefore, investing in leadership development and promoting a culture of accountability and empowerment is critical for reducing churn.

Compensation and benefits play a significant role in attracting and retaining top talent.Competitive salaries, performance-based bonuses, comprehensive health benefits, retirement plans, and perks such as flexible work arrangements or tuition reimbursement can enhance employee satisfaction and loyalty. However, if employees feel that their compensation is not commensurate with their skills, experience, or industry standards, they may seek opportunities elsewhere. Therefore, regularly reviewing and benchmarking compensation packages against industry standards is essential for mitigating turnover related to compensation dissatisfaction.

Employees are more likely to stay with an organization that offers opportunities for skill development, career advancement, and professional growth. Organizations that invest intraining programs, mentorship initiatives, leadership development courses, and cross- functional projects empower their employees to expand their skills and progress in their careers. However, if employees perceive limited opportunities for advancement or feel that their career growth is stagnating, they may become disengaged and seek opportunities elsewhere. Therefore, providing clear pathways for career advancement and regular performance feedback is crucial for retaining top talent.

Achieving a healthy work-life balance is increasingly important for employees, particularly in today's fast-paced and interconnected world. Organizations that prioritize work-life balance by offering flexible work arrangements, remote work options, generous vacation policies, and wellness programs demonstrate a commitment to employee well-being. Employees who feel supported in balancing their professional and personal lives are more likely to remain loyal totheir organization. However, if employees experience burnout due to long hours, excessive workload, or lack of flexibility, they may opt to leave in search of a better work-life balance. Therefore, fostering a culture that values work-life balance and promotes employee wellness is essential for reducing turnover.

Organizational culture encompasses the shared values, beliefs, norms, and behaviors that define the work environment and shape employee experiences. A strong and positive organizational culture fosters a sense of belonging, pride, and alignment with the company's mission and values. Employees who resonate with the organizational culture are more likely to feel engaged, motivated, and committed to their work. Conversely, a toxic or dysfunctionalculture characterized by conflict, mistrust, or lack of diversity and inclusion can drive employees away. Therefore, cultivating a culture of respect, collaboration, and inclusivity is crucial for retaining talent and reducing turnover.

The physical work environment and facilities also influence employee satisfaction and retention. A comfortable, well-equipped workspace that promotes productivity, creativity, and collaboration can enhance employee morale and job satisfaction. Factors such as office layout, ergonomic furniture, access to natural light, temperature control, and amenities such as onsite gyms or cafeterias contribute to a positive work environment. Conversely, outdated facilities, overcrowded workspaces, or lack of essential amenities can detract from the

employee experience and contribute to turnover. Therefore, investing in creating an optimal work environment that meets employees' needs and preferences is essential for retaining talent.

Employees thrive on recognition and appreciation for their contributions and achievements. Organizations that have robust recognition programs, peer-to-peer recognition initiatives, and regular performance feedback mechanisms reinforce a culture of appreciation and acknowledgment. Employees who feel valued and recognized for their efforts are more likely to remain engaged and committed to their organization. Conversely, a lack of recognition or perceived favoritism can lead to feelings of resentment and disengagement, ultimately contributing to turnover. Therefore, prioritizing employee recognition and appreciation efforts is critical for retaining top talent and fostering a positive work culture.

Effective communication and transparency are essential for building trust, fostering collaboration, and maintaining employee morale. Organizations that prioritize open, honest, and timely communication channels ensure that employees are informed about company updates, changes, and decisions that affect them. Transparent communication from leadership instills confidence and clarity among employees and reduces uncertainty and speculation. Conversely, a lack of communication or misinformation can lead to rumors, distrust, and disengagement, ultimately driving turnover. Therefore, fostering a culture of transparency and communication at all levels of the organization is essential for reducing churn.

External factors such as economic conditions, industry trends, market competition, and demographic shifts can also influence employee churn. In times of economic uncertainty or industry disruption, employees may feel compelled to explore new opportunities or seek job security elsewhere. Similarly, changes in market dynamics, emerging technologies, or shifts in consumer preferences may impact the demand for certain skills or roles, leading employees to reconsider their career options. Therefore, organizations must stay attuned to external factors and adapt their retention strategies accordingly to mitigate turnover risks.

Employee churn is influenced by a complex interplay of factors spanning job satisfaction, leadership, compensation, career development, work-life balance, organizational culture, work environment, recognition, communication, and external forces. By understanding these factors and their impact on employee retention, organizations can develop holistic retention

strategies tailored to their unique needs and circumstances. Investing in creating a positive work culture, fostering employee engagement, providing growth opportunities, and prioritizing employee well-being are essential steps toward building a stable and engaged workforce in today's competitive business landscape.

Offering opportunities for employees to acquire new skills, stay updated on industry trends, and develop professionally not only enhances their job performance but also increases their sense of value and investment in the organization. Identifying high-potential employees and providing them with leadership development programs, mentorship opportunities, and succession planning initiatives prepares them for future leadership roles within the organization, reducing the likelihood of turnover. Implementing robust onboarding processes that acclimate new hires to the organization's culture, values, and expectations from the outset sets the stage for long-term engagement and retention.

Providing comprehensive health insurance, wellness programs, mental health resources, and access to healthcare professionals demonstrates a commitment to employees' well-being and reduces absenteeism and turnover due to health-related issues. Offering retirement plans, stock options, financial planning assistance, and tuition reimbursement programs supports employees' financial goals and incentivizes them to stay with the organization long-term. Creating a comfortable, enjoyable work environment with amenities such as onsite dining options, recreational facilities, relaxation areas, and ergonomic workstations enhances employee satisfaction and loyalty.

Identifying key roles within the organization and developing talent pipelines to fill those positions ensures continuity and minimizes disruption in the event of turnover or leadership transitions. Providing employees with visibility into potential career paths, advancement opportunities, and the skills and experience required for progression empowers them to take ownership of their career development and fosters loyalty to the organization. Encouraging internal mobility by promoting vacancies internally, facilitating lateral moves, and cross- functional rotations enables employees to explore different roles and departments without leaving the organization, reducing turnover.

Conducting regular surveys to assess employee satisfaction, engagement levels, and areas for improvement provides valuable insights for identifying trends, addressing issues, and implementing targeted retention initiatives. Conducting exit interviews with departing employees to understand their reasons for leaving, gather feedback on their experience with the organization, and identify potential areas for improvement informs retention strategies and prevents future turnover. Acting on the feedback received from employees by implementing changes, addressing concerns, and communicating progress demonstrates a commitment to continuous improvement and fosters trust and loyalty.

Allowing employees to work remotely, either part-time or full-time, provides flexibility and work-life balance, reduces commuting stress, and expands the talent pool by attracting candidates who prefer remote work. Offering flexible scheduling options such as compressed workweeks, flexible hours, or alternative work schedules accommodates employees' diverse needs and preferences and supports work-life balance. Providing options for job sharing, part-time work, or job rotations allows employees to customize their work arrangements to fittheir lifestyles and commitments, reducing turnover among employees seeking more flexibility.

Implementing peer-to-peer recognition programs where employees can nominate and commend their colleagues for exceptional performance, teamwork, or contributions builds a culture of appreciation and camaraderie. Offering spot awards, bonuses, or tokens of appreciation for outstanding achievements, innovative ideas, or going above and beyond reinforces desired behaviors and motivates employees to continue performing at a high level. Recognizing employees' loyalty and dedication through long-service awards, milestone celebrations, or personalized acknowledgments commemorates their tenure with the organization and fosters a sense of belonging and pride.

Analyzing historical turnover data, demographic trends, performance metrics, and engagement scores enables organizations to identify patterns, correlations, and predictors of turnover and develop targeted interventions. Using predictive modeling techniques such as machine learning algorithms to forecast future turnover, identify at-risk employees, and prioritize retention efforts based on factors such as tenure, performance, and job satisfaction.

Addressing these additional dimensions and implementing targeted strategies can further enhance organizations' efforts to mitigate employee churn, foster retention, and build a resilient and engaged workforce capable of driving sustainable growth and success. Byproactively addressing the root causes of turnover and investing in initiatives that promote job satisfaction, career development, work-life balance, and recognition, organizations can create a workplace where employees feel valued, fulfilled, and motivated to stay and contribute to the organization's success.

1.2 INDUSTRY PROFILE

The Fast-Moving Consumer Goods (FMCG) sector, often referred to as the consumer- packaged goods (CPG) industry, is a dynamic and vital component of the global economy. This sprawling sector encompasses a wide array of products that consumers use daily, including food and beverages, personal care items, cleaning products, and over-the-counter drugs. The FMCG sector is characterized by its rapid turnover, low-cost goods, and the constant demand for innovation and adaptability to changing consumer preferences.

The roots of the FMCG sector can be traced back to the late 19th and early 20th centuries when industrialization and advancements in manufacturing processes led to the mass production of consumer goods. Brands like Procter & Gamble, Unilever, and Nestlé emerged during this period, laying the foundation for a globally influential industry.

Product Diversity:

One defining feature of the FMCG sector is the extensive variety of products it encompasses. From household staples like toothpaste and laundry detergent to perishable items like dairy and bakery products, the FMCG sector caters to the everyday needs of consumers. This diversity reflects the industry's adaptability to evolving consumer lifestyles, preferences, and cultural nuances.

Supply Chain Dynamics:

The FMCG sector operates within intricate supply chain networks, characterized by the need for efficient production, distribution, and retailing. Supply chains in this sector are finely tuned to minimize lead times, reduce inventory holding costs, and meet the demands of a fast- paced market. Innovations such as advanced logistics technologies and data analytics play a crucial role in optimizing these supply chains.

Retail Landscape:

The retail landscape for FMCG products has evolved significantly over the years. Traditional brick-and-mortar stores, supermarkets, and hypermarkets remain important, but e-commerce has introduced new dynamics. Online platforms provide consumers with convenient ways to purchase FMCG products, prompting companies to invest in e-commerce strategies anddigital marketing.

Consumer Trends and Preferences:

Consumer behavior is a driving force in the FMCG sector. Companies constantly monitor and analyze trends to stay ahead of changing preferences. The increasing focus on health and wellness, sustainability, and convenience has led to shifts in product formulations, packaging designs, and marketing strategies.

Global Expansion:

The FMCG sector is highly globalized, with major players operating in multiple countries and regions. International expansion allows companies to tap into new markets, diversify revenue streams, and adapt to varying cultural norms. However, global operations also present challenges related to regulatory compliance, currency fluctuations, and geopolitical uncertainties.

Innovation and Branding:

Innovation is a key differentiator in the FMCG sector. Companies invest heavily in research and development to introduce new products, improve existing ones, and stay competitive. Strong branding is also crucial for success, as consumers often make quick purchasingdecisions based on brand recognition and trust.

Regulatory Landscape:

The FMCG sector operates in a complex regulatory environment, with regulations governing product safety, labeling, advertising, and more. Compliance with these regulations is essential for maintaining consumer trust and avoiding legal issues. Companies must stay abreast of regulatory changes and adapt their practices accordingly.

Challenges and Opportunities:

While the FMCG sector presents numerous opportunities, it also faces challenges. Intense competition, margin pressures, and the need for sustainable practices are ongoing concerns. On the other hand, emerging markets, technological advancements, and the growing awareness of environmental issues open up new avenues for growth and innovation.

Impact of Technology:

Technology plays a transformative role in the FMCG sector. From data analytics for demand forecasting to the implementation of smart manufacturing processes, technology enhances efficiency and agility. E-commerce platforms, social media, and mobile applications have become powerful tools for marketing and engaging with consumers directly.

Sustainability and Corporate Social Responsibility:

As consumer awareness of environmental and social issues grows, FMCG companies are increasingly focusing on sustainability and corporate social responsibility (CSR). Initiatives related to eco-friendly packaging, responsible sourcing of raw materials, and community engagement are integral parts of many companies' strategies.

Outlook:

The FMCG sector is poised for continued evolution. The industry is likely to witness increased consolidation, further globalization, and a greater emphasis on digitalization. Companies that can successfully navigate the challenges and align with emerging trends will be well-positioned for sustained success in this fast-paced and ever-changing sector.

So, the Fast-Moving Consumer Goods sector is a multifaceted and essential component of the global economy. Its evolution over the years reflects not only advancements in manufacturing and distribution but also shifts in consumer behavior and expectations. The sector's ability to innovate, adapt to changing trends, and embrace technology will be crucial in shaping its future trajectory.

1.3 COMPANY PROFILE

Nabati Group is a business group that has a business focus in the field of fast-moving consumer goods (FMCG), especially food. The company was initially only engaged in the snackfood business with a home industry scale.

