A STUDY ON "EMPLOYEE RETENTION" AT SUN INFORMATICS

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ABSTRACT

In today's knowledge driven business environment it is the quality of people that ultimately determines the competitiveness of an organization. Great companies attract good people and have mechanism for retaining and nurturing them. In such companies, there is never a leadership vacuum. Retention defined as *"an obligation to continue to do business or exchange with a particular company on an ongoing basis"* The study is about of employee retention which refers to the impact of retaining the employees. In this study, an attempt is made to examine emphericallyto know the impact of how employee retention strategies are adopted and implemented and also the study examines the phenomenon of Employee Retention at Sun Informatics in Hyderabad in order to develop appropriate strategies, which can help the organization in this sector to retain their valuable talent. Simple averages and percentages have been used to evaluate the data with the sample of 100 employees.

Keywords: Employee Retention, IT sector, Job satisfaction, Employee attrition

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INTRODUCTION

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the biggest problem that plague companies in the competitive marketplace. Not too long ago, companies accepted the "revolving door policy" as part of doing business and were quick to fill a vacant job with another eager candidate. Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Employee retention is not only important for keeping the employees in the organization but also for implementing the new methods in achieving the organizational goals. The retention of knowledge worker has become extremely critical for the success of a business organization in the present scenario especially in the service sector with lot of people interface. The significance in the attainment of job satisfaction amongst the employees of IT sector and the extent of employee attrition prevalent; significance of individual, organizational and industry related factors in determining employee retention, prevalence of Talent Management System and so on.HR department has to play a key role in designing the policies, practices and strategies, which can enable an organization to retain the human resources contributing significantly to the business.

OBJECTIVES OF THE STUDY

- To study how employee's retention is determined in Sun Informatics

- The study designed to explore the main retention factors Sun Informatics employees.

- To identify different strategies adopted to reduce the monotony of work at Sun Informatics

Methodology of the Study

The methodology deployed for this survey consisted of primary research, with insights being captured through questionnaires and face -to- face discussions with senior management of participant organizations. Inputs from employees to this industry have also been collated, with respect to their key concerns . The analysis and findings are based on consensus findings from

the survey and are supported by quantitative and qualitative inputs from the respondents. The data presented in this report is based on information received from the respondents and therefore a systematic and organized methodology was obtained for the research study. A survey design was used to obtain the required information. The population for this study comprised of employees working in Sun Informatics. A sample size of **100** was chosen for this study. Simple random sampling technique was used to gather data from the respondents.

Review of Literature

The major reviews of the literature in the areas of employee retention strategies adopted in different IT industry and other sectors have been studies is as follows:

(Zineldin, 2000, p. 28). A more detailed and recent definition for the concept of retention is "customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions" (Stauss et al., 2001). (Fitzenz 1990) identified .key factors, which ought to be managed congruently: such as organizational culture, strategy, pay and benefits philosophy, and career development systems The above mentioned definitions explain many situations in our contemporary life while many employees are no longer having the sense of organization loyalty once they leaved. Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their stuff from leaving or going to work for other companies. This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight (Eskildesen 2000, Hammer 2000). Employees retention also attain benefits such as customers satisfaction, better service, lower costs (Reichheld, 1995), lower price sensitivity, positive word-of-mouth, higher market share, higher productivity and higher efficiency (Zineldin, 2000). Based on a review of the literature, many studies has investigate employees intentions to exist, for example Eskildsen and Nussler (2000) in their research suggested that employers are struggling to be talented employees in order to maintain a

successful business. In the same bases, Mark Parrott (2000), Anderson and Sullivan (1993) and Rust and Zahorik (1993) believe that, there is a straight line linking employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retention of both customers and employees. The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devotion to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer2000; Marini 2000; Denton 2000). Employees who are satisfied have higher intentions of persisting with their organization, which results in decreased turnover rate (Mobley et al., 1979). Fishbein and Ajzen's (1975) attest the theory of reasoned action as the heart retention of both the employee and the customer links between satisfaction and behavior. Potter-Brotman (1994) in his research explained how service could affect retention and may result in improving the value of teaching employees to be service providers, with the capability to enhance interaction with customers rather than endanger them. In the same research, the authors recommended that firms should focus on hearing customers unique voices as result to find out what kind of service they consider to be extraordinary.