Along with innovation and business development carried out in a modern and professional manner, now Nabati Group has become a company that has a broad business such as industry FMCG. Nabati group has a number business and partners name is PT Kaldu Sari Nabati Indonesia, Richeese Kuliner Indonesia, Pinus Merah Abadi, Nutribev Sinergy Indonesia, Kieber Edot.

Nabati group has several business units and partners, including Nabati Food Pte Ltd, which isa business partner of the Nabati group, engaged in sales, marketing, and distribution ininternational businesses. Nabati Food Pte Ltd has representative offices in China, Vietnam, the Philippines, Myanmar, Malaysia, and India. Additionally, there is a company called Nabati (Enerlife India Pvt Ltd) Located on the 2nd Floor, Siyat House, 961, Poonamallee High Rd, Chennai,Tamil Nadu 600084 which is the corporate office of the Nabati group.

Enerlife (India) Private Limited is a private company incorporated on June 16, 2014. It is classified as a non-government company and it is registered at the Registrar of Companies inChennai, Tamil Nadu.

The directors of Enerlife (India) Private Limited are,

1. Justin Samuel James Nedunchezhian
2. Frans Bastian Sutanto Hutapea
3. Jemy Joseph
4. Toan Yu Harriman Kinardi

These individuals are actively involved in the management and decision-making process of thecompany.

The vision of Nabati:

We improve people's quality of life through the production of quality food and beverages that are innovative and oriented to consumer needs and are supported by competent human resources togenerate added value for stakeholders.

The mission of Nabati:

We innovate in producing nutritious and quality food and beverages to add value to every stageof human life.

Business Unit:

- **Kaldu Sari Nabati Indonesia:**

PT Kladu Sari Nabati Indonesia (KSNI) is an early start-up business unit of the Nabati group. The company has several product brands and Flavors that are well-known to consumers, including Nabati, Nextar, Richeese, and Richoco. These products result from a combination of selected raw materials with modern production processes to produce quality and nutritious products. KSNI's production process has also complied with ISO and GMP standards.

These various advantages also make KSNI products the leading choice of consumers. It is evidenced by the achievement of several awards, such as the Best Brand award, MURI, and Top Brand Award. Euromonitor and MURI also named KSNI the wafer company with the most worldwide sales

- **Richeese Kuliner Indonesia:**

PT Richeese Culinary Indonesia is in the Quick Service Restaurant (QSR) business. The company has several food chains carrying the Richeese factory brand which has a special menu of cheese flavors. Another peculiarity that is highlighted is the spicy sensation with carrying degrees.

Richeese factory was the first present in Indonesia on February 8, 2011, located at Paris Van Java Mall, Bandung, West Java. Richeese factory already has 176 outlets spread across several cities in Indonesia.

- **Pinus Merah Abadi:**

With more than 286 depots and the latest information technology support today, PMA distributes products from PT Kaldu Sari Nabati Indonesia, and some principles others to hundreds of thousands of customer outlets throughout Indonesia.

PT. Pinus Merah Abadi has transformed into a thriving distribution company by focusing on developing Human Resources, Distribution Systems, Inventory, and Good Governance

Practices. Therefore, PMA achieved significant sales growth during a specific period, and distribution quickly spread.

A company engaged in the sales and distribution business with a regional reach throughout Indonesia both through traditional and modern channels.

- **Nutribrev Sinergy Indonesia:**

PT Nutribev Sinergy Indonesia is a manufacturer of beverages, both ready-to-drink and ready-to-serve. Established in 2021, Nutribev Sinergy Indonesia launched AMO mineral water and carbonated soft drinks; supported by stable distribution in a short time.

AMO carbonated soft drinks have become one of the top 4 brands in the carbonated soft drink segment. Soon, Nutribev Sinergy Indonesia plans to expand its presence to other major beverage segments, both ready-to-drink in Indonesia and other vegetable group countries.

- **Kieber:**

PT. Kieber Propertindo is a company engaged in property development and property management, a PT subsidiary of PT Kaldu Sari Nabati Indonesia.

PT. Kieber Propertindo itself was initiated to support the growth of the vegetable group by focusing on developing the plant and its facilities and expanding into industrial and commercial areas.

One of the office building projects in the Pasteur area – Bandung with the name Wu Tower and several factories.

- **Edot:**

PT. Leading Electronic Distribution Automation (eDOT) is a NabatiGroup subsidiary with five affiliates and partners; PT. Kaldu Sari Nabati Indonesia, PT. Richeese Kuliner Indonesia, Nabati Food, PT. Pinus Merah Abadi, dan PT. Kieber Propertindo.

PT. Leading Electronic Distribution Automation (eDOT) is an e-commerce/marketplace in the form of mobile apps and desktop web. The primary services of eDOT are the Sales/Purchase and Distribution of fast-moving goods involving Brand Owners (Principals), Distributors, Wholesalers, and Retailers.

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CHAPTER II

DEVELOPMENT OFTHE MAIN THEME

2.1 NEED OF THE STUDY

- Identifying the primary drivers of employee churn within the organization.
- Assessing the impact of factors such as job satisfaction, cost Implications, leadership and management, employee burnout, career development, and flexible work arrangements.
- Proposing recommendations and best practices for reducing employee churn and fostering a more engaged and stable workforce.
- Conducting a study on churn factors enables organizations to develop personalized retention strategies based on the specific needs and challenges faced by the employees in different roles in different departments.
- Understanding the influences on employee churn can lead to initiatives that boost employee engagement, job satisfaction, and loyalty among employees, contributing to a positive work environment and culture.

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2.2 OBJECTIVES OF THE STUDY

Primary Objective

- To study factors influencing churn at Enerlife India Private Limited (Nabati Group).

Secondary Objective

- To study external factors, which influence churn at the organization.
- To study job security perceptions and career advancement opportunities on churn.
- To study the relationship between employee satisfaction and the level of churn in the organization.

2.3 SCOPE OF THE STUDY

- In this study, investigate how employee behavior, job satisfaction, and commitment to company goals impact churn in the company.
- This study contributes valuable insights to the existing literature on employee churn in the company by identifying new factors or confirming existing ones that influence churn rateswithin the organization.
- This study also helps the organization to revitalize their employee retention programs and policies based on the study findings to sustain their business and retain their employees in the competitive market.
- The enhancement of employee engagement, job satisfaction, and commitment to the company goals can lead to lower churn rates and improved overall performance in the company.

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2.4 LIMITATIONS OF THE STUDY

- The findings of the study may be specific to the company and may not be directly applicable to other industries, limiting the generalizability of the result.
- Challenges related to data collection methods, such as survey forms, may introduce biases or limitations in capturing the full spectrum of factors influencing employee churn in the company.
- External variables beyond the study's control, such as economic conditions or industry trends, could impact employee churn rates and introduce confounding factors that are not accounted for in the research.
- The study's focus on the company alone may limit its ability to provide insights through comparisons with other sectors, potentially missing out on variable benchmarking opportunities.

2.5 REVIEW OF LITERATURE

Vineet Mangal, Somesh Dhamija (2023). This study compares the Herzberg theory, Employee equity model, Expectancy theory, and Job embeddedness theory to discover the best turnover predictor in FMCG. FMCG and other knowledge-intensive companies can use our findings to reduce personnel churn. Career development, job enrichment, and intellectually stimulating workplaces can boost employee retention.

Bingzhe Chen (2023). The problem of employee turnover has gradually become a common problem faced by companies around the world. Because it has several major negative impactson the company's cultural and economic levels, it is urgent to solve this problem. These influencing factors and the analysis of the relationship between them can be used as the theoretical basis for the company's future employee policies, providing direction and solutions for its work on reducing employee attrition.

M. Harini and C.R. Christi Anandan (2023). The study was carried out to understand the factors influencing attrition and retention. Attrition and Retention are critical issues that every industry faces nowadays. Descriptive research was used to describe the characteristics of a population or phenomenon being studied. The main findings include that work pressure, discrimination, and low salary are the reasons for attrition.

Seegiri Srilatha, Vadde Divya (2023). Employee attrition is one of the major factors that affect overall business performance. Organizations incur huge costs in terms of lost productivity and expertise, recruitment as well as training costs. For this reason, they are struggling hard to find and extirpate the causes of high attrition.

Aishwarya D. Rakate, Shrikant S. Karanjkar (2023). Employee leaves their job for various reasons, including insufficient training or a lack of feedback, professionaladvancement, and low job satisfaction. As a result, the company needs to understand the requirements of the staff members. This will enable them to adopt techniques that will enhance employee productivity and turnover.

Komal Naz, Isma Farah Siddiqui, Jahwan Koo, Mohammad Ali Khan, and Nawab Muhammad Faseeh Qureshi (2022). Employee churn analytics is the process of assessing employee turnover rates and predicting churners at a corporate company. Due to the rapid requirement of experts in the industries, an employee may switch workplaces, and the company then must look for a substitute with the training to deal with the tasks. The performance evaluation shows that the proposed technique efficiently identifies future churners with 98% accuracy in the IOT-enabled corporate sector organization.

Jikku Susan Kurian, Kumar Rajini, Asi Vasudeva Reddy (2021). The present business hubs are facing an incremental level of employee attrition. A better understanding of the expectations of the employees will leverage the issue of employee churn. The paper concludes that the progressive inclination of organizations toward the enhancement of employees on the social well-being will reduce the intention to quit, thereby reducing employee churn.

Alkhaliel Adeeb Abdullah (2021). Employee turnover mostly occurs in the hotel industry due to the lack of training, poor remuneration, job stress, and the incapability of the management. The study depicts that, factors such as employee expectation, job stress, remuneration, motivation, promotion, training and development, interpersonal relationships, and work atmosphere had significant positive influences on employee turnover.

Walid Abdullah Al-Suraihi, Siti Aida Samikon, Al-Hussain Abdullah Al-Suarihi, and Ishaq Ibrahim (2021). This research aims to understand the causes of employee turnoverand retention strategies, in an organization. Key research findings indicate that employees have several reasons to leave their workplaces, such as job stress, job satisfaction, jobsecurity, work environment, wages, and rewards. Thus, implementing strategies will increase job satisfaction and reduce turnover in the organization.

Low Chun Chiat, Siti Aisyah Panatik (2019). The turnover rate of the employee remains one of the most frustrating and persistent issues faced by the organization and company over the decades. The turnover rate of the employees has increased in the past few years in every field. The contributions of this paper are to expose the diversity of understandings on the motivating and hygiene factors in Herzberg's theory.

Nombeko Felicity Dwesini (2019). This study aims to investigate the causes of high employee turnover in the hospital industry to recommend strategies for the retention of employees. This paper described the research approach and techniques utilized in this work comprehensively and subsequently, secondary data was systematically analyzed. This research contributes to the literature on employee turnover and prevention in the hospitality sector.

Sriram K. V., James Joseph, Asish Oommen Mathew, Aniketan Rai S (2019). Human resources management encompasses the various activities that are designed to enhance the effectiveness of the manpower in an organization in the achievement of organizational goals. There are several challenges in the Indian industries which require serious attention from HR managers. This study will offer necessary inputs to the management of the firm and other companies in the manufacturing sector in addressing the high employee attrition problem.

Nurul Ezaili Alias, Nurrul Hazieqah Rohmanan, Shafinar Ismail, Wei-Loon Koe, and Rozana Othman (2019). Turnover intention is defined as the process of the employee leaving the current job or his willingness to separate from the organization. Descriptive, Correlations, and regression analysis were performed and the findings revealed that there is a significant relationship between work engagement, job satisfaction, organizational commitment, and turnover intention.

Alubelkassaw Belete (2018). The prerequisite to leaving one's job or organization is the intention to leave which can be referred to as turnover intention. It is the thinking and planning of employees to leave their jobs and organizations due to different reasons. The researcher reviewed various empirical works focused on the relationship between job satisfaction, job stress, organizational culture, organizational commitment, salary, leadership styles, and organizational climate.

Colin Lye Chin (2018). The main objective of this research is to study the influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia. The collected data was analyzed by adopting mean scores, Pearson's r correlation coefficient, and multiple regression analysis. The findings showed that there is a negative relationship between career development, supervision, and employee turnover intention. The results also indicate that the overall level of job satisfaction is high and career development.

Normariati Silaban, Tantri Yanuar Rahmat Syah (2018). Human resources are an important element in an organization. Organizational performance depends on the compensation received; hence unsatisfactory compensation causes a bad impact on the organization. The objective of the study is to analyze the influence of compensation and organizational commitment on employee turnover intention. From this study, we will be able to conclude the influence of compensation and organizational commitment on turnover intention.

Yanjuan Zhang (2016). Employee turnover is a major field in the study of human resource management. The study has been carried out by many Chinese and foreign scholars for a long time, but these studies are only focused on one or two aspects. This article attempts to make a summary of the employee turnover influence factors and puts forward countermeasures from personal factors, organization, and work factors, and social and economic factors these three aspects.

Dr. Manisha Purohit (2016). All businesses, large and small, have some way of keeping track of their finances. Businesses are constantly looking for more ways to keep expenses low. One factor that is often overlooked, however, is the cost of employee turnover. Employee turnover has been a never-ending problem faced in Indian organizations due to no fair compensation, fewer opportunities for career growth, dissatisfaction with superiors, and so on.

Jason A. Grissom, Samantha L. Viano, Jennifer L. Selin (2015). Employee turnover is a key area for public administration research, but one about which there is much still to be learned. The main findings of this body of work are documented, noting connections to the literature on public employee turnover, lessons that can be learned, and potential new areas for empirical inquiry for scholars of turnover in the public sector.

Hidayati Arshad and Fadilah Puteh (2015). A high turnover rate among employees signals a major weakness in an organization's achievement. This study attempts to determine the turnover intention among employees. SPSS was employed as a tool to aid in the analysis of findings.

ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

CHAPTER III

DATA ANALYSIS AND INTERPRETATION

3.1 RESEARCH METHODOLOGY

Research methodology is the compass that guides the journey of discovery in the world of academia and beyond. It serves as the strategic framework that defines how we investigate questions, gather data, and draw meaningful conclusions. Whether you are delving into the sciences, humanities, or any field in between, understanding research methodology is essential for crafting rigorous, systematic, and reliable studies. In this brief exploration, we will delve into the fundamental principles, methods, and tools that underpin the art and science of research, equipping you with the knowledge to embark on your intellectual expeditions.

RESEARCH DESIGN

A Research design refers to the method of organization and data collection methods that a researcher applies to a project or a study. It guides and provides instruction for collecting, analyzing, and measuring data effectively. It acts as an outline and guide for the entire research project. It also helps the researcher in organizing all the different components of the research project. The research design used in the topic is descriptive.

DESCRIPTIVE RESEARCH

Descriptive research includes surveys and fact-finding inquiries of different kinds. The main purpose of descriptive research is the description of the situation as it exists at present. The term ex post facto research is often used for descriptive research studies. In this research, the researcher has no control over the variables. He can only report what has happened or what is happening. Such type of research also includes attempts by researchers to discover causes even when they do not have control over the variables.

DATA COLLECTION METHOD

Primary data

Data collected directly by the researcher for research study is known as primary data. Primary data are collected by the well-structured questionnaire.

Secondary data

The researcher also makes use of secondary data for the study. Secondary data are those which have been collected already by others. The main sources of secondary data are from

published and unpublished sources. The secondary data used to prepare this project was obtained from:

- Internet
- Journals
- Published record

SAMPLING

A sample of 177 respondents was chosen in the department of grade 2 territory sales in charge for the study.

SAMPLING TECHNIQUE

Stratified random sampling is a type of probability method using which a research organization can branch off the entire population into multiple non-overlapping, homogenous groups (strata) and randomly choose final members from various strata for research which reduces cost and improves efficiency.

PERIOD OF THE STUDY

The study was conducted for 4 months from January to May 2024.

TOOLS USED

After the collection of data from the user, each sample question was classified calculated, and subjected to analysis. The data obtained were analyzed in the following ways:

- **Percentage (%)**

Percentages are obtained for each option and the percentage of coming under the same category was found out as it helped to know the respondents more clearly.

Percentage Formula = (Value/Total Value) *100

- **Diagram**

Diagrams were used to view a graphical representation of data. Diagram used was Pie, Column, and bar diagram.

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- **Spearman's Rank Correlation Coefficient**

Spearman's rank correlation coefficient was used as an analysis tool in the SPSS. The correlation between two variables is equal to the Pearson correlation assesses the linear relationship.

$$\rho = 1 - \frac{6\Sigma\, \mathrm{d}_i^2}{n(n^2 - 1)}$$

- **Mann-Whitney U Test**

Mann Whitney U test is a non-parametric test that is used as an analysis tool in the SPSS.
It is a non-parametric test that is used to compare two sample means that come from the same population, and used to test whether two sample means are equal or not.

$$U_1 = n_1 n_2 + \frac{n_1(n_1+1)}{2} - R_1$$

$$U_2 = n_1 n_2 + \frac{n_2(n_2+1)}{2} - R_2$$

- **Kruskal-Wallis H Test**

Kruskal Wallis H test is a non-parametric method for testing whether samples originated from the same distribution. It extends the Mann-Whitney U test to more than two groups. This analysis tool is also used in the SPSS.

$$\mathrm{H} = \frac{12}{n(n+1)} \sum \frac{R_i^2}{n_i} - 3(n+1)$$

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ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

3.2 DATA ANALYSIS AND INTERPRETATION

TABLE 3.2.1 AGE OF THE RESPONDENTS

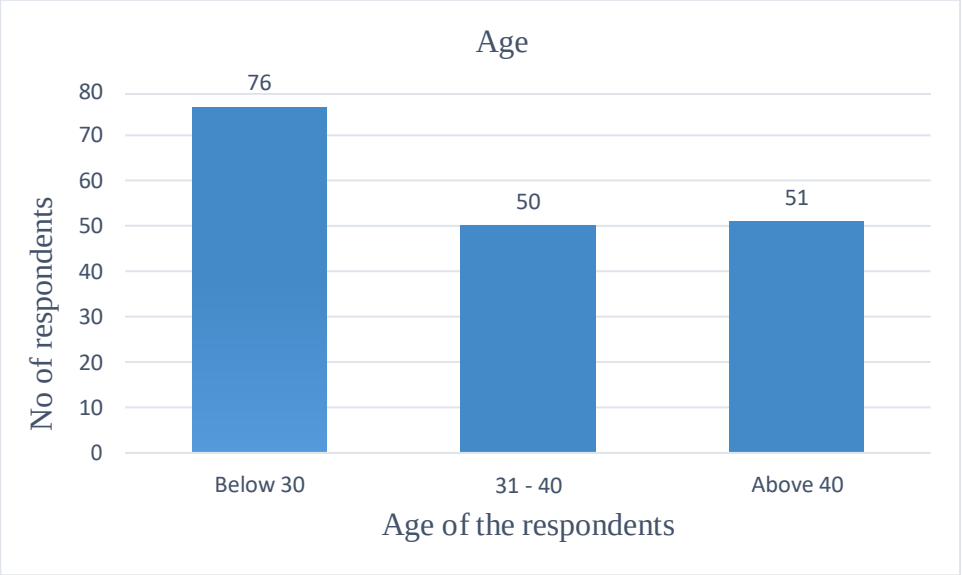
Inference:

From the above table, it was found that 42.94% of the respondents belong to the age group below 30 years, 28.25% are found to be aged 31 – 40 years, and 28.81% of respondents are found to be above 40 years.

Findings:

It is inferred that 42.94%, fall into the "Below 30" age group.

CHART 3.2.1 AGE OF THE RESPONDENTS



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.2 GENDER OF THE RESPONDENTS

SI. No	Gender	No. of Respondents	Perce
1	Male	90	
2	Female		
T			

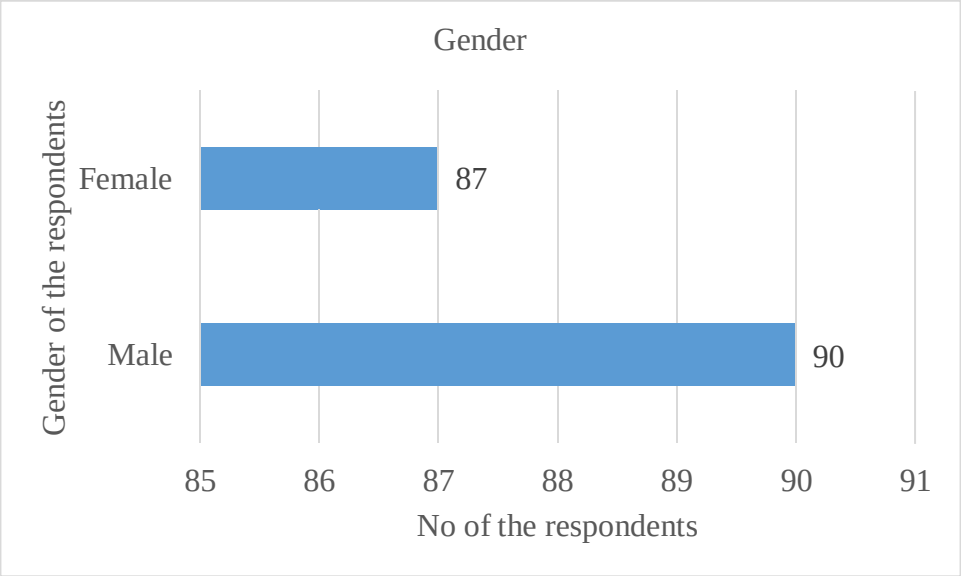
Inference:

From the above table, it was found that 50.85% of the respondents belong to the Male and 49.15% of the users belong to the Female.

Findings:

It is inferred that 50.85%, fall into the "Male" group.

CHART 3.2.2 GENDER OF THE RESPONDENTS



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Volume: 03 Issue: 05 | May – 2024
DOI: 10.55041/ISJEM01788
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata

TABLE 3.2.3 EDUCATION QUALIFICATION OF THE RESPONDENTS

SI. No	Education	No. of Respondents	Percentage
1	Post Graduate	97	54.8
2	Under Graduate	80	45.2
Total		177	100

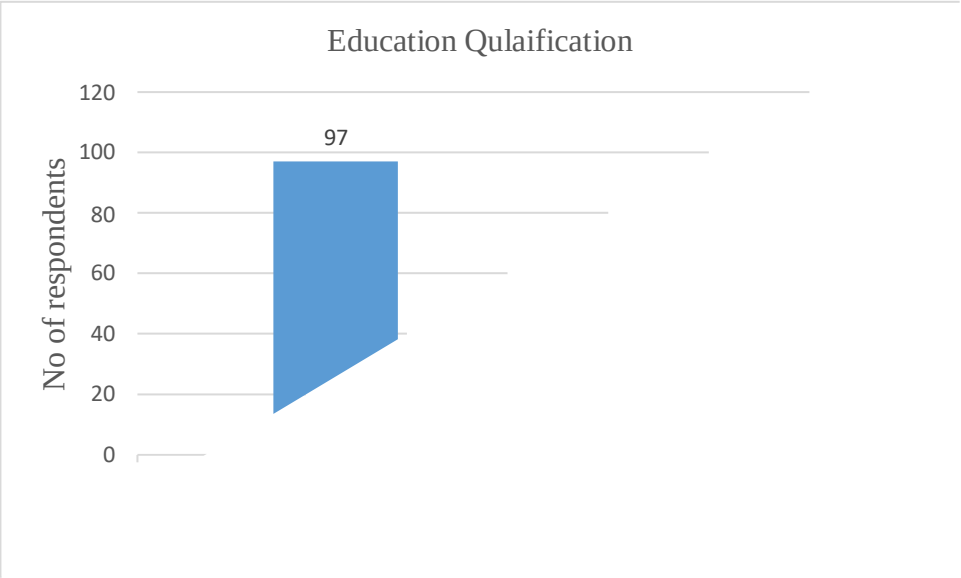
Inference:

From the above table, it was found that 54.8% of the respondents belong to the Post Graduate, and 45.2% are found to be in the Under Graduate.

Findings:

It is inferred that 54.8%, have completed Post Graduate (PG) education.