The earlier efforts of Desai and Mahajan (1998) in examine the concepts of acquiring customers from a rational and affective perspective provides us with different approaches of how cognition and affects are implemented to increase retention. The authors recommended that in order to retain employees, companies must continually develop their products and services so as to meet the evolving needs of customers. Desai and Mahajan (1998) assumed that retained customers are in fact satisfied, and not simply retained because of habit, indifference or inertia. Included in retention strategies are the development of new products and services to meet and satisfy the evolving required of the customers; thus satisfaction is a component of retention. However, Johnston (2001) in his research negated the relationship between customer's satisfaction and their retention clarifying that such relation is very weak. He explain that an understanding of the two concepts cannot always be achieved by isolating them from each other, but rather by examining the relationship between them. Gerpott et al. (2001) in his research attest Johnston (2001) as he mentioned that customer retention and customer satisfaction should be treated as distinct, but causally inter-linked constructs. Rust and Subramanian (1992), in their study, link quality to customer satisfaction and argue that this has a direct effect on customer retention and market share. In the same bases Athanassopoulos (2000) explain satisfaction as an antecedent of customer retention. The authors study customer satisfaction cues in retail banking services in

Greece. The finding of his study shows that product innovativeness, convenience, staff service, price and business profile are dimensions of customer satisfaction. The authors also mentioned that customers do not consider switching banks until they have encountered a series of negative effects. Heskett et al. (1994) and Schneider and Bowen (1999) suggested that, in some cases, service suppliers may be unable to retain even those employees who are satisfied. Thus, satisfaction itself may not be sufficient enough to ensure long-term workers commitment to an organization. Instead, it may be essential to look beyond satisfaction to other variables that strengthen retention such as conviction and trust (Hart and Johnson, 1999). This explanation is consistent Morgan and Hunt (1994) research on marketing channel, which shows that organizations often look beyond the concept of satisfaction to developing trust and ensure long termrelationships with their employees. Further, this suggestion is based on the principle that once trust is built into a relationship, the probability of either party ending the relationship decreases because of high termination costs. Other studies have proposed that the cost of replacing lost talent is even higher, as much as 70 to 200 percent of that employee's annual salary (Kaye, 2000). Expanding on these thoughts, the EPF (2004) stated that "*for a firm with 40,000 full-time employees, the difference between a 15- percent turnover rate and a 25-percent turnover rate is over $50 million annually. The divergence between a 15-percent turnover rate and a 40-percent turnover rate is over $130 million annually*". Abundant studies have hypothesized and empirically validated the link between satisfaction and behavioral intentions and behaviors such as employee's retention and word of mouth (e.g. Anderson and Sullivan, 1993; Rucci et al., 1998, Bansal and Taylor, 1999, Cronin et al., 2000).

Data Analysis & Interpretations

1. How long are you working in the organization?

a) Less than year b) 1 year c) 2years d) 3years e) more than 3 years.

Table

Duration of work at Sun Informatics

Total Number of respondents	Less than 1 year	One year	2 years	3 years	More than 3 years

100	20	15	30	20	15

Interpretation:

From the figure: 1 it can be seen that 20% of respondent working less than 1 year, and 15% of respondents working for 1 year, and 30% of respondents working for 2 years, and 20% of respondent working for 3 years, and 15% of respondent working for the organization for more than 3 years. It can be concluded that in the organization experienced as well as inexperienced and young people are working together.

2. Are you aware of company's policies and Procedures?   a) Yes b) No

Table

Awareness about companies policies and procedures

Total number of respondents	Yes	No
100	73	27

Interpretation:

From the sample size of 100, 73 respondents know the organization policies and strategies and 23 respondents are not. It is concluded that 73% of the employee are aware of the policies and strategies of the organization and 23% are not aware of the organization policies and strategies. Organization should clearly specify the policies to the employees at the time of joining the organization.

3. Policies and practices adopted by human resource department are good?

   a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Policy evaluation

Total Number of respondents	Very Bad	Bad	Neither or Nor	good	Very Good
100	14	16	23	33	14

Interpretation:

It seen that 14% of the respondent are strongly disagree with the policies and practices and 16% of the respondent disagree with the policies and practices and 23% were neither disagree nor agree. Even though 33% of the respondent are agree with it and 14% are strongly agree with the policies and practices adopted by the human resource department. It can be concluded that department should implement new method or practices.

4. Does your company providing with training and development programs?   a) Yes b) No

Table

Provides Training and Development to employees

Total Number of respondents	Yes	No
100	93	7

Interpretation:

93% of the respondents are agreed that the organization providing training and development programs. And 7% of the respondents said that training and development does not exist in the organization. It can be concluded that the organization have sufficient training and development programs and most of the employees are aware of it.