CHART 3.2.3 EDUCATION QUALIFICATION OF THE RESPONDENTS



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.4 ANNUAL INCOME OF THE RESPONDENTS

SI. No	Annual Income	No. of Respondents	Perc
1	Below 2.5 lakhs	4	
2	2.5 lakhs - 5 l		
3			

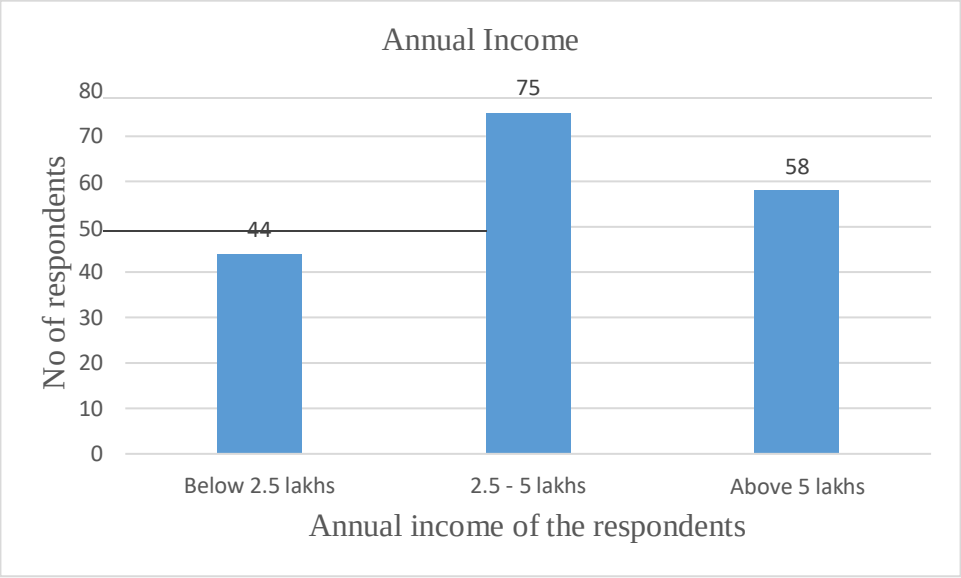
Inference:

From the above table, it was found that 24.86% of the respondents belong to Below 2.5 lakhs, 42.37% are found to be 2.5 lakhs - 5 lakhs, and 32.77% are found to be above 5 lakhs.

Findings:

It is inferred that 42.37%, reported an annual income of 2.5 lakhs – 5 lakhs.

CHART 3.2.4 ANNUAL INCOME OF THE RESPONDENTS



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.5 OCCUPATION OF THE RESPONDENTS

SI. No	Occupation	No. of Respondents	Perc
1	Self Employed	91	
2	Public Sector		
3			

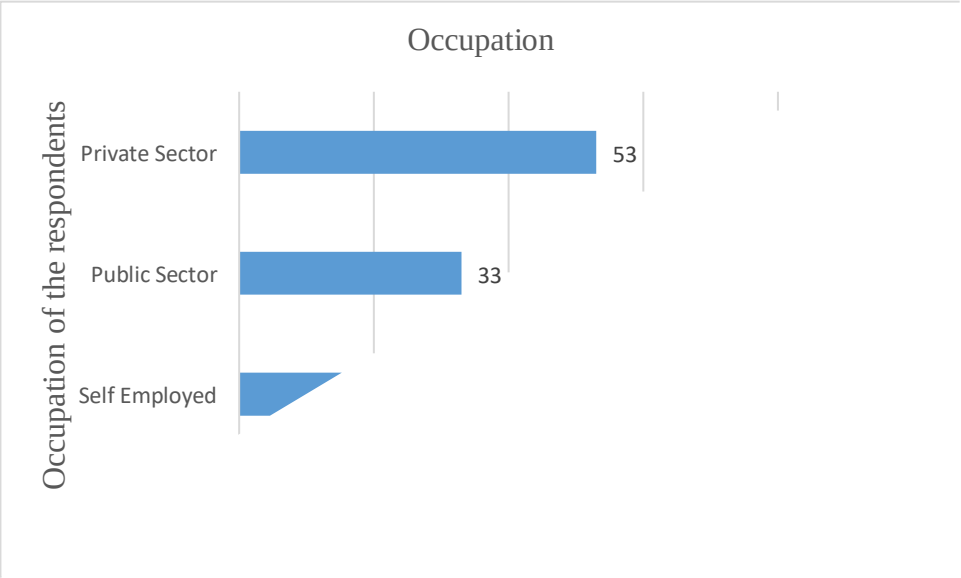
Inference:

From the above table, it was found that 51.41% of the respondents belong to the Self-employed, 18.64% are found to the Public Sector, and 29.94% of the respondents belong to the Private Sector.

Findings:

It is inferred that 51.41%, are currently Self-employed.

CHART 3.2.5 OCCUPATION OF THE RESPONDENTS



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.6 BONUS STRUCTURE IN THE ORGANIZATION

SI. No	Bonus Structure	No. of Respondents	Percen
1	Very Satisfied	26	
2	Satisfied		
3	Neutral		
4	D		
5			

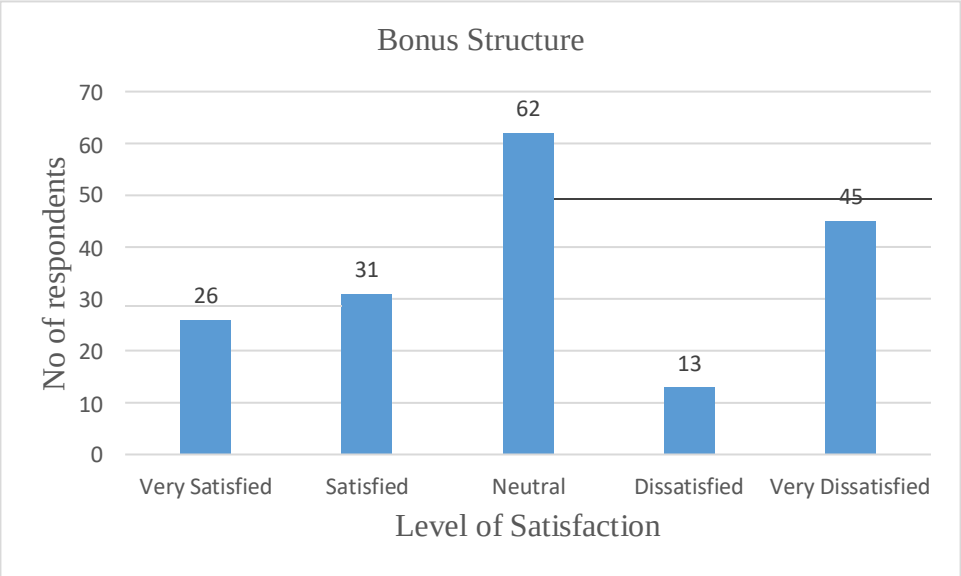
Inference:

From the above table it was found that 14.69% of the respondents as Very Satisfied, 17.51% of the respondents are as Satisfied, 35.03% of the respondents were Neutral, 7.34% of the respondents were Dissatisfied and 25.42% were Very Dissatisfied.

Findings:

It is inferred that 35.03% are satisfied with the bonus structure.

CHART 3.2.6 BONUS STRUCTURE IN THE ORGANIZATION



International Scientific Journal of Engineering and Management
Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.7 BENEFIT PACKAGES IN THE ORGANIZATION

SI. No	Benefit Packages	No. of Respondents	Percentage
1	Very Satisfied	29	16.38
2	Satisfied	59	33.33
3	Neutral	46	25.99
4	Dissatisfied	30	16.95
5	Very Dissatisfied	13	7.34
Total		177	100

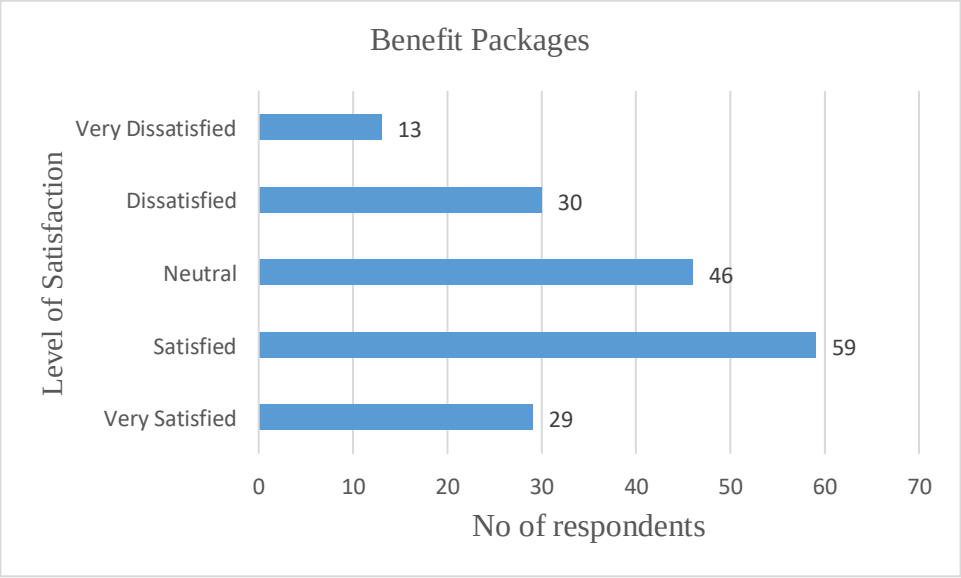
Inference:

From the above table it was found that 16.38% of the respondents as Very Satisfied, 33.33% of the respondents are as Satisfied, 25.99% of the respondents were Neutral, 16.95% of the respondents were Dissatisfied and 7.34% are found to be Very Dissatisfied.

Findings:

It is inferred that 33.33% were satisfied with the benefit packages.

CHART 3.2.7 BENEFIT PACKAGES IN THE ORGANIZATION



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ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.8 ORGANIZATION CULTURE

SI. No	Organizational Culture	No. of Respondents	Percent
1	Strongly Agree	38	
2	Agree	6	
3	Neutral		
4	Disagree		
5	Stro		

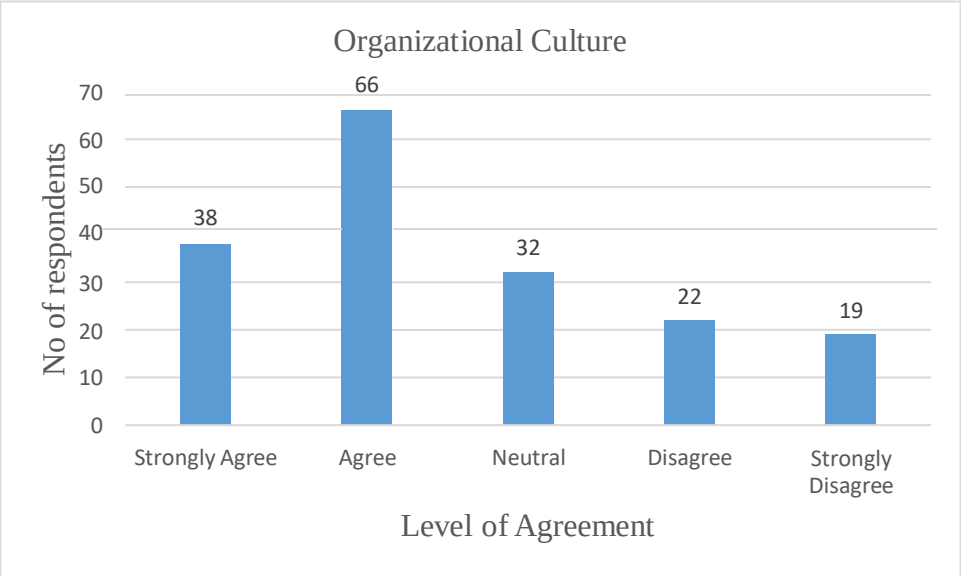
Inference:

From the above table, it was found that 21.47% of the respondents Strongly Agree, 37.29% of the respondents are as Agree, 18.08% of the respondents are Neutral, 12.43% of the respondents are Disagree and 10.73% are found to be Strongly Disagree.

Findings:

It is inferred that 37.29%, found the subject agreeable to organizational culture.

CHART 3.2.8 ORGANIZATION CULTURE



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.9 CURRENT WORK-LIFE BALANCE

SI. No	Work-Life Balance	No. of Respondents	Percent
1	Strongly Agree	31	
2	Agree	5	
3	Neutral		
4	Disagree		
5	Stro		

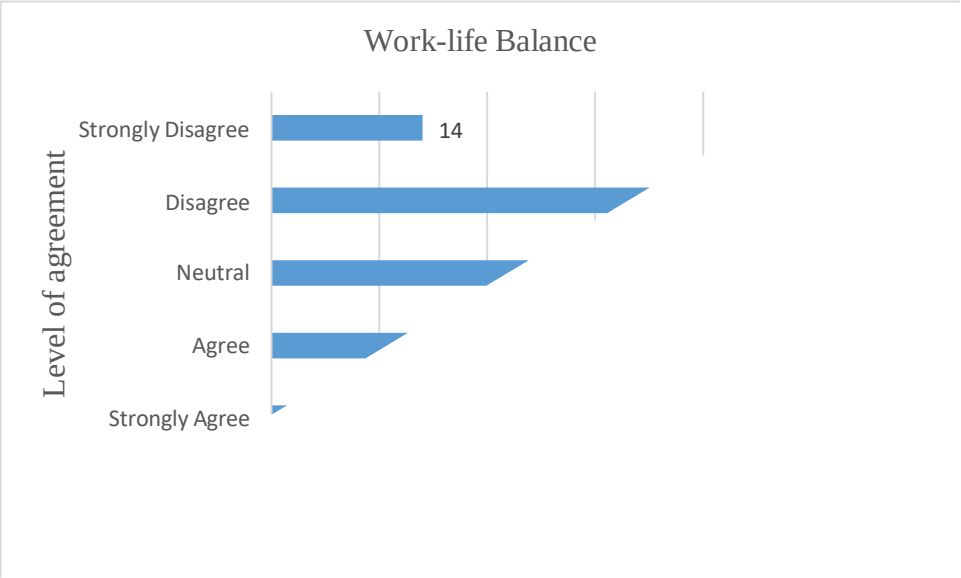
Inference:

From the above table, it was found that 17.51% of the respondents Strongly Agree, 30.51% of the respondents are as Agree, 20.9% of the respondents are Neutral, 23.16% of the respondents are Disagree and 7.91% are found to be Strongly Disagree.

Findings:

It is inferred that 30.51%, found the subject agreeable to work-life balance.

CHART 3.2.9 CURRENT WORK-LIFE BALANCE



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Volume: 03 Issue: 05 | May – 2024
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ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.10 WORKPLACE RELATIONSHIP

SI. No	Workplace Relationship	No. of Respondents	Percent
1	Strongly Agree	28	
2	Agree	5	
3	Neutral		
4	Disagree		
5	Str		

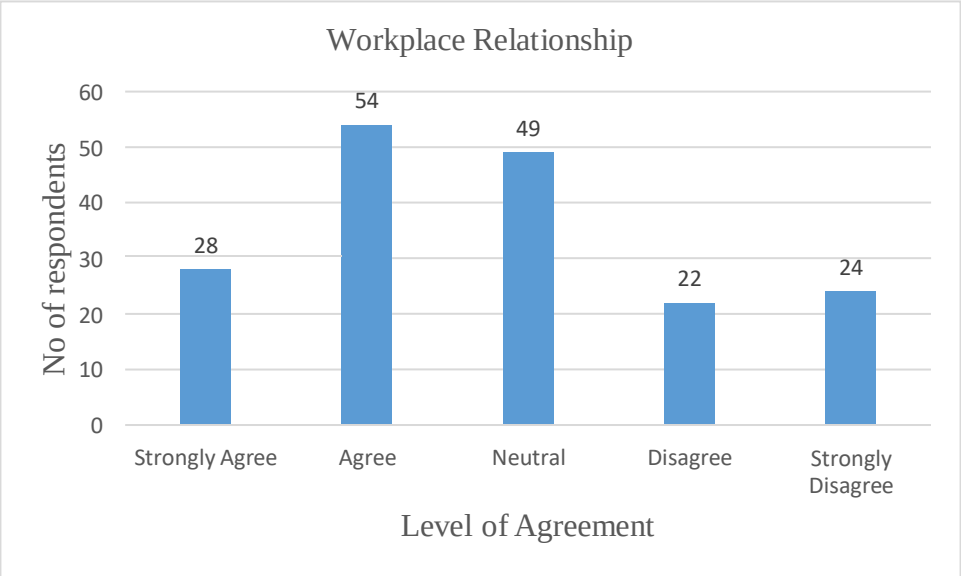
Inference:

From the above table, it was found that 15.82% of the respondents Strongly Agree, 30.51% of the respondents are as Agree, 27.68% of the respondents are Neutral, 12.43% of the respondents are Disagree and 13.56% are found to be Strongly Disagree.

Findings:

It is inferred that 30.51%, found the subject agreeable to workplace relationships.

CHART 3.2.10 WORKPLACE RELATIONSHIP



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
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TABLE 3.2.11 CURRENT LEADERSHIP

SI. No	Current Leadership	No. of Respondents	Percent
1	Very Satisfied	35	
2	Satisfied	7	
3	Neutral		
4	Dissatisfie		
5	Ve		

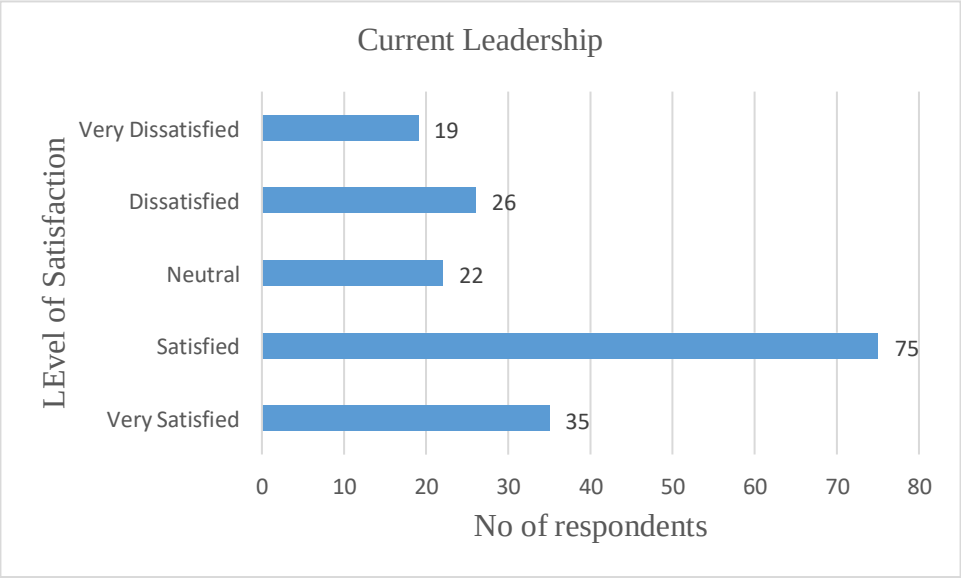
Inference:

From the above table it was found that 19.77% of the respondents as Very Satisfied, 42.37% of the respondents are as Satisfied, 12.43% of the respondents were Neutral, 14.69% of the respondents were Dissatisfied and 10.73% were Very Dissatisfied.

Findings:

It is inferred that 42.37% are satisfied with their current leadership.

CHART 3.2.11 CURRENT LEADERSHIP



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ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.12 COMMUNICATION WITH THE MANAGEMENT

SI. No	Communication with the Management	No. of Respondents	Percen
1	Very Satisfied	37	
2	Satisfied		
3	Neutral		
4	Dissatis		
5			

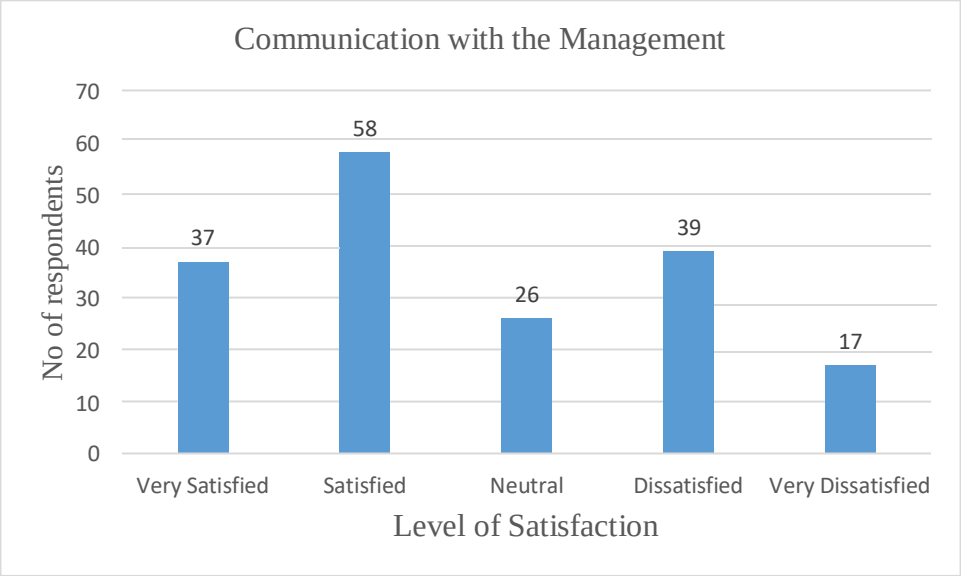
Inference:

From the above table it was found that 20.9% of the respondents as Very Satisfied, 32.77% of the respondents are as Satisfied, 14.69% of the respondents were Neutral, 22.03% of the respondents were Dissatisfied and 9.6% are found to be Very Dissatisfied.

Findings:

It is inferred that 32.77% were satisfied with the communication with the management.

CHART 3.2.12 COMMUNICATION WITH THE MANAGEMENT



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Volume: 03 Issue: 05 | May – 2024
An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata
ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.13 LEVEL OF RECOGNITION AND REWARDS

SI. No	Level of recognition and reward	No. of Respondents	Percen
1	Very Satisfied	27	
2	Satisfied		
3	Neutral		
4	Dissatisf		
5			

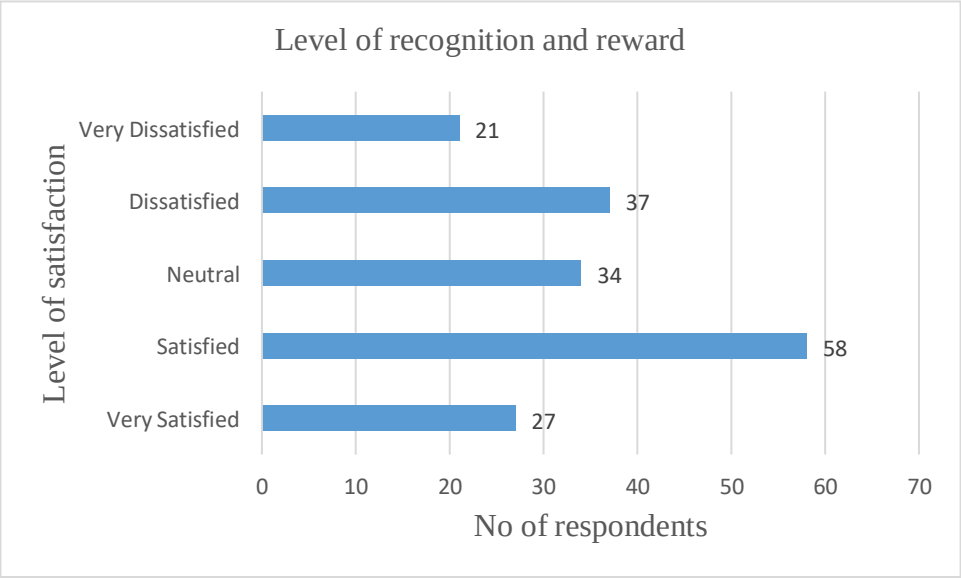
Inference:

From the above table it was found that 15.25% of the respondents as Very Satisfied, 32.77% of the respondents are as Satisfied, 19.21% of the respondents were Neutral, 20.9% of the respondents were Dissatisfied and 11.86% are found to be Very Dissatisfied.

Findings:

It is inferred that 32.77% were satisfied by the level of recognition and reward.

CHART 3.2.13 LEVEL OF RECOGNITION AND REWARDS



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ISSN: 2583-6129
DOI: 10.55041/ISJEM01788

TABLE 3.2.14 ENGAGEMENT IN THE JOB

SI. No	Engagement in the Job	No. of Respondents	Percen
1	Very Engaged	30	
2	Engaged		
3	Neutral		
4	Disengag		
5			

Inference:

From the above table it was found that 16.95% of the respondents as Very Engaged, 35.59% of the respondents were as Engaged, 18.64% of the respondents were Neutral, 22.6% of the respondents were Disengaged and 6.21% were found to be Very Disengaged.

Findings:

It is inferred that 35.59% are engaged in the job.