5. manager supports innovation?

a) strongly disagree b) disagree c) neither agree nor disagree d) agree   e) strongly agree.**Table**

Supports innovation

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	4	17	16	43	20

Interpretation:

Only 4% of the respondent are strongly disagree that their manager does not initiative and innovation and 17% were disagree. And 16% of the respondent are neither disagree nor agree with it. More over 43% of the respondent agree their manager supports initiative and innovation and 20% were strongly agreed with that. It is seen that manager has lack of trust in their employee to some extent.

6. Communication system in the organization is effective?

a) Highly Ineffective b) Ineffective c) neither agree nor d) effective e) Highly Effective.**Table**

Communication system at Sun Informatics

Total Number of respondents	Highly Ineffective	Ineffective	Neither or Nor	effective	Highly Effective
100	23	26	7	27	17

Interpretation:

23% of the respondent mentionedHighly ineffective about communication system in the organization, 26% said ineffective 7% of respondentsneither or nor agree 27% of respondent feel that there is effective communication and remaining 17% of the respondent Said Highly effective. It is concluded that large number of the employee feels that there is no effective communication in the organization. Organization should adopt certain methods or strategies to communicate with employees and take the effective feedback from them in order to avoid any problems.

7. Does work-life balance exist?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree**Table**

Provides Work Life Balance

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	13	13	7	43	24

Interpretation:

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13% of the employee feels that work life balance doe not exist and they are strongly disagreed with that. And 13% of the respondent are disagree that work-life balance exist in the organization. and only 7% of the respondent were neither disagree nor agree .perhaps 43% of the respondent are agree that work-life balance exist in the organization and 24% are completely agree with them. It is concluded that almost 70% of the employees are happy with the working environment in the organization.

8. Your department get supported and team work from other areas within the organization?

　　a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Organizational teamwork with other departments

Total Number of respondents	Highly ineffective	ineffective	Neither or Nor	Effective	Highly Efective
100	3	13	12	42	30

Interpretation:

Only 3% of the respondent wereHighly effective that their department get supported and team work with other department within the organization. And 13% of the respondents mentioned ineffective,12% were neither or nor. How ever 42% of the respondents said effective that they often get supported with other departments of the organization and they collectively perform some task which only one department cannot perform and remaining 30% of respondents said highly effective with them. It can be concluded that the departments in the organization depends on each other and team work exist in the organization.

9. Does manager clearly defines your job responsibilities?

　　a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Defines job responsibilities

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	4	18	0	37	41

Interpretation:

4% of the respondent strongly disagree that the manager defines the job responsibilities clearly. And 14% of the respondents disagree that the manager defines the job responsibilities clearly. 37% of the respondents are agreed that the manager defines their job responsibilities clearly and 41% of the respondent completely agreed with them. It concluded that they perform the job on the manager's advice and supervision.

10. Is there a grievance redressal system in the organization?   a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Grievance redress system

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	13	32	7	29	19

Interpretation:

13% of the respondent strongly disagrees and 32% of the respondent disagree that there is a grievance Redressel system in the organization. And 7% of the respondent neither disagree nor agree. However 29% of the respondent were agree that there is a grievance Redressel in the organization. It can be concluded that the organization is lacking in solving the complaints of the employee.

11. performance based incentives exist in the organization?

   a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree

Table

Existence of Performance based incentives

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	3	5	7	23	62

Interpretation:

From the Figure it can be seen that 3% of the respondent strongly disagree and 5% disagree that Performance based incentives exist in the organization and 7% of the respondent neither disagree nor disagree however 23% of the respondent agree and 62% of the respondent were completely agree that Performance based incentives exist in the organization. More than 75% of the respondent feel that performance based incentives exists in the organization.

12. organization providing opportunities for personal growth and development?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Provides opportunities for Personal Growth

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	0	11	24	32	33

Interpretation:

From the Figure it can be seen that 11% of the respondents disagree that organization provides opportunities for personal growth and Development and 24% neither disagree nor agree. However 32% of the respondents agree and 33% of the respondents strongly agree with them that organization provides opportunities for personal growth and development. Hence concluded that there is personal growth and development for individual in the organization.

13. have you ever feel that role is not matching your qualification?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Perception towards role not matching qualification

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	29	31	5	22	13

Interpretation:

From the figure it can be seen that 29% of the respondents strongly disagree and 31% of the respondents disagree with the fact that the role is not matching with their qualification. 5%of the respondents neither agree nor disagree. However 22% of the respondents agree and 13% of the respondents strongly agree that the role is not matching with their qualification. Hence concluded that employee's qualification is matching their designation in the organization.