CHART 3.2.14 ENGAGEMENT IN THE JOB

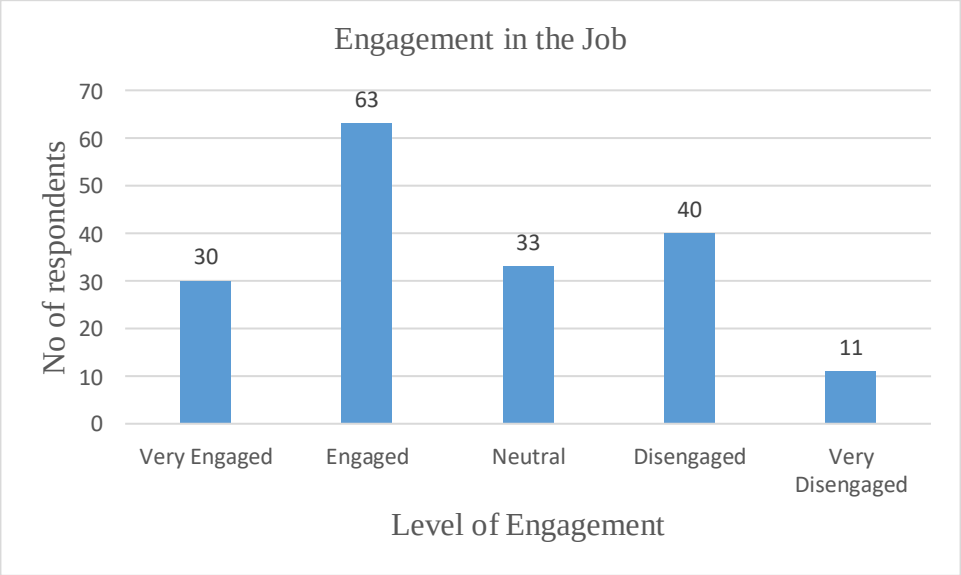

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TABLE 3.2.15 INVOLVEMENT IN THE JOB

SI. No	Involvment in the Job	No. of Respondents	Percen
1	Very Involved	26	
2	Involved		
3	Neutral		
4	Not very inv		
5	N		

Inference:

From the above table it was found that 14.69% of the respondents as Very Involved, 33.33% of the respondents were Involved, 21.47% of the respondents were Neutral, 20.9% of the respondents were Not very involved and 9.6% were found to be Not involved at all.

Findings:

It is inferred that 35.59% are involved in the job.

CHART 3.2.15 INVOLVEMENT IN THE JOB

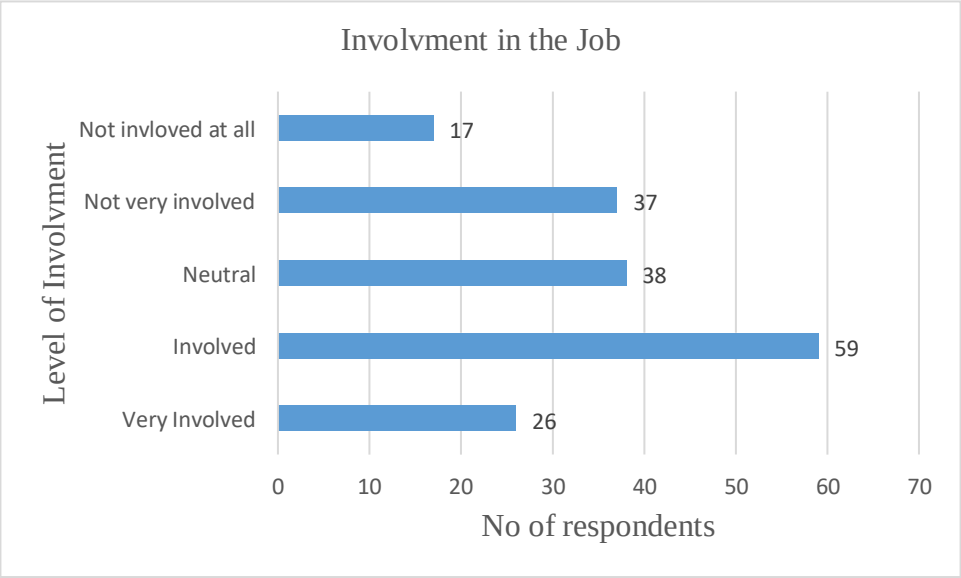

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TABLE 3.2.16 COMMITMENT TO THE ORGANIZATION

SI. No	Commitment to the Organization	No. of Respondents	Percentage
1	Very Committed	34	19.21
2	Committed	57	32.2
3	Neutral	32	18.08
4	Somewhat Committed	41	23.16
5	Not Committed	13	7.34
Total		177	100

Inference:

From the above table it was found that 19.21% of the respondents as Very Committed, 32.2% of the respondents were committed, 18.08% of the respondents were Neutral, 23.16% of the respondents were Somewhat Committed and 7.34% were found to be be Not Committed.

Findings:

It is inferred that 32.2% are committed to the Organization.

CHART 3.2.16 COMMITMENT TO THE ORGANIZATION

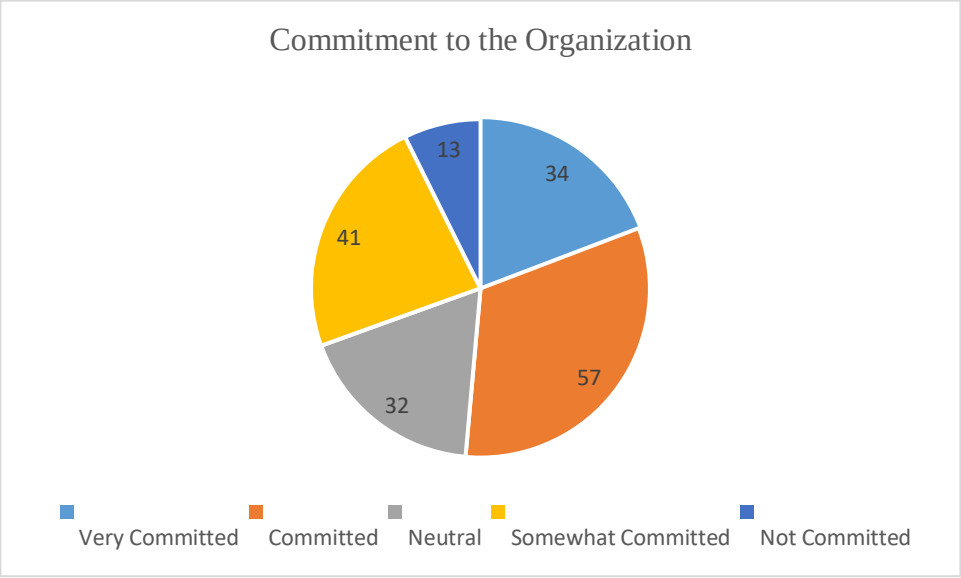

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TABLE 3.2.17 INTERVIEW ATTENDED FOR ANOTHER JOB IN THE LAST 3 MONTHS

Inference:

From the above table, it was found that 51.98% of the respondents have attended an interview for another job in the last 3 Months, and 48.02% of the respondents have not attended an interview for another job in the last 3 Months.

Findings:

It is inferred that 51.98%, Have attended an interview for another job in the last 3 Months.

CHART 3.2.17 INTERVIEW ATTENDED FOR ANOTHER JOB IN THE LAST 3 MONTHS

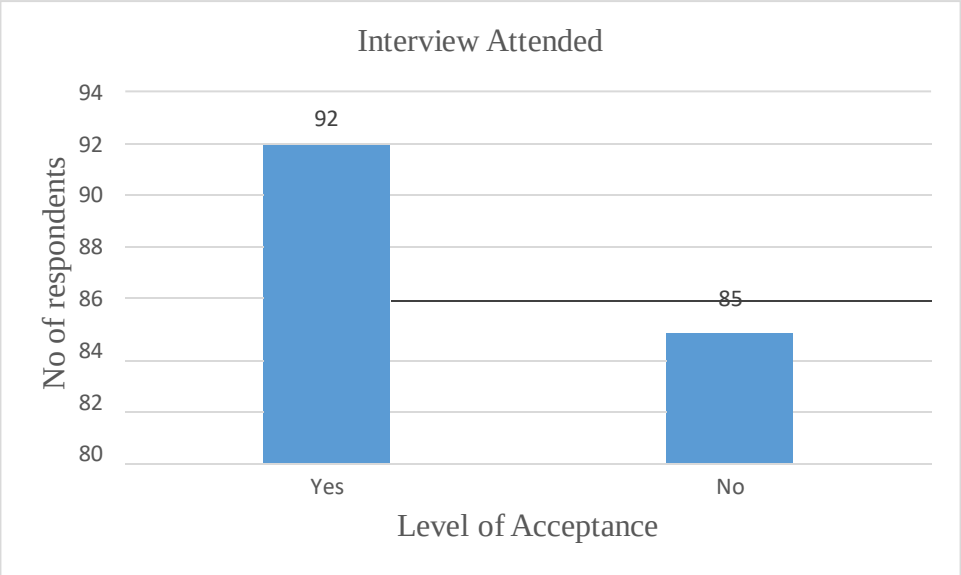

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TABLE 3.2.18 INTEND TO BE WITH THE ORGANIZATION AFTER 12 MONTHS

SI. No	Options	No. of Respondents	Percentage
1	Yes	70	39.55
2	No	107	60.45
Total		177	100

Inference:

From the above table, it was found that 39.55% of the respondents intend to be with the organization after 12 months, and 60.45% of the respondents do not intend to be with the organization after 12 months.

Findings:

It is inferred that 60.45% do not have the intention to be with the organization after 12 months.

CHART 3.2.18 INTEND TO BE WITH THE ORGANIZATION AFTER 12 MONTHS

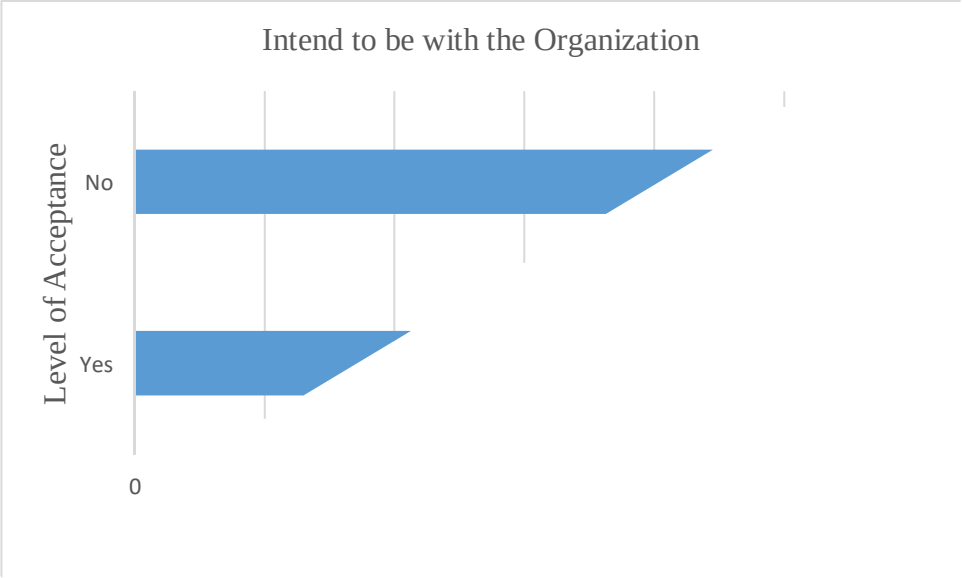

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TABLE 3.2.19 CONSIDERATION OF QUITTING YOUR JOB TO PURSUE STUDIES

Inference:

From the above table, it was found that 50.28% of the respondents are considering quitting their jobs to pursue studies, and 49.72% of the respondents are not considering quitting their jobs to pursue studies.

Findings:

It is inferred that 50.28% are considering quitting their job to pursue studies.

CHART 3.2.19 CONSIDERATION OF QUITTING YOUR JOB TO PURSUE STUDIES

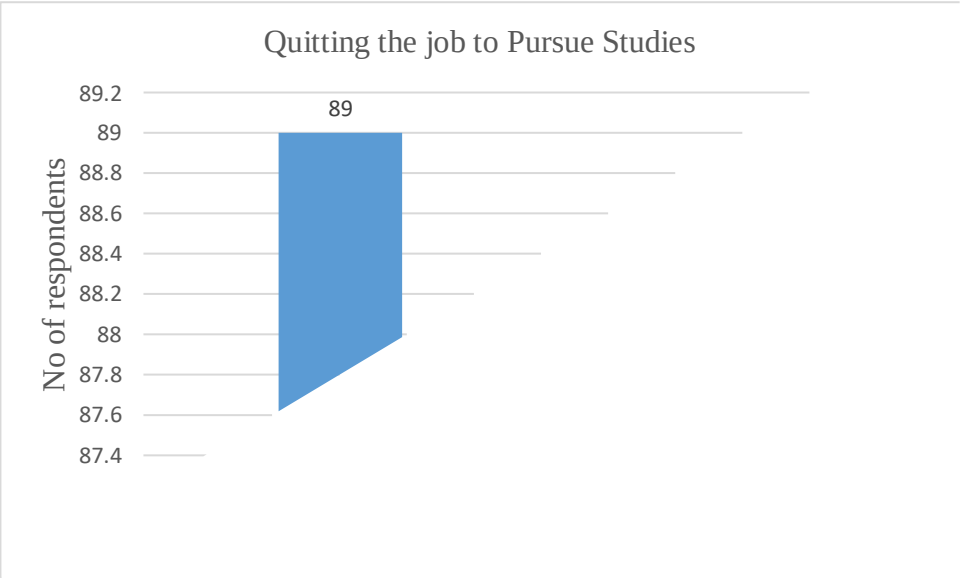

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TABLE 3.2.20 CONSIDERATION OF ANOTHER JOB IF THERE IS AN INCREASE IN SALARY

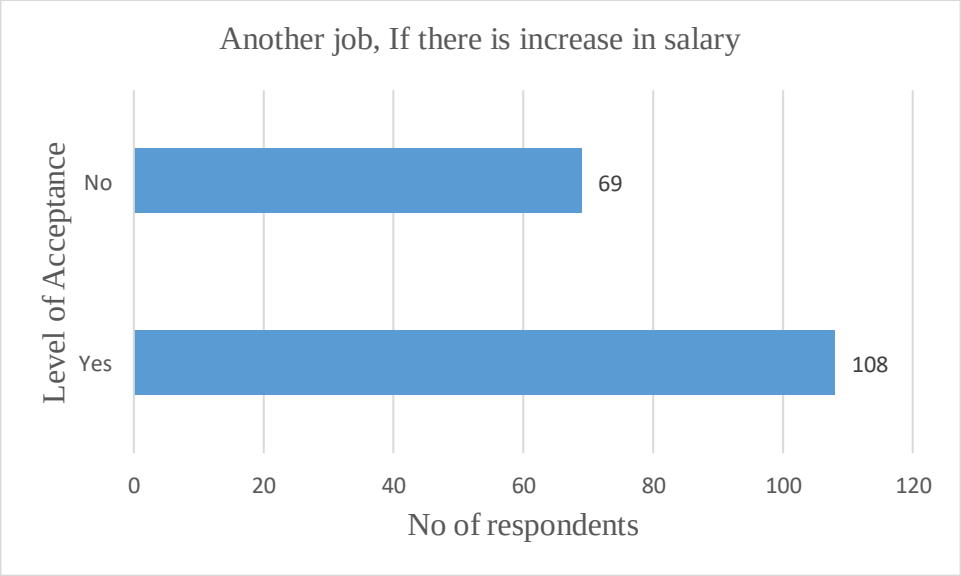
Inference:

From the above table, it was found that 61.02% of the respondents are considering another job, if there is a salary increase, and 38.98% of the respondents are not considering another job, if there is a salary increase.

Findings:

It is inferred that 61.02%, Consider another job, if there is a salary increase.

CHART 3.2.20 CONSIDERATION OF ANOTHER JOB IF THERE IS AN INCREASE IN SALARY



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TEST OF NORMALITY

Parametric test the p-value is greater than 0.05, you might assume that the data is approximately normally distributed.

Non-Parametric test the p-value is less than or equal to 0.05, you might conclude that the data is not normally distributed.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employment Characteristics	.179	177	.000	.898	177	.000
Work Environment	.143	177	.000	.935	177	.000
Leadership and Management	.147	177	.000	.930	177	.000
Psychological Factors	.121	177	.000	.955	177	.000
Employees' Intention to leave	.274	177	.000	.873	177	.000

a. Lilliefors Significance Correction

Inference:

For Employment characteristics, the p-values are less than 0.05, so you reject the null hypothesis and accept the alternative hypothesis. This suggests that the data for employment characteristics may conclude that it is not normally distributed.

For the Work environment, the p-values are less than 0.05, so you reject the null hypothesis and accept the alternative hypothesis. This suggests that the data for the work environment may conclude that it is not normally distributed.

For Leadership and management, the p-values are less than 0.05, so you reject the null hypothesis and accept the alternative hypothesis. This suggests that the data for leadership and management may conclude that it is not normally distributed.

For Psychological factors, the p-values are less than 0.05, so you reject the null hypothesis and accept the alternative hypothesis. This suggests that the data for psychological factors may conclude that it is not normally distributed.

For Employees' intention to leave, the p-values are less than 0.05, so you reject the null hypothesis and accept the alternative hypothesis. This suggests that the data for employees' intention to leave may conclude that it is not normally distributed.

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SPEARMANS' RANK CORRELATION COEFFICIENT

Correlations

			Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors
Spearman's rho	Employment Characteristics	Correlation Coefficient	1.000	.752**	.589**	.429**
		Sig. (2-tailed)	.	.000	.000	.000
		N	177	177	177	177
	Work Environment	Correlation Coefficient	.752**	1.000	.716**	.490**
		Sig. (2-tailed)	.000	.	.000	.000
		N	177	177	177	177
	Leadership and Management	Correlation Coefficient	.589**	.716**	1.000	.496**
		Sig. (2-tailed)	.000	.000	.	.000
		N	177	177	177	177
	Psychological Factors	Correlation Coefficient	.429**	.490**	.496**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	177	177	177	177

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

Inference

The Spearman's rank correlation coefficients of 0.752, and 0.716 are a strong positive correlation. This means that there is a strong and positive linear relationship between the "Employment Characteristics" and "Work Environment" variables, and the "Work Environment" and "Leadership and Management" variables have a strong positive correlation.

Spearman's rank correlation coefficients of 0.589, 0.429, 0.490, and 0.496 are a moderate positive correlation. This means that there is a moderate and positive linear relationship between the "Employment Characteristics" and "Leadership and Management", "Employment characteristics" and "Psychological Factors", "Work Environment" and "Psychological Factors", "Leadership and Management" and "Psychological Factors", these variables are moderate positive correlation.

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KRUSKAL WALLIS H-TEST (AGE)

Null hypothesis (H0): There is no significant difference in the distributions of the variable among the different age groups.

Alternative hypothesis (H1): There is a significant difference in the distributions of the variable among the different age groups.

Ranks

	Age	N	Mean Rank
Employment Characteristics	Below 30	76	110.87
	31 - 40	50	62.16
	Above 40	51	82.73
	Total	177	
Work Environment	Below 30	76	108.97
	31 - 40	50	66.72
	Above 40	51	81.09
	Total	177	
Leadership and Management	Below 30	76	103.97
	31 - 40	50	63.94
	Above 40	51	91.26
	Total	177	
Psychological Factors	Below 30	76	94.56
	31 - 40	50	78.61
	Above 40	51	90.90
	Total	177	
Employees' Intention to leave	Below 30	76	79.93
	31 - 40	50	96.05
	Above 40	51	95.61
	Total	177	

Test Statistics[a,b]

	Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors	Employees' Intention to leave
Chi-Square	29.483	22.447	18.693	3.051	4.816
df	2	2	2	2	2
Asymp. Sig.	.000	.000	.000	.218	.090

a. Kruskal Wallis Test

b. Grouping Variable: Age

Inference:

For Employment characteristics, the p-value is .000. Therefore, reject the null hypothesis for employment characteristics. This suggests there are significant differences in the ranks of employment characteristics across the age group.

For the Work environment, the p-value is .000. Therefore, reject the null hypothesis for the work environment. This suggests there are significant differences in the ranks of work environment across the age group.

For Leadership and management, the p-value is .000. Therefore, reject the null hypothesis for leadership and management. This suggests there are significant differences in the ranks of leadership and management across the age group.

For Psychological factors, the p-value is .218. Therefore, accept the null hypothesis for psychological factors. This suggests there are no significant differences in the ranks of psychological factors across the age group.

For Employees' intention to leave, the p-value is .090. Therefore, accept the null hypothesis for employees' intention to leave. This suggests there are no significant differences in the ranks of employees' intention to leave across the age group.

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MANN-WHITNEY U-TEST (GENDER)

Null hypothesis (H0): There is no significant difference in the distributions of the variable between the two gender groups (Male and Female).

Alternative hypothesis (H1): There is a significant difference in the distributions of the variable between the two gender groups (Male and Female)

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Employment Characteristics	Male	87	100.86	8774.50
	Female	90	77.54	6978.50
	Total	177		
Work Environment	Male	87	98.57	8575.50
	Female	90	79.75	7177.50
	Total	177		
Leadership and Management	Male	87	97.72	8502.00
	Female	90	80.57	7251.00
	Total	177		
Psychological Factors	Male	87	100.76	8766.00
	Female	90	77.63	6987.00
	Total	177		
Employees' Intention to leave	Male	87	92.01	8005.00
	Female	90	86.09	7748.00
	Total	177		

Test Statistics[a]

	Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors	Employees' Intention to leave
Mann-Whitney U	2883.500	3082.500	3156.000	2892.000	3653.000
Wilcoxon W	6978.500	7177.500	7251.000	6987.000	7748.000
Z	-3.088	-2.456	-2.236	-3.017	-.825
Asymp. Sig. (2-tailed)	.002	.014	.025	.003	.409

a. Grouping Variable: Gender

Inference:

For Employment characteristics, the p-value is .002. Therefore, Rejecting the null hypothesis for Employment characteristics. This suggests there is a significant difference in means between the groups for the "Employment Characteristics" variable.

For the Work environment, the p-value is .014. Therefore, Rejecting the null hypothesis for the Work environment. This suggests there is a significant difference in means between the groups for the "Work Environment" variable.

For Leadership and management, the p-value is .025. Therefore, Rejecting the null hypothesis for Leadership and management. This suggests there is a significant difference in means between the groups for the "Leadership and Management" variable.

For Psychological factors, the p-value is .003. Therefore, Rejecting the null hypothesis for psychological factors. This suggests there is a significant difference in means between the groups for the "Psychological Factors" variable.

For Employees' intention to leave, the p-value is .409. Therefore, accepting the null hypothesis for employee intention to leave, suggests that there is no significant difference in means between the groups for the "Employee's intention to leave" variable.

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MANN-WHITNEY U-TEST (EDUCATION QUALIFICATION)

Null hypothesis (H0): There is no significant difference in the distributions of the variable between the two education qualifications (UG and PG).

Alternative hypothesis (H1): There is a significant difference in the distributions of the variable between the two education qualifications (UG and PG).

Ranks

	Education ...	N	Mean Rank	Sum of Ranks
Employment Characteristics	Under Graduate	80	81.06	6484.50
	Post Graduate	97	95.55	9268.50
	Total	177		
Work Environment	Under Graduate	80	84.34	6747.50
	Post Graduate	97	92.84	9005.50
	Total	177		
Leadership and Management	Under Graduate	80	80.99	6479.50
	Post Graduate	97	95.60	9273.50
	Total	177		
Psychological Factors	Under Graduate	80	90.39	7231.50
	Post Graduate	97	87.85	8521.50
	Total	177		
Employees' Intention to leave	Under Graduate	80	94.23	7538.50
	Post Graduate	97	84.69	8214.50
	Total	177		

Test Statistics[a]

	Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors	Employees' Intention to leave
Mann-Whitney U	3244.500	3507.500	3239.500	3768.500	3461.500
Wilcoxon W	6484.500	6747.500	6479.500	8521.500	8214.500
Z	-1.911	-1.104	-1.895	-.330	-1.324
Asymp. Sig. (2-tailed)	.056	.270	.058	.741	.185

a. Grouping Variable: Education Qualification

Inference:

For Employment characteristics, the p-value is .056. Therefore, accept the null hypothesis for employment characteristics. This suggests there is no significant difference in the ranks of employment characteristics across the education qualification groups.

For the Work environment, the p-value is .270. Therefore, accept the null hypothesis for the work environment. This suggests there is no significant difference in the ranks of work environment and across the education qualification groups.

For Leadership and management, the p-value is .058. Therefore, accept the null hypothesis for employment characteristics. This suggests there is no significant difference in the ranks of leadership and management across the education qualification groups.

For Psychological factors, the p-value is .741. Therefore, accept the null hypothesis for psychological factors. This suggests there is no significant difference in the ranks of psychological factors across the education qualification groups.