14. are you satisfied with the pay structure in the organization? a) Yes b) No

Table

Satisfaction level of pay structure

Total number of respondents	Yes	No
100	23	77

Interpretation:

From the figure it is seen that 77% of the respondent are not satisfy with the pay structure in the organization and 23 percent are satisfied with the pay structure. Organization should see that salary and benefits to employee should be according to the position and performance of employee.

15. your organization providing with health insurance or benefits?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree

Table

Provides health insurance or other benefits

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	3	2	17	42	34

Interpretation:

From the figure it can be seen that 3% of the respondents strongly disagree and 2% of the disagree that organization is providing health insurance or benefits.17% of the respondents neither disagree nor agree however 42% of the respondents agree and 34% of the respondents strongly agree that organization is providing health insurance or benefits. As more than 70% of the respondent feel that organization providing health insurance and benefits to them.

16. working environment in the organization is good?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Work Atmosphere at Sun Informatics

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	12	13	23	27	25

Interpretation:

From the figure it can be seen that 12% of the respondents strongly disagree and 13% of the respondents disagree that working environment in the organization is good.23% of the respondents neither disagree nor agree however 27% of the respondents agree and 25% of the respondents strongly agree that working environment in the organization is good. It is seen that

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more than 50% of the employees are satisfy with working environment. However most of the employees feel that working environment in the organization is required to improve.

17. company values matching with personal values?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree

Table

Organizational values matches with personal values

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	17	33	12	22	16

Interpretation:

From the figure it can be seen that 17% of the respondents strongly disagree and 33% of the respondents disagree that company values matching with their personal values.12% of the respondents neither disagree nor agree. However 22% of the respondents agree and 16% of the respondents strongly agree that company values matching with their personal values. As most of the respondent feel that company values is not matching their personal values.

18. organization providing necessary support to reduce stress level?

a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Provides scope to reduce stress level

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	12	44	13	19	12

Interpretation:

From the figure it can be seen that 12% of the respondents strongly disagree and 44% of the respondents disagree that organization is providing necessary support to reduce stress level.13% of the respondents neither disagree nor agree. However 19% of the respondents agree and 12% of the respondents strongly agree that organization is providing necessary support to reduce stress level. It can be concluded that most of the employee are feeling stress at work. Organization should adopt certain methods or techniques to reduce the stress level in employee so that it does not affect the work at the organization.

19. Your organization consider your suggestions and recommendations in decision making?

   a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

considers suggestions and recommendations in decision making

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree
100	3	2	42	37	32

Interpretation:

From the figure it can be seen that 3% of the respondents strongly disagree and 2%of the respondents disagree that organization considers their suggestions and recommendations in decision making.11% of the respondents neither disagree nor agree however 42% of the respondents agree and 32% of the respondents strongly agree that organization considers their suggestions and recommendations in decision making. It is concluded that organization is valuing the suggestions of the employee while making decision.

20. does your organization treats equally to all employees?

   a) Strongly disagree b) disagree c) neither agree nor disagree d) agree e) Strongly agree.

Table

Equal opportunities to all employees

Total Number of respondents	Strongly disagree	Disagree	Neither or Nor Agree	Agree	Strongly Agree

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100	31	23	12	19	15

Interpretation:

From the figure it can be seen that 31% of the respondents strongly disagree and 23% of the respondents disagree that organization treats employees equally.12% of the respondents neither disagree nor agree however 19% of the respondents agree and 15% of the respondents strongly agree that organization treats employees equally. As most of the respondent feel that organization does not treat employee equally. It can leads to misunderstanding between employer and employee. organization need to treat employees equally in order to avoid clashes.

21. what strategy company is opting to retain employee?

   a) Health insurance b) incentives or bonus c) security of jobs d) All of the above

e) If others please specify_____

Table

Strategy adopted for retaining employee

Total Number of respondents	Health Insurance	Incentives & Bonus	Security of Job	All the above	others
100	4	18	0	37	41

Interpretation:

As more than 70% of the respondent feel that health insurance is the major factor for them to continue working with the organization. And incentives and bonus are part of their activities which is not important to them for certain level. And less number of respondent feel that security of job is exist in the organization. And 9% of the respondent feels that all factors are necessary for them to stay with the current organization.

22. are there exit interviews in the organization?   a) Yes b) No

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Table

Exit Interviews in the organization

Total number of respondents	Yes	No
100	27	73

Interpretation:

From the figure it can be seen that 73% of the respondents feel that there is no exit interview exists in the organization and 27% of the respondent feels that exit interview exist in the organization. It is concluded that most of the employees are unaware that exit interview exists in the organization.

23. overall how you rate your organization on implementation of strategies to retain employee? (1 is low and 5 is high)   [   ]

Table

Rating of organization in implementing the strategies for retaining employees

1	2	3	4	5

Total Number of respondents	1	2	3	4	5
100	7	13	20	27	33

Interpretation:

33% of the respondents rank the organization high in implementing strategies to retain the employee and 27% of the respondents given rating 4 to the organization in implementing strategies to retain employee. And 20 % of the respondent given rating 3 to the organization and only 20% of the respondent rate them low. As most of the employees are satisfy that organization is implementing strategies to retain employees.

24. Overall are you satisfied with your current job?

    a)   Highly Dissatisfied b) Dissatisfied   c) Neither or Nor d) Satisfied e) Highly Dissatisfied.

Table

Overall satisfaction of current job

Total Number of respondents	Highly Dissatisfied	Dissatisfied	Neither or Nor	Satisfied	Highly Dissatisfied
100	13	25	0	26	27

Interpretation:

From the figure it can be seen that 13% of the respondents strongly disagree and 25% of the respondents disagree that they are satisfied with their current job.9% of the respondents neither disagree nor agree however 26% of the respondents agree and 27% of the respondents strongly agree that they are satisfied with their current job. As more than 50% of the respondents feel that they are satisfy with their current job while almost 40% of the respondents feel that they are not satisfy with their current job.

FINDINGSOF THE STUDY

- In view of experience : below 1 year - 20%,

              For 1 year   - 15%

              For 2 years   - 30%

              For 3 years   - 20%

              Above 3 years-15%

- During the survey it is found that policies and practices adopted by human resource department are found to lacking and more than 50% of the respondents were not satisfy with those practices.
- It is seen that manager has lack of trust over the employee.

- That large number of the employee feels that there is no effective communication in the organization.

- During the research it is found that more than 40% of respondents feel that grievance Redressel system was not acting properly in order to clear the complaints from the employee.

- Around 40% of the respondents feel that the role is not matching with their qualification.

- As more than 70% of the respondents feel that they are not satisfy with organizational pay structure.

- 50% of the respondents feel that company values are not matching with their personal values.

- More than 50% of the respondents feel that organization not providing any facilities to reduce the stress level.

- More than 50% of the respondents feel that organization does not treat the employees equally.

- More than 70% of the respondents feel that there is no exit interview exists in the organization.

CONCLUSIONS

- Employee retention has become a major challenge for human resource managers. Design of effective retention strategy needs thorough understanding of employee expectation and also factors that foster organizational commitment among them.

- This study intends to measure the employee perceived factors that make them to stay with current employer. The majority of the respondents who participated in the survey satisfy with the employee retention strategy adopted by the company

- The main thing that was observed during the survey was that company must treat the employee equally and have to adopt new method to reduce the stress level of employee. Most of the respondents feel that these are the two factors which make them to shift to the other employer.

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SUGGESTIONS

1. The company should adopt new practices and policies like employee working in shifts, performance appraisal, good working environment, competitive activities, growth and development programs, family get together, annual hike in salary, medical check ups regularly, traveling allowance etc.

2. The manager needs to motivate the subordinates and build their competency level.

3. Manager must have trust in their employee by allowing them to innovate themselves individually.

4. Must develop a system so that communication between the manager to subordinate effective. To do that manager should take the feedback in officially as well as unofficially.

5. Grievance Redress should be affective to resolve the complaints. This can be achieved by solving the problem at the time of occurrence only.

6. As most of the respondent feel that their role not matching their qualification. In order to avoid this recruitment process should be specific and it should be long term basis.

7. Organization must treat employee equally. Appraise equally when they make effort to attain objective and punish equally when they lack in the achieving the goals.

8. They should have an exit interview in order to know why employee leaves the organization. These can be done by personally meeting the employee and have feedback from them so that it can not be happen other time.

9. As most of the respondents are not happy with the pay structure the company should adopt increment system such as performance based incentive, merit pay and seniority etc.

Finally the company has to improve in some areas of working environment in order to retain the best employee. This may help to lead them in the competitive business environment.

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