For Employees' intention to leave, the p-value is .185. Therefore, accept the null hypothesis for employees' intention to leave. This suggests there is no significant difference in the ranks of employees' intention to leave across the education qualification groups.

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KRUSKAL WALLIS H-TEST (ANNUAL INCOME)

Null hypothesis (H0): There are no significant differences in the distributions of the variable annual income groups.

Alternative hypothesis (H1): There are significant differences in the distributions of the variable annual income groups.

Ranks

	Annual Income	N	Mean Rank
Employment Characteristics	Below 2.5 lakhs	44	87.26
	2.5 lakhs - 5 lakhs	75	91.77
	Above 5 lakhs	58	86.73
	Total	177	
Work Environment	Below 2.5 lakhs	44	92.66
	2.5 lakhs - 5 lakhs	75	89.25
	Above 5 lakhs	58	85.90
	Total	177	
Leadership and Management	Below 2.5 lakhs	44	88.40
	2.5 lakhs - 5 lakhs	75	84.39
	Above 5 lakhs	58	95.41
	Total	177	
Psychological Factors	Below 2.5 lakhs	44	92.77
	2.5 lakhs - 5 lakhs	75	94.10
	Above 5 lakhs	58	79.54
	Total	177	
Employees' Intention to leave	Below 2.5 lakhs	44	86.03
	2.5 lakhs - 5 lakhs	75	92.90
	Above 5 lakhs	58	86.21
	Total	177	

Test Statistics[a,b]

	Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors	Employees' Intention to leave
Chi-Square	.400	.444	1.533	2.987	.870
df	2	2	2	2	2
Asymp. Sig.	.819	.801	.465	.225	.647

a. Kruskal Wallis Test

b. Grouping Variable: Annual Income

Inference:

For Employment characteristics, the p-value is .819. Therefore, accept the null hypothesis for employment characteristics. This suggests there are no significant differences in the ranks of employment characteristics across the annual income.

For the Work environment, the p-value is .801. Therefore, accept the null hypothesis for the work environment. This suggests there are no significant differences in the ranks of work environment across the annual income.

For Leadership and management, the p-value is .465. Therefore, accept the null hypothesis for leadership and management. This suggests there are no significant differences in the ranks of leadership and management across the annual income.

For Psychological factors, the p-value is .225. Therefore, accept the null hypothesis for psychological factors. This suggests there are no significant differences in the ranks of psychological factors across the annual income.

For Employees' intention to leave, the p-value is .647. Therefore, accept the null hypothesis for employees' intention to leave. This suggests there are no significant differences in the ranks of employees' intention to leave across the annual income.

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KRUSKAL WALLIS H-TEST (OCCUPATION)

Null hypothesis (H0): There are no significant differences in the distributions of the variable occupation groups.

Alternative hypothesis (H1): There are significant differences in the distributions of the variable occupation groups.

Ranks

	Occupation	N	Mean Rank
Employment Characteristics	Self Employed	53	93.87
	Public Sector	33	90.14
	Private Sector	91	85.75
	Total	177	
Work Environment	Self Employed	53	90.47
	Public Sector	33	104.03
	Private Sector	91	82.69
	Total	177	
Leadership and Management	Self Employed	53	90.79
	Public Sector	33	85.85
	Private Sector	91	89.10
	Total	177	
Psychological Factors	Self Employed	53	96.92
	Public Sector	33	85.05
	Private Sector	91	85.82
	Total	177	
Employees' Intention to leave	Self Employed	53	98.66
	Public Sector	33	78.12
	Private Sector	91	87.32
	Total	177	

Test Statistics[a,b]

	Employment Characteristics	Work Environment	Leadership and Management	Psychological Factors	Employees' Intention to leave
Chi-Square	.895	4.308	.192	1.829	4.000
df	2	2	2	2	2
Asymp. Sig.	.639	.116	.909	.401	.135

a. Kruskal Wallis Test

b. Grouping Variable: Occupation

Inference:

For Employment characteristics, the p-value is .639. Therefore, accept the null hypothesis for employment characteristics. This suggests there are significant differences in the ranks of employment characteristics across the occupation group.

For the Work environment, the p-value is .116. Therefore, accept the null hypothesis for the work environment. This suggests there are significant differences in the ranks of work environment across the occupation group.

For Leadership and management, the p-value is .909. Therefore, accept the null hypothesis for leadership and management. This suggests there are significant differences in the ranks of leadership and management across the occupation group.

For Psychological factors, the p-value is .401. Therefore, accept the null hypothesis for psychological factors. This suggests there are significant differences in the ranks of psychological factors across the occupation group.

For Employees' intention to leave, the p-value is .135. Therefore, accept the null hypothesis for employees' attention to leave. This suggests there are significant differences in the ranks of employees' intention to leave across the occupation group.

3.3 SUMMARY OF FINDINGS

- Substantial number (42.94%) fall into the "Below 30" age group.
- Males constitute a significant portion (50.85%) of the total.
- Notable percentage (54.8%) have completed postgraduate (PG) education.
- Many respondents (42.37%) reported an annual income between 2.5 lakhs – 5 lakhs.
- Considerable portion (51.41%) are currently Self-employed.
- Majority (35.03%) found the bonus structure satisfied.
- Significant number (33.33%) are satisfied with the benefit packages.
- Sizable percentage (37.29%) found the subject agreeable to organizational culture.
- Many (30.51%) view the subject as agreeable to work-life balance.
- Substantial portion (30.51%) is agreeable regarding the workplace relationship.
- Many respondents (42.37%) were satisfied with the current leadership.
- Significant percentage (32.77%) were satisfied with the communication with the management.
- Majority (32.77%) were satisfied by the level of recognition and reward.
- Notable percentage (35.59%) are engaged in the job.
- Significant number (35.59%) are involved in the job.
- Significant percentage (32.2%) is committed to the organization.
- Many (51.98%) have attended an interview for another job in the last 3 Months.
- Notable percentage (60.45%) does not have the intention to be with the organization after 12 months.
- Considerable portion (50.28%) have considered to quit their job to pursue studies.
- Majority (61.02%) have considered another job, if there is a salary increase.

3.4 SUGGESTIONS

To reduce the churn in the organization, they can ensure that they create a positive and inclusive workplace culture where employees feel valued, respected, and supported. Encouraging employees to be open with communication, recognizing and rewarding achievements, and promoting work-life balance to enhance overall job satisfaction. Valuing employees to provide feedback and suggestions, and actively listening to their concerns will help the organization. When employees leave, conduct exit interviews to gather insights into the reasons for their departure. Analyze this feedback to identify recurring themes or issues that may be contributing to churn and take proactive steps to address them. By empowering the employee to take ownership of their work and contribute to decision-making processes. Encourage collaboration, innovation, and a sense of ownership over projects to increase engagement and retention. Regularly tracking the churn in the company will help us to identify areas for improvement.

3.5 CONCLUSION

This research study underscores the importance of churn at the company. As the employees always looking for new roles for their career growth, the company should ensure that the employee will have their career growth in the company. Giving importance to the employee's insights and suggestions will make as one of the retention strategies used by the company. Churn poses significant organizational challenges, impacting productivity, morale, and financial stability. Addressing this issue requires a multifaced approach that considers the complex factors influencing churn and implementing retention strategies. The study on churn has provided valuable insights into the complex dynamics driving turnover within organizations.

By recognizing the significance of employee retention as a strategic imperative, organizations can cultivate a workforce that is not only productive but also committed to long-term success, thereby fostering a culture of loyalty and sustained growth.Churn, or employee turnover, is indeed a critical concern for organizations across industries. It's not merely about replacing departing employees but understanding and mitigating the underlying reasons for their departure. This research study sheds light on the multifaceted nature of churn and emphasizes the necessity for proactive retention strategies.One of the primary drivers of churn is the desire for career growth and development. Employees are constantly seeking opportunities to enhance their skills, take on new challenges, and advance their careers.

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ANNEXURE

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International Scientific Journal of Engineering and Management ISSN: 2583-6129
Volume: 03 Issue: 05 | May – 2024 DOI: 10.55041/ISJEM01788
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QUESTIONNAIRE

Age

- 25 & below
- 26 - 30
- 31 – 35
- 40 & above

Gender

- Male
- Female

Educational Level

- Under Graduate
- Post Graduate

Annual Income

- Below 2.5 Lakhs
- 2.5 Lakhs - 5 Lakhs
- Above 5 Lakhs

Occupation

- Self Employed
- Public Sector
- Private Sector

International Scientific Journal of Engineering and Management ISSN: 2583-6129
Volume: 03 Issue: 05 | May – 2024 DOI: 10.55041/ISJEM01788
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Employment Characteristics:

Bonus Structure:

1. How would you rate the effectiveness of the current bonus structure in the company?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
2. How satisfied are you with the transparency of the bonus criteria?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
3. To what extent do you believe the current bonus structure adequately rewards high performance?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

Benefit packages:

1. How satisfied are you with the comprehensiveness of the current benefit package offered by the company?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

International Scientific Journal of Engineering and Management ISSN: 2583-6129
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2. To what extent do you feel that the current benefit package meets your personal needs and priorities?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How likely are you to consider leaving the company if the benefit package remains unchanged?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Work Environment:

Organizational Culture:

1. How aligned do you feel with the company's organizational culture and values.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

2. To what extent do you believe the organizational culture promotes a sense of belonging and inclusivity.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

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3. How likely are you to consider leaving the company if you feel that the organizationalculture does not align with your personal values.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very DissatisfiedWork-

life balance:

1. How satisfied are you with the current work-life balance provided by the company.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

2. How well do you believe the company accommodates flexibility in work schedules andremote work options to promote work-life balance.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How likely are you to leave the company if you feel that your work-life balance is consistently compromised.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

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Volume: 03 Issue: 05 | May – 2024 DOI: 10.55041/ISJEM01788
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Workplace Relationship:

1. How would you rate the quality of relationships with your colleagues and peers in the workplace.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

2. How well do you believe communication and teamwork are encouraged and supportedwithin the organization.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How likely are you to consider leaving the company if you experience strained relationships or conflicts with coworkers.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Leaership and management:

Leadership style:

1. How would you rate the effectiveness of the leadership in the organization in terms ofguiding and inspiring employees.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

International Scientific Journal of Engineering and Management ISSN: 2583-6129
Volume: 03 Issue: 05 | May – 2024 DOI: 10.55041/ISJEM01788
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2. How satisfied are you with the level of support and guidance provided by your immediate managers.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How likely are you to consider leaving the company if you feel unsatisfied with the leadership style and direction.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Communication Effectiveness:

1. How satisfied are you with the overall transparency of communication from leadership regarding company goals, strategies, and performance.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

2. How likely are you to consider leaving the company if you feel that the communication breakdowns hinder your ability to perform effectively.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

International Scientific Journal of Engineering and Management ISSN: 2583-6129
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3. To what extent do you feel that important updates and changes are communicated clearlyand in timely manner.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Rewards and recognition:

1. How satisfied are you with the frequency and fairness of recognition and rewards for your contribution within the organization.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

2. How well do you believe the recognition and reward system motivates you to perform atyour best.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How likely are you to consider leaving the company if you feel undervalued or underappreciated in terms of recognition and reward.

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

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Psychological Factors:

Job Engagement:

1. How motivated do you feel to perform your best at work every day?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
2. How connected do you feel to the purpose and goals of the organization?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
3. To what extent do you feel valued and appreciated by your managers and colleagues?
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very DissatisfiedJob

Involvement:

1. How interested are you in the work you do.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

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2. How much effort do you put into your job beyond what is expected of you.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
3. To what extent do you feel committed to your work and the goals of the organization.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

Organizational Commitment:

1. How satisfied are you with your current job.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
2. To what extent do you feel valued and appreciated in your current role.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied
3. How likely are you to actively search for and apply to other job opportunities soon.
    - Very Satisfied
    - Satisfied
    - Neutral
    - Dissatisfied
    - Very Dissatisfied

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Employees' Intention to Leave:

Have you interviewed for another job in the last three months

- Yes
- No

Do you intend to be with the organization after 12 months

- Yes
- No

I have never considered quitting my job to pursue non-work options.

- Yes
- No

I am likely to stay with this organization for the next year**.**

- Yes
- No

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PLAGARISIM SCAN RESULT

Introduction:

Need:

Scope:

Review of Literature:

International Scientific Journal of Engineering and Management
ISSN: 2583-6129
Volume: 03 Issue: 05 | May – 2024
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An International Scholarly || Multidisciplinary || Open Access || Indexing in all major Database & Metadata

Research Methodology